

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

Monday, August 11, 2025

5:00 pm

Council Chambers and Video Conference

As a courtesy, meetings are available for viewing 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 - 32
Mover Councillor R. Zagordo Secunder Councillor S. Hollingsworth Resolved that the Minutes of the Regular Council Meeting of July 14, 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 A. Caputo Secunder Councillor S. Spina Resolved that the Agenda for August 11, 2025 City Council Meeting as presented be approved.	

6.	Presentations	
6.1	Fleet Management Services	
	Nathan A Bielaski, Client Strategy Manager, Enterprise Fleet Management Inc.	
7.	Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda	
	Mover Councillor R. Zagordo	
	Seconder Councillor S. Spina	
	Resolved that all the items listed under date August 11, 2025 – Agenda item 7 – Consent Agenda be approved as recommended.	
7.1	Mid-Year Update – Corporate Strategic Plan	33 - 74
	A report of the Chief Administrative Officer is attached for the consideration of Council.	
	Mover Councillor R. Zagordo	
	Seconder Councillor S. Hollingsworth	
	Resolved that the report of the CAO dated August 11, 2025 concerning the mid-year update for the Corporate Strategic Plan 2024-2027 actions and metrics be received as information.	
7.2	Purchasing Policy Amendment	75 - 76
	A report of the Chief Administrative Officer is attached for the consideration of Council.	
	The relevant by-law 2025-119 is listed under item 12 of the Agenda and will be read with all by-laws under that item.	
7.3	Sault Ste. Marie Police Service Board	77 - 95
	Response to questions from members of Council (May 2025)	
	Mover Councillor R. Zagordo	
	Seconder Councillor S. Hollingsworth	
	Resolved that correspondence from the Sault Ste. Marie Police Services Board dated July 17, 2025 be received as information.	
7.3.1	<i>Sault Ste. Marie Police Services MOU</i>	96 - 98
	A report of the Chief Administrative Officer is attached for the consideration of Council.	
	The relevant By-law 2025-115 is listed under item 12 of the Agenda and will be read with all by-laws under that item.	

7.4	Outstanding Council Resolutions	99 - 102
	A list of outstanding Council resolutions is attached for the information of Council.	
7.5	Second Quarter Financial Report – June 30, 2025	103 - 126
	A report of the Manager of Finance is attached for the information of Council.	
	Mover Councillor R. Zagordo	
	Seconder Councillor S. Spina	
	Resolved that the report of the Manager of Finance dated August 11, 2025 concerning Second Quarter Financial Report – June 30, 2025 be received as information.	
7.6	RFP – Snow Removal Services at Various Municipal Parking Lots	127 - 129
	A report of the Manager of Purchasing is attached for the consideration of Council.	
	Mover Councillor R. Zagordo	
	Seconder Councillor S. Hollingsworth	
	Resolved that the report of the Manager of Purchasing dated August 11, 2025 concerning Snow Removal Services at various municipal parking lots be received and that the services as required by Arenas, Building Services, Parking, and Transit Divisions commencing winter of 2025/26 season for a period of up to five years by mutual agreement be awarded as follows:	
	<ul style="list-style-type: none"> • 1890688 Ontario Inc. Property Masters • GFL Memorial Gardens lot • 6490182 Canada Inc. DYC Properties • Lots Downtown #1, #2, and Plaza; Northern Community Centre and Northern Transfer Point • Rainone Services • Civic Centre lots • Steel Speed Civil Inc. • John Rhodes Community Centre 	
	per occurrence pricing, plus HST.	
7.7	RFP – Machine Rental – John Street Sanitary Main Cleaning	130 - 131
	A report of the Manager of Purchasing is attached for the consideration of Council.	
	Mover Councillor A. Caputo	

Seconder Councillor S. Spina
Resolved that the report of the Manager of Purchasing dated August 11, 2025 concerning Machine Rental – John Street Sanitary Main Cleaning be received and that the work be awarded to Braywood Services Inc. for up to seven days at the rental fee of \$18,900/ day plus HST on a sole-source basis..

7.8 RFP – Tabulator Voting Solution 132 - 133

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

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Manger of Purchasing dated August 11, 2025 concerning the provision of a tabulator voting solution and support services as required by City Clerks be received and that the proposal submitted by Dominion Voting Systems Corp. at their proposed price of \$136,315.75 plus HST be approved.

A By-law authorizing signature of an agreement for tabulator voting system and support services will appear on a future Council Agenda.

7.9 Downtown Development Committee Terms of Reference 134 - 139

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

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

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.

7.10 Pointe des Chenes Former Campground 140 - 156

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

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated August 11, 2025 concerning Pointe des Chenes Update be received and that an RFP for an operator(s) of a complementary business adjacent to the Pointe des Chenes day park space as identified on the map provided be issued.

7.11 NOHFC YMCA Contribution Agreement Amendment – Boiler Replacement 157 - 158

A report of the Deputy CAO, Community Development and Enterprise

Services is attached for the consideration of Council.

The relevant By-law 2025-121 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

7.12 NOHFC Agreement Amendment – John Rhodes Community Centre Roof Replacement 159 - 160

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

The relevant By-law 2025-120 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

7.13 John Rhodes Starting Blocks Funding Reallocation 161 - 162

A report of the Supervisor of Aquatics is attached for the consideration of Council.

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that the report of the Supervisor of Aquatics dated August 11, 2025 concerning John Rhodes Starting Blocks Funding Reallocation be received and that \$21,100 in capital funding from the pool pumps be reallocated to the starting block replacement project.

7.14 Heritage Property Tax Rebate Program – 99 Huron Street (The Yard Locker) 163 - 164

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

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Manager of Recreation and Culture dated August 11, 2025 concerning Heritage Property Tax Rebate Program Application – 99 Huron Street (The Yard Locker) be received and that the recommendation of the Sault Ste. Marie Municipal Heritage Committee to enroll 99 Huron Street into the Heritage Property Tax Rebate Program be approved.

7.15 Sensory Playground 165 - 168

A report of the Manager of Recreation and Culture and the Accessibility Coordinator is attached for the information of Council.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Manager of Recreation and Culture and the Accessibility Coordinator dated August 11, 2025 concerning Sensory Playground be received as information.

7.16 Community Development Fund – Green Initiatives Program Applications 2025 Q2 Intake 169 - 172

A report of the Sustainability Coordinator is attached for the consideration of Council.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Sustainability Coordinator dated August 11, 2025 concerning Community Development Fund – Green Initiatives Program Applications 2025 Q1 Intake be received and that the recommendations of the Environmental Sustainability Committee to support two projects as follows be approved:

- Sault Ste. Marie Museum Environmentalism Database and Consortium Project – \$11,800
- Tourism Sault Ste. Marie Floating Wetland Project – \$9,002

7.17 Deep Energy Retrofit Feasibility Study Project Report 173 - 192

A report of the Sustainability Coordinator is attached for the consideration of Council.

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Sustainability Coordinator dated August 14, 2025 concerning Deep Energy Retrofit Feasibility Study Report be received and that:

- a. Council authorize City staff to seek funding opportunities from external agencies or other levels of government to supplement approved budgets in support of priority initiatives;
- b. The Deep Energy Retrofit Feasibility Studies be used to inform future budget requests for energy efficiency and emission reduction projects;
- c. Staff be requested to explore and report back to Council on the creation of a Climate Action Reserve as a source of eligible funding, under the delegated authority of the CAO, for energy conservation measures to decarbonize corporate facilities; and
- d. Staff be requested to explore the use of the Energy Service Company (ESCO) financing model and/or a retrofit aggregator for future projects.

7.18 City Share Tourism Expenditures 2025 193 - 197

A report of the Director of Tourism and Community Development is attached for the consideration of Council.

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Director of Tourism and Community Development dated August 11, 2025 concerning City Share Tourism Expenditures 2025 be received and that Council approve the use of \$497,747 towards the following initiatives:

- Tourism Event Coordinator – \$10,944
- 2028 Ontario Winter Games Bid – \$37,500
- Detailed Design – Phase One Waterfront Master Plan – \$375,248
- Wishart Park Playground Equipment and Lighting – \$60,000
- Miscellaneous tourism initiatives – \$14,055

7.19 Tourism Development Fund Applications – August 2025

198 - 201

A report of the Director of Tourism and Community Development is attached for the consideration of Council.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Director of Tourism and Community Development dated August 11, 2025 concerning Tourism Development Fund Applications – August 2025 be received and that the recommendation of the Tourism Sault Ste. Marie Board of Directors to allocate \$9,500 as detailed below be approved.

- Epic 8 – \$5,000
- Pride Cruise and Afterparty – \$4,500

7.20 Canal Drive Development Project

202 - 207

A report of the Manager of Business Development is attached for the consideration of Council.

Mover Councillor A. Caputo

Seconder Councillor S. Spina

Resolved that the report of the Manager of Business Development dated August 11, 2025 concerning Canal Drive Development be received and that Council approve a Municipal Tax Increment Rebate in the amount of \$100,000/year over a three-year term through the Economic Growth Community Improvement Plan, utilizing the Economic Development Program to support the expansion project proposed by 11880004 Ontario Limited subject to the following conditions being met:

- Confirmation that funding from the Northern Ontario Heritage Fund Corporation (NOHFC), applied for independently from this request, is approved;

- Demonstration that job creation targets identified in the application are substantially met, with a minimum threshold of 80% of the proposed 50 additional direct jobs realized;
- Evidence of meaningful partnerships with other local businesses (tourism operators, hoteliers, etc.) and community stakeholders, as outlined in the project proposal.

7.21 Goose Management 208 - 211

A report of the Director of Public Works is attached for the consideration of Council.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Director of Public Works dated August 11, 2025 concerning Goose Management be received and that Council direct staff to refer operating costs required to support a Goose Management Program to 2026 budget.

7.22 Drinking Water Source Protection – Appointment of Risk Management Inspector 212 - 213

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

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Director of Planning dated August 11, 2025 concerning Appointment of Risk Management Inspector be received and that Gerard Lavoie be appointed as the Drinking Water Source Protection Risk Management Inspector.

7.23 Building Faster Fund Year 2 Investment Plan 214 - 220

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

Mover Councillor A. Caputo

Seconder Councillor S. Spina

Resolved that the report of the Director of Planning and the Junior Planner, dated August 11, 2025 concerning the Building Faster Fund Year 2 Investment Plan be received and that Council approve the municipal Building Faster Fund Year 2 Investment Plan for 2025 and authorize staff to submit it to the Ministry of Municipal Affairs and Housing.

8. Reports of City Departments, Boards and Committees

8.1 Administration

8.1.1 Fleet Management Services

221 - 236

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

The relevant By-laws 2025-122, 2025-123, 2025-124, and 2025-125 are listed under item 12 of the Agenda and will be read with all by-laws under that item.

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that the report of the CAO, dated August 11, 2025 regarding fleet management services be received and that Council authorize staff to enter into an agreement with Enterprise Fleet Management with the estimated required levy increase and reserve re-allocations included in future budgets;

Further that Council authorize staff to proceed with the purchase of electric vehicles to maximize current charging infrastructure and then purchase internal combustion engines or hybrid vehicles until such time as charging infrastructure can accommodate the conversion to an all-electric fleet of light-duty vehicles;

Further that the revenue from the sale of vehicles at the end of the lease be invested back into the assets of the Division/Department.

8.2 Corporate Services

8.3 Community Development and Enterprise Services

8.4 Public Works and Engineering Services

8.5 Fire Services

8.6 Legal

8.7 Planning

8.7.1 A-7-25-Z Housekeeping Amendments

237 - 257

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

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Junior Planner dated August 11, 2025 concerning City-initiated *Planning Act* application A-7-25-Z Housekeeping Amendments be received and that Council approve the housekeeping amendments listed in Appendix A;

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 Pedestrian Crosswalks

Mover Councillor L. Dufour

Seconder Councillor S. Spina

Whereas pedestrian crosswalks have been installed throughout the community, commencing with the first ones being installed in 2019; and

Whereas in certain instances, flashing lights that identify a pedestrian crosswalk are installed on the roadside pole, and in other instances, are installed both on the roadside pole, and the overhead arm above the traffic lane; and

Whereas the Ontario Traffic Manual indicates the standard for pedestrian crossovers in Ontario is a flashing light on the roadside pole; and

Whereas it is an added, but not required, safety precaution to have a flashing light also installed on the overhead arm above the traffic lane;

Now Therefore Be It Resolved that Council of the City of Sault Ste. Marie request staff to review and report as to the feasibility of all pedestrian crossovers installed going forward having both flashing lights on the roadside pole, and flashing lights on the arm above the traffic lane; and

Further regarding the integration of overhead flashing lights into existing pedestrian crossovers as funds are available within existing operational budgets.

9.2 Traffic Flow

Mover Councillor L. Vezeau-Allen

Seconder Councillor L. Dufour

Whereas the Five-Year Capital Transportation Plan, presented to City Council on July 14, 2025 has within it the reconstruction of Church Street in 2027, and;

Whereas traffic flow between the uptown/Great Northern Road area and the downtown/Queen Street area currently contains one-way traffic flow on Pim Street and Church Street, with Church Street heading north, and Pim Street heading south; and

Whereas new multi-unit housing on Pim Street, and the development of new residential units in the old Sault Area Hospital Renal Building may increase traffic numbers of Church Street; and

Whereas prior to incurring the costs of reconstructing a road, which will

maintain the current traffic system for another generation, it is prudent to review the suitability of the traffic flow system to determine if it meets the community's current needs;

Now Therefore Be It Resolved that prior to the reconstruction of Church Street being undertaken, staff review the Church Street/Pim Street one-way traffic flow arrangements, as well as the sightlines at the intersections of Church/Wellington and Pim/Wellington, and any other relevant intersections in the area, to determine if there is a more efficient way to move traffic between the downtown and the uptown areas of Sault Ste. Marie.

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 A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that all By-laws under item 12 of the Agenda under date August 11, 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 2025-117 (Zoning) 99 Melville Road (Mangesh Shende) 258 - 260

Council report was passed by Council resolution on July 14, 2025.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-Law 2025-117 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 99 Melville Road (Mangesh Shende) be passed in open Council this 11th day of August, 2025.

12.1.2 By-law 2025-118 (Development Control) 99 Melville Road (Mangesh Shende) 261 - 263

Council report was passed by Council resolution on July 14, 2025.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-Law 2025-118 being a by-law to designate the lands located at 99 Melville Road an area of site plan control (Mangesh Shende) be passed in open Council this 11th day of August, 2025.

12.1.3 By-law 2025-119 (Procurement Policies and Procedures) Amendment to By- 264 - 266

law 2021-197

A report from the Manager of Purchasing is on the Agenda.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-law 2025-119 being a by-law to amend By-law 2021-197 (being a by-law for Procurement Policies and Procedures) be passed in open Council this 11th day of August, 2025

12.1.4 By-law 2025-120 (Agreement) NOHFC Amendment John Rhodes Community Centre Roof Replacement 267 - 272

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

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-law 2025-120 being a by-law to authorize the execution of the Amendment to the Northern Ontario Heritage Fund Corporation Contribution Agreement be passed in open Council this 11th day of August, 2025.

12.1.5 By-law 2025-121 (Agreement) Amendment NOHFC YMCA new HVAC system 273 - 278

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

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-Law 2025-121 being a by-law to authorize the execution of the Amending Agreement between the City and the Northern Ontario Heritage Fund Corporation for the YMCA boiler replacement project to include the installation of a new HVAC unit be passed in open Council this 11th day of August, 2025.

12.1.6 By-law 2025-122 (Agreement) Master Equity Vehicle Lease (Enterprise Fleet Management Canada Inc.) 279 - 285

A report from the Chief Administrative Officer is on the Agenda.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-law #2025-122 being a by-law to authorize the execution of the Master Equity Vehicle Lease Agreement between the City and Enterprise Fleet Management Canada, Inc. to provide for the leasing of light-duty vehicles operated by the City be passed in open Council this 11th day of August, 2025.

12.1.7 By-law 2025-123 (Agreement) Full Maintenance (Enterprise Fleet 286 - 288

Management Canada Inc.)

A report from the Chief Administrative Officer is on the Agenda.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-law #2025-123 being a by-law to authorize the execution of the Full Maintenance Agreement between the City and Enterprise Fleet Management Canada, Inc. to provide maintenance services on light-duty vehicles leased and operated by the City be passed in open Council this 11th day of August, 2025.

12.1.8 By-law 2025-124 (Agreement) Maintenance Management (Enterprise Fleet Management Canada Inc.) 289 - 291

A report from the Chief Administrative Officer is on the Agenda.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-Law 2025-124 being a by-law to authorize the execution of the Maintenance Management Agreement between the City and Enterprise Fleet Management Canada, Inc. be passed in open Council this 11th day of August, 2025.

12.1.9 By-law 2025-125 (Agreement) Consignment Auction (Enterprise Fleet Management Inc.) 292 - 295

A report from the Chief Administrative Officer is on the Agenda.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-Law 2025-125 being a by-law to authorize the execution of the Consignment Auction Agreement between the City and Enterprise Fleet Management Canada, Inc. be passed in open Council this 11th day of August, 2025.

12.1.10 By-law 2025-115 (Agreement) Sault Ste. Marie Police Services Board MOU 296 - 304

A report from the Chief Administrative Officer is on the Agenda.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that By-law 2025-115 being a by-law to authorize the approval of the Memorandum of Understanding between the City and Sault Ste. Marie Police Services Board be passed in open Council this 11th day of August, 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 A. Caputo

Seconder Councillor S. Spina

Resolved that this Council move into closed session to discuss the potential disposition of land to support housing development;

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.

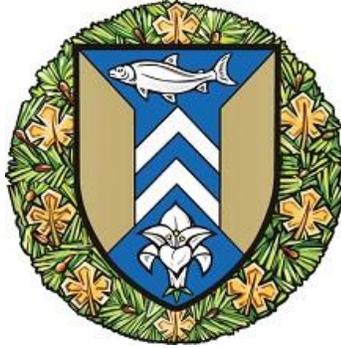
Municipal Act R.S.O.2001 – s. 239.2 (c) a proposed or pending acquisition or disposition of land

15. **Adjournment**

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL

MINUTES

Monday, July 14, 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 M. Bruni, Councillor S. Kinach (by video), Councillor C. Gardi (by video), Councillor M. Scott

Absent: Councillor A. Caputo, Councillor R. Zagordo

Officials: T. Vair, R. Tyczinski, S. Hamilton Beach, B. Lamming, S. Schell, P. Johnson, C. Rumiell, P. Tonazzo, N. Ottolino, J. King, D. Perri, N. Maoine, T. Vecchio, M. Zuppa, E. Cormier, J. Kircal

14. Closed Session

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that this Council move into closed session to discuss:

- one item concerning a potential disposition of land;
- one item subject to solicitor-client privilege;
- one item explicitly supplied in confidence to the municipality by the Province;
- one item concerning information which, if disclosed, could reasonably be expected to prejudice significantly the competitive position of an organization; and

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; (f) advice that is subject to solicitor-client privilege (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them; (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

Carried

1. Land Acknowledgement

2. Adoption of Minutes

Moved by: Councillor L. Dufour

Seconded by: Councillor M. Bruni

Resolved that the Minutes of the Regular Council Meeting of June 23, 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 – Senior Citizens Drop-In Centre – Extension Agreement

Law firm represents Sault Ste. Marie Housing Corporation on this matter.

4.2 Mayor M. Shoemaker – By-law 2025-116 (Agreement) Sault Ste. Marie Housing Corporation Senior's Drop In Centre Extension 619 and 615 Bay Street

Law firm represents Sault Ste. Marie Housing Corporation on this matter.

4.3 Councillor L. Dufour – Senior Citizens Drop-In Centre – Extension Agreement

Employed by the Sault Ste. Marie District Social Services Administration Board

4.4 Councillor L. Dufour – By-law 2025-116 (Agreement) Sault Ste. Marie Housing Corporation Senior's Drop In Centre Extension 619 and 615 Bay Street

Employed by the Sault Ste. Marie District Social Services Administration Board

5. Approve Agenda as Presented

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

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

Carried

6. Presentations

6.1 PUC Group of Companies

Andy McPhee, Chair and Robert Brewer, President and CEO were in attendance.

6.2 Transit Roadmap to Electrification Study

Jonathan Chai, Transportation Lead; and Tina Lin, Transportation Data Analyst, HDR Inc. were in attendance by video.

6.3 Proposed Wind Farm Project

This matter was postponed at the request of the proponent.

6.4 Active Transportation Master Plan

Adam Rosenfield, Senior Transportation Engineer, WSP was in attendance by video.

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

Moved by: Councillor L. Dufour

Seconded by: Councillor S. Kinach

Resolved that all the items listed under date July 14, 2025 – Agenda item 7 – Consent Agenda save and except Agenda item 7.13 be approved as recommended.

Carried

7.1 O.P.P. Costing Request

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

Moved by: Councillor L. Dufour

Seconded by: Councillor S. Kinach

Resolved that the report of the CAO dated July 14, 2025 concerning O.P.P. costing be received as information.

Carried

7.2 Design Study – Home Energy Improvement Loan Program

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

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that the report of the Manager of Purchasing dated July 14, 2025 concerning services to provide a Design Study for Home Energy Improvement Loan Program as required by Community Development and Enterprise Services be received and that the proposal submitted by Dunsy Energy be awarded in the amount of \$129,888.00 plus HST.

Carried

7.3 Factory Repair Snow Removal Equipment

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

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that the report of the Manager of Purchasing dated July 14, 2025 concerning the factory repair of two loader mounted snow blowers as required by Public Works and Engineering be received and that the work be awarded to J.A. Larue Inc. as sole source in the amount of \$149,277.06 plus HST.

Carried

7.4 Independent Electricity System Operator Long-Term 2 – Procurement and Role of the Municipality

A report of the Deputy CAO, Community Development and Enterprise Services was received by Council.

Moved by: Councillor L. Dufour

Seconded by: Councillor S. Kinach

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated July 14, 2025 concerning the Independent Electricity System Operator Long-Term 2 Procurement Process and Role of the Municipality be received as information.

Carried

7.5 Pedal Pub Pilot

A report of the Deputy CAO, Community Development and Enterprise Services was received by Council.

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated July 14, 2025 concerning a two-year pilot permitting a Pedal Pub pilot in the

downtown core with the option to extend upon mutual agreement be approved and that a by-law be returned at a subsequent Council meeting.

Carried

7.6 Lease Amendment – Jayteq Pro Shop Vending Machine

A report of the Director of Community Services is attached for the consideration of Council. The relevant By-law 2025-112 is listed under item 12 of the Minutes.

7.7 Lease Amendment and Extension – Icebreakers Sport Bar and Grill

A report of the Director of Community Services is attached for the consideration of Council. The relevant By-law 2025-111 is listed under item 12 of the Minutes.

7.8 Public Art Funding – Soo Market Mural

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

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor S. Kinach

Resolved that the report of the Manager of Recreation and Culture dated July 14, 2025 concerning Public Art Project – Soo Market Mural in the amount of \$6,000 to support the mural be approved.

Carried

7.9 2025 Connecting Link Funding Agreement

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

The relevant By-law 2025-113 is listed under item 12 of the Minutes.

7.10 Five-Year Capital Transportation Program (2026-2030)

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

Moved by: Councillor L. Dufour

Seconded by: Councillor S. Kinach

Resolved that the report of the Director of Engineering dated July 14, 2025 concerning 2026–2030 Five-Year Capital Transportation Program be received and that:

- Council approve the 2026–2030 programs in principle;
- That staff procure consulting engineering services for the Elgin Street Reconstruction/Rehabilitation; and

- That the resurfacing of Great Northern Road between 500m north of Wigle Street to the north city limit be the designated project for the City's application to the 2026 Connecting Link Program.

Carried

7.11 Peoples Road Reconstruction – Railway Warning Protection System

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

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor S. Kinach

Resolved that the report of the Manager of Design and Transportation Engineering dated July 14, 2025, concerning the railway warning protection systems for Peoples Road Reconstruction be approved and that CDL Electric Canada be authorized as sole source to proceed with final design and installation of the warning protection systems.

Carried

7.12 Asset Management Plan – Lifecycle Management and Financial Strategy

The report of the Manager of Development and Environmental Engineering was received by Council.

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that the report of the Manager of Development and Environmental Engineering dated July 14, 2025 be received and that the asset management plan reports be approved.

Carried

7.13 Senior Citizens Drop-In Centre – Extension Agreement

Mayor M. Shoemaker declared a conflict on this item. (Law firm represents Sault Ste. Marie Housing Corporation on this matter.)

Councillor L. Dufour declared a conflict on this item. (Employed by the Sault Ste. Marie District Social Services Administration Board)

A report of the Assistant City Solicitor/Senior Litigation Counsel is attached for the consideration of Council.

The relevant By-law 2025-116 is listed under item 12 of the Minutes.

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 Sault Ste. Marie Transit – Roadmap to Electrification Study

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

Moved by: Councillor L. Dufour

Seconded by: Councillor S. Kinach

Resolved that the report of the Director of Community Services dated July 14, 2025, concerning the Zero Emission Electrification Study be received and that staff:

1. Be directed to submit modification requests to ICIP for a change of scope on applicable electrification projects to allow for the purchase of rolling fleet assets to include either hybrid or diesel/gasoline;
2. Be directed to engage with Metrolinx on the purchase of one hybrid bus, pending approval of the modification request;
3. Report back to Council on the outcome of the HYG N pilot project and put forward a budget request for 2026 that further outlines financial requirements; and
4. Be directed to revisit transit electrification technology options and cost estimates every two years, to ensure the City remains aligned with its net-zero emissions goals and is prepared to act as technologies mature and become more cost-effective.

Carried

8.3.2 Proposed Wind Farm Project

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

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

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

Whereas the Independent Electricity System Operator (IESO) expects to issue the Long-Term 2 Request for Proposal (LT2 RFP) to competitively procure 1,500 MW of non-emitting energy-producing resources; and

Whereas the LT2 RFP requires proponents to show evidence of having obtained support in the form of a municipal support resolution from each local municipality in whose jurisdiction the Long-Term energy-producing project is proposed to be located; and

Whereas one or more of these energy-producing systems may be constructed and operated within City of Sault Ste Marie municipal boundaries by EDF Power Solutions Development Inc.

or any of its affiliates or subsidiaries formed for the purposes of this LT2 RFP, as applicable (the “Proponent”); and

Whereas new non-emitting supply is expected to be cost competitive, clean and renewable such as wind and solar generation.

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the EDF 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. That this municipal support resolution does not supersede any applicable permits or approvals under applicable laws and regulations that may be required for a Project;
4. That the Proponent must engage with relevant City of Sault Ste. Marie staff to meet all *Planning Act* approvals, permits, and requirements; and
5. Relevant City of Sault Ste. Marie staff be directed to work with the Proponent to complete and execute any additional resolution(s) required by the IESO under the LT2 RFP to evidence support from the City of Sault Ste. Marie for the Project and necessary work/forms required by the IESO or Hydro One for the submission of the Project.

Postponed.

8.3.2.1 Postponement

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that the report of the Manager of Business Attraction, Economic Development dated July 14, 2025 concerning the proposed wind farm project be received and that the matter be postponed at the request of the proponent.

	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	0	2
					Carried

8.4 Public Works and Engineering Services

8.5 Fire Services

8.6 Legal

8.7 Planning

8.7.1 A-6-25-Z 99 Melville Road

The report of the Junior Planner was received by Council.

The Applicant, Mangesh Shende, was in attendance.

Moved by: Councillor L. Dufour

Seconded by: Councillor M. Bruni

Resolved that the report of the Junior Planner dated June 2, 2025, concerning Application A-6-25-Z be received and that Council approve the application in the following manner:

Rezone the subject property from Gentle Density Residential (R2) Zone to Gentle Density Residential (R2.S) Zone with a special exception subject to the following provisions:

1. Permit a Rooming House with a maximum of 12 units, in addition to those uses already permitted in an R2 Zone;
2. Require a minimum of 12 parking spaces in association with the Rooming House;
3. That a continuous hedgerow consisting of evergreen trees, bushes, or shrubs be planted along both side lot lines, but not required within the first 7.5 metres from the front lot line. The hedgerow shall reach a minimum height of 1.8 metres above established grade at maturity;

Further, that Council deem the properties subject to Site Plan Control.

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

	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	7	1	0	3
				Carried

8.7.2 Active Transportation Master Plan

A report of the Intermediate Planner was received by Council.

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that the report of the Intermediate Planner dated July 14, 2025 concerning Active Transportation Master Plan be received and that Council adopt the Plan as a strategic, guiding policy document to inform active transportation investment decisions.

	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

8.8 Boards and Committees

Moved by: Councillor L. Dufour
 Seconded by: Councillor S. Kinach

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	9	0	0	2
				Carried

8.8.1 PUC Shareholders Resolutions

Whereas PUC Inc. is a wholly owned municipal corporation of the City of Sault Ste. Marie; and
Whereas The Corporation of the City of Sault Ste. Marie as the shareholder of PUC Inc. has established a shareholder declaration that requires PUC Inc. seek and receive shareholder approval with respect to the borrowing of any money, the issuance of any debt, the giving of any security or the making or incurring of any single capital expenditure or acquisition in excess of \$5,000,000 or any capital expenditures which, in aggregate, are in excess of \$10,000,000 in any financial year of PUC Inc. and the Subsidiary Corporations on a consolidated basis; and

Whereas PUC Distribution Inc. is proposing to refinance its internal \$26.5 million Note Payable to PUC Inc. through new third-party financing, and establish a credit facility for critical capital infrastructure investments; and

Whereas the financing strategy includes entering into new credit facilities with RBC, consisting of a \$26.5 million term loan, a \$25 million revolving credit facility, and

Now Therefore Be It Resolved that the shareholder of PUC Inc. hereby, on the recommendation of the PUC Inc. Board of Directors and the PUC Distribution Inc. Board of Directors, approve the refinancing of PUC Distribution Inc. as presented.

8.8.1.1 PowerShare 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 Independent Electricity System Operator (IESO) has forecasted that Ontario will require up to 75% more electricity by 2050 to meet growing demand driven by electrification and economic development, creating significant opportunities in the sector; and

Whereas PUC Distribution Inc. is a founding member of PowerShare Inc., a strategic alliance of leading Ontario local distribution companies (LDCs) formed to advance Distribution System Operator (DSO) capabilities, enable local energy markets, and integrate distributed energy resources (DERs) such as battery storage and small-scale generation into the electricity grid; and

Whereas the creation of PowerShare Inc. aligns with PUC's leadership in smart grid innovation and supports the broader transformation of Ontario's energy system to be more decentralized, digital, and customer-focused; and

Whereas an initial equity investment of \$50,000 is required to formalize PUC Distribution's participation in PowerShare Inc. and secure access to intellectual property and shared tools developed by the alliance

Now Therefore Be It Resolved that the shareholder of PUC Inc. hereby:

- Authorize and approve PUC Inc. to support its subsidiary, PUC Distribution Inc., in joining the PowerShare Inc. alliance and participating as a founding member;
- Approve an equity investment of \$50,000 by PUC Distribution Inc. into PowerShare Inc. to secure participation rights and access to shared intellectual property; and
- Authorize PUC Inc. to execute and deliver any and all necessary agreements, instruments, or documents required to formalize PUC Distribution Inc.'s membership in PowerShare Inc. and to support the continued advancement of DSO capabilities.

8.8.1.2 Axiom Infrastructure Inc./PUC Inc. Partnership

Whereas the Shareholder Declaration requires PUC Inc. to seek and receive shareholder approval for the creation of new corporate structures or partnerships and any capital investment in excess of \$5,000,000 individually or \$10,000,000 in aggregate; and

Whereas the Independent Electricity System Operator (IESO) has forecasted that Ontario will require up to 75% more electricity by 2050 to meet growing demand driven by electrification and economic development, creating significant opportunities in the sector; and

Whereas PUC Inc. is proposing the formation of a new joint development entity, PAX, in partnership with Axiom Infrastructure Inc., to manage development-related costs and deliver long-term investment opportunities; and

Whereas Axiom Infrastructure Inc. is a Canadian-owned, independent portfolio management firm that specializes in long-term investments in core infrastructure assets across the energy, transportation, and social sectors, and has been a strategic partner to PUC in advancing infrastructure initiatives

Now Therefore Be It Resolved that the shareholder of PUC Inc. hereby:

- Approve the formation of the PAX partnership entity with Axiom Infrastructure Inc., including the negotiation, execution, and delivery of any partnership, operating, and ancillary agreements necessary to establish and operate the entity; and
- Authorize PUC Inc. to invest development capital into PAX and its associated projects in alignment with the Shareholder Declaration.

8.8.1.3 PUC Distribution Inc.

Whereas PUC Inc. is a wholly owned municipal corporation of the City of Sault Ste. Marie; and

Whereas The Corporation of the City of Sault Ste. Marie as the shareholder of PUC Inc. has established a shareholder declaration that requires PUC Inc. seek and receive shareholder approval with respect to the borrowing of any money, the issuance of any debt,

the giving of any security or the making or incurring of any single capital expenditure or acquisition in excess of \$5,000,000 or any capital expenditures which, in aggregate, are in excess of \$10,000,000 in any financial year of PUC Inc. and the Subsidiary Corporations on a consolidated basis; and

Whereas PUC Distribution Inc. is proposing to refinance its internal \$26.5 million Note Payable to PUC Inc. through new third-party financing, and establish a credit facility for critical capital infrastructure investments; and

Whereas the financing strategy includes entering into new credit facilities with RBC, consisting of a \$26.5 million term loan, a \$25 million revolving credit facility, and

Now Therefore Be It Resolved that the shareholder of PUC Inc. hereby, on the recommendation of the PUC Inc. Board of Directors and the PUC Distribution Inc. Board of Directors, approve the refinancing of PUC Distribution Inc. as presented.

8.8.2 Public Utilities Commission – Water – Terms of Reference

Moved by: Councillor L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that the report of the City Clerk dated July 14, 2025 concerning Public Utilities Commission – Water – Terms of Reference be received and that the terms of reference be approved.

	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	0	3
				Carried

8.8.3 Sault Ste. Marie Police Service 2024 Annual Report

Moved by: Councillor L. Dufour

Seconded by: Councillor S. Kinach

Resolved that the Sault Ste. Marie Police Service Annual Report 2024 be received as information.

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

9.1 Roadside Attraction

Moved by: Councillor S. Kinach

Seconded by: Councillor M. Bruni

Whereas Sault Ste. Marie is a community deeply rooted in winter culture and proud of its industrial heritage, particularly its longstanding contributions to the steel industry; and

Whereas the City of Sault Ste. Marie embraces its “Naturally Gifted” identity and is continually seeking creative ways to enhance tourism, promote civic pride, and celebrate its unique local character; and

Whereas roadside attractions are known to generate increased visitor traffic, create photo-worthy landmarks, and contribute to a sense of place and identity; and

Whereas a giant snowflake sculpture, crafted from locally produced steel, would serve as a meaningful and visually striking symbol of both our natural climate and our local industry, reinforcing the city’s connection to winter and its manufacturing heritage; and

Whereas such a sculpture would not only contribute to beautification and placemaking but could also support local artists, fabricators, and businesses through its design, construction, and installation;

Now Therefore Be It Resolved that City staff be requested to consult with local community and industry partners and report back to Council regarding potential project scope, design, location, and community engagement opportunities, including other symbols that might be recommended;

Further Be It Resolved that the report identify costs and funding sources, including Municipal Accommodation Tax revenue, City public art funding (Cultural Vitality Committee), donations, sponsorship, grants, and funding from other levels of government.

	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	1	0	2
				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 L. Vezeau-Allen

Seconded by: Councillor M. Bruni

Resolved that all By-laws under item 12 of the Agenda under date July 14, 2025 save and except By-laws 2025-115 and 2025-116 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 2025-110 (Traffic) Amend Definitions and Interpretation, Schedule "A" and Schedule "VV" to By-law 77-200

Moved by: Councillor L. Dufour

Seconded by: Councillor M. Bruni

Resolved that By-law 2025-110 being a by-law to amend "Definitions and Interpretation", Schedule "A" and add Schedule "VV" to Traffic By-law 77-200 be passed in open Council this 14th day of July, 2025.

Carried

12.1.2 By-law 2025-111 (Agreement) Ice Breakers Sports Bar John Rhodes Community Centre (Jody Wilson) Operate a Restaurant/Lounge

Moved by: Councillor L. Dufour

Seconded by: Councillor M. Bruni

Resolved that By-Law 2025-111 being a by-law to authorize the execution of the Amending Agreement between the City and 1848626 Ontario Inc. operating as Icebreakers Sports Bar and Grill for the lease of space at the John Rhodes Community Centre to operate a restaurant/lounge be passed in open Council this 14th day of July, 2025.

Carried

12.1.3 By-law 2025-112 (Agreement) Jayteq Pro Shop John Rhodes Community Centre (Jay Thomas) Amendment Vending Machine John Rhodes

Moved by: Councillor L. Dufour

Seconded by: Councillor M. Bruni

Resolved that By-law 2025-12 being a by-law to authorize the execution of the Amending Agreement between the City and Jayteq Pro Shop (Jay Thomas), to add the operation of a hockey accessories vending machine within the John Rhodes Community Centre to the original lease, be passed in open Council this 14th day of July, 2025.

Carried

12.1.4 By-law 2025-113 (Engineering) Connecting Links Program Funding Great Northern Road Resurfacing

Moved by: Councillor L. Dufour

Seconded by: Councillor M. Bruni

Resolved that By-law 2025-113 being a by-law to authorize the execution of the Agreement between the City and His Majesty the King in Right of Ontario as represented by the Minister of Transportation for the Connecting Links Program to provide funding for the resurfacing of Great Northern Road from Third Line East to Wigle Street be passed in open Council this 14th day of July, 2025.

Carried

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

15. Adjournment

Moved by: Councillor L. Vezeau-Allen

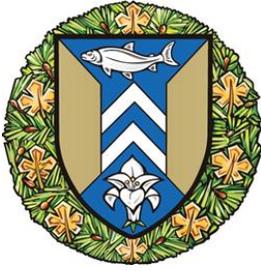
Seconded by: Councillor M. Bruni

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

July 14, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, CAO
DEPARTMENT: Chief Administrative Officer
RE: Mid-Year Update – Corporate Strategic Plan Actions and Metrics

Purpose

The purpose of this report is to provide Council with a mid-year update on the 2024-2027 Corporate Strategic Plan Actions and Metrics.

Background

On October 1, 2024, City Council approved the Corporate Strategic Plan 2024-2027. The Corporate Strategic Plan is a key document that guides City Council and staff in making operational and capital decisions. It covers the remainder of the current Council's term and the first year of the next term of Council.

On April 7, 2025, Council approved the actions and metrics associated with the Corporate Strategic Plan. This mid-year update provides Council with a regular update to track progress, assess outcomes, and identify any necessary adjustments.

Analysis

The Corporate Strategic Plan 2024-2027 includes four Focus Areas:

1. Community Development
 - a. Economic Activity
 - b. Well-being
 - c. Social Equity
 - d. Truth and Reconciliation
2. Quality of Life
 - a. Work. Life. Balance.
 - b. Welcoming
 - c. Vibrant Downtown
 - d. Arts and Culture
3. Infrastructure
 - a. Current Assets
 - b. Future Assets
 - c. Environment

4. Service Delivery
 - a. Customer Service
 - b. Develop Employees
 - c. Eliminate Barriers
 - d. Community Partnerships

The implementation of tariffs by the United States of America has created a significant shock to the local economy. As a priority, Economic Development staff have been working to a) support local businesses and identify any funding support available; b) advance opportunities to diversify the local economy. The development of a port in Sault Ste. Marie continues to be a priority and aligns well with the national infrastructure projects being favoured by the Federal and Provincial governments.

The metrics update document (Attachment A - Actions and Metrics Report) provides details on all the activities being undertaken to advance the plan. Of note:

- Over \$36M in funding support received to date from Federal and Provincial funding programs exceeding annual target
- Physician recruitment has been successful in attracting four doctors thus far in the year, and looks forward to achieving its annual target
- Kaitlyn Neveu, Anishnaabe E-Wiidookaage has been hired and is advancing reconciliation initiatives
- Queen Street Reconstruction Phase 1 is advancing with completion expected in September
- AI policy established for staff and GovAI implementation is underway
Community partners are finalizing the agreements for the HART Hub and look forward to launching services later this year
- A consultant has been retained to assist in completing the Community Safety and Wellbeing Plan

The Actions and Metrics report contains much more detail, and staff is tracking well in meeting commitments outlined in the Corporate Strategic Plan.

Financial Implications

There are no financial implications to the actions and metrics document that have not been already approved as part of the 2025 municipal budget.

Strategic Plan / Policy Impact / Climate Impact

This report provides the 2025 mid-year update for the actions and metrics associated with the Corporate Strategic Plan 2024-2027.

Recommendation

It is therefore recommended that Council take the following action:

Mid-Year Update – Corporate Strategic Plan Actions and Metrics

August 11, 2025

Page 3.

Resolved that the report of the CAO dated August 11, 2025 concerning the mid-year update for the Corporate Strategic Plan 2024-2027 actions and metrics be received as information.

Respectfully submitted,

Tom Vair, CAO

705.759.5347

cao.vair@cityssm.on.ca

CORPORATE STRATEGIC PLAN

Actions and Metrics



SAULT STE. MARIE

Land Acknowledgement

We 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, and the Historic Sault Ste. Marie Metis Council.



Strategic Plan

Our Strategic Plan outlines the organization's direction and goals through 2027 and the strategies and actions that will guide the direction and allocation of resources for years to come.

Vision

Sault Ste. Marie is a thriving, safe and inclusive community where you belong.

Mission

To provide municipal services that support development, enhance quality of life, and promote cultural vitality.

Strategic Plan

Our Narrative

We want people to say the following things about Sault Ste. Marie:

- I receive exceptional service from the City of Sault Ste. Marie.
- I trust that my local government has my best interest in mind.
- My voice is heard.
- I am proud to work for the City of Sault Ste. Marie.
- I feel safe living here.
- Sault Ste. Marie has everything a community can offer and is like nowhere else.
- It's easy to do business in Sault Ste. Marie.

Values

Service Driven

We will provide high quality and responsive service

Employee Centred

We commit to providing a dynamic work experience where staff feel valued and appreciated

Responsible Growth

We will grow responsibly to ensure a healthy, sustainable, and prosperous community for future generations

Diversity and Inclusion

We are committed to inclusion, diversity, equity, and access, including the pursuit of collaborative relationships

Integrity

We will be accountable, transparent, and fiscally responsible to meet the needs of our community

Focus Area 1: Community Development

Advocate for addiction and mental health



Sault Ste. Marie was successful in securing a Homelessness and Addiction Recovery Treatment Hub (HART Hub). This hub will provide a much-needed, coordinated healthcare approach that integrates addiction treatment, mental health services, and housing support within a single, accessible facility.

Advocate for improved healthcare facilities personnel

The City and the Sault Area Hospital invested in allied health care recruitment and innovative labour force solutions by successfully recruiting four new doctors so far this year to the area.



Implement a housing action plan to deliver affordable housing



The Housing Accelerator Fund Round 2 funding program has begun with the implementation of the Housing Action Plan. The City is on target with 38 starts since January 2025.

The City has completed its regional feasibility study to establish a clinical campus of the Northern Ontario School of Medicine (NOSM U) in Sault Ste. Marie.

Take a proactive approach to 'reconcili-action'

Kaitlyn Neveu, Indigenous Policy and Process Renewal Advisor, has been hired. She is proactively building relations and has completed initiatives such as the Anishnaabemowin Word of the Week, a morning ceremony on National Indigenous Peoples Day, and dream catcher workshops for staff.



Focus Area 1: Community Development

Support the growth of a diversified economy.



Economic Activity

Goal	Actions	Metrics	Timeline	Comments
Develop shovel-ready projects to access available funding	Identify parcels for new industrial land development	Acres acquired/serviced - 40 acres	Q4 2025	In the process of completion, property negotiations have begun
Attract new business and ensure sufficient supply of industrial land	Business development	Investment Funnel Pending - \$840M	Q4 2025	The total funnel of \$1.2 billion is pending. An increase in the energy sector of \$320 million
	Funding acquired	\$500,000	Q4 2025	\$826,450 acquired
	Planning applications	Target 70 applications	Q4 2025	38 applications to date (current to Q2 2025)
	Planning applications processing time	Planning applications processed on time	Q4 2025	95.99% of applications are completed on time

Focus Area 1: Community Development

Support the growth of a diversified economy.



Economic Activity

Goal	Actions	Metrics	Timeline	Comments
Support entrepreneurs	Support entrepreneurs through Millworks Centre	4,400 Client engagements and outreach	Q4 2025	1,866 aligned client engagements to a January-to-January calculation versus fiscal ending in March
	Business attraction	50 jobs created and/or pending	Q4 2025	43 jobs are pending
Increase tourism visitor spending and occupancy rates	Occupancy average	Target greater than 64% occupancy	Q4 2025	On track
	Municipal Accommodation Tax	Target \$1.7M revenue	Q4 2025	\$628,829 as of May 2025

Focus Area 1: Community Development

Take a collaborative approach toward a healthy and safe community.



Well-being

Goal	Actions	Metrics	Timeline	Comments
Advocate for addiction and mental health services	Support Canadian Mental Health Association where required in implementation of a Homelessness Addiction Recovery Treatment (HART) Hub in the community	Homelessness Addiction Recovery Treatment (HART) Hub operational	TBD	Ongoing support with HART Hub planning
Advocate for improved healthcare facilities and personnel	Finalize the Northern Ontario School of Medicine University (NOSM) Regional Campus feasibility study and advocate for implementation	Obtain \$15.9M in start-up funds	Q2 2026	Study complete. The City continues to advocate for funding with the provincial government
Foster collaboration and coordination of health and social services	Support Social Services in development of homelessness strategy	Finalize the homelessness strategy	Q3 2025	In progress
	Finalize the Community Safety and Wellbeing Plan	Finalize the Community Safety and Wellbeing Plan	Q1 2026	OrgCode consultant has been selected
Invest in allied healthcare recruitment and innovative labour force solutions	Physician recruitment committee	Eight doctors recruited	Q4 2025	Four new doctors have been recruited to date

Focus Area 1: Community Development

Support equitable access and opportunities for everyone.



Social Equity

Goal	Actions	Metrics	Timeline	Comments
Implement a housing action plan to deliver affordable housing	Housing Accelerator Fund Round 2 funding programs roll-out	Implementation of the Housing Action Plan according to timelines	Q4 2025	On track
	Monitor annual housing starts	150 annual housing starts per year	Q4 2025	38 starts from January 1 to July 15
Support the full participation of user groups of all abilities	Accessibility activities	3 significant barriers removed or accessibility enhancements installed	Q2 2026	On track
Support programs that foster a safe, welcoming and inclusive community	Local Immigration Partnership community engagement	300 activities (supported events, outreach, stakeholder meetings)	Q4 2025	On track

Focus Area 1: Community Development

Establish respectful and meaningful relationships with First Nations and Métis communities.



Truth and Reconciliation

Goal	Actions	Metrics	Timeline	Comments
Implement Municipal Calls to Action from the Truth and Reconciliation Commission	Develop Truth and Reconciliation Commission Strategy document	Completed plan with Baawaating Advisory Committee endorsement	Q4 2025	Ongoing
Expand Cultural Competency Training throughout the Corporation	Expand the Cultural Competency Training Program to the next level of staff within the organization	100 additional staff trained in Cultural Competency	Q1 2026	Exploring local providers as facilitators
Take a proactive approach to 'reconciliation'	Engage meaningfully with each First Nation partner	Identify and prioritize projects and initiatives of importance	Q2 2026	On track
	Hire an Indigenous Policy and Process Advisor	New staff role established	Q1 2025	Complete

Focus Area 2: Quality of Life

Promote Sault Ste. Marie as a municipality of choice



Continue with the Sault Ste. Marie promotional campaign with over 1M visits to Tourism Sault Ste. Marie's website and over 160,000 visits to its Welcome to Sault Ste. Marie website.

Attract newcomers

The Rural Community Immigration Pilot program is attracting newcomers to Sault Ste. Marie with 86 applications approved since March.

Promote multi-cultural events

The Sault Ste. Marie and Area Local Immigration Partnership hosted a Multicultural Day Festival in the Downtown Plaza. The event was a beautiful celebration of culture, connection and community.



Encourage and support sustainable transportation options

Off-road multi-use trails system expansions are underway, with Peoples Road reconstruction and the Sackville Road extension adding 800m to each area.

Invest in recreational infrastructure



The Big Ben double-decker bus is now in use. This new hop-on, hop-off experience offers visitors and residents a unique and engaging way to explore our City's rich history, vibrant culture, and scenic waterfront, bringing a fresh perspective on the community's many landmarks.



This summer, the City of Sault Ste. Marie opened Kiwanis Park and celebrated the revitalization of Parkland and Westwood Park.

Focus Area 2: Quality of Life

Increase participation and grow the number of events in the Downtown year over year



Since January, the Downtown Plaza has seen over 19,000 visitors. Events hosted in the Plaza have included the Festival of Beer, Poutine Feast, and Multicultural Day Festival.



The Roberta Bondar Park and Marina site hosted a successful Canada Day celebration with over 20,000 people attending the festivities and fireworks display.

Continue to develop world-class waterfront destinations

The Waterfront Development Master Plan has received Council approval to advance to Phase 1 of securing funding.

Promote and conserve heritage assets



The City of Sault Ste. Marie has provided over \$98,000 in heritage tax rebates.

Enhance funding support for cultural initiatives



The City's Arts and Culture Assistance Program has distributed \$170,000 in grants to local arts, culture, and heritage organizations.

Focus Area 2: Quality of Life

Maintain an affordable community with exceptional four-season recreational opportunities.



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Promote Sault Ste. Marie as a municipality of choice	Continue with the Sault Ste. Marie promotional campaign	1M visits to Tourism Sault Ste. Marie (TSSM) website, 160K views on Welcome to Sault Ste. Marie (WTSSM) website	Q4 2025	TSSM: 399, 992 year-to-date website views WTSSM: 188, 685 year-to-date website views
Exceed Provincial housing targets annually	Launch the Housing Action Plan and the Housing Community Improvement Plan	150 housing starts	Q4 2025	38 housing starts from January 1 to July 15 have begun
Encourage and support sustainable transportation options	Continue with the expansion of the Hub Trail	Mark Street trail expansion	Q4 2025	This is underway and on schedule to be completed by August 2025
		People's Road - Second Line to Rossmore Road	Q4 2026	On target
	Expand the multi-use trail system	Peoples Road Reconstruction Off-road multi-use trail 800m expansion	Q4 2025	On target, and funding is required
		Off-road multi-use trail with additional 800m expansion	Q4 2026	On target, and funding required

Focus Area 2: Quality of Life

Maintain an affordable community with exceptional four-season recreational opportunities.



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Encourage and support sustainable transportation options		Sackville Road extension with 800m trail	Q4 2026	Phase 1 is underway, and Phase 2 is on track for 2026. A detailed design is required.
	Expand cycling lanes within the City	East Street (Bay to Wellington) cycle track (curb-separated bicycle facility)	Q4 2025	Construction has been deferred until spring 2026.
Invest in recreational infrastructure	Expansion of bike trails	5 km of new biking trails	Q4 2025	Active transportation Master Plan completed
	Upgrade of park equipment	One park improved	Q4 2025	The Request for Proposal award has been approved by Council. The expected installation is scheduled for fall at Wilcox Park
	John Rhodes roof replacement	A new roof installed, extending asset life	Q4 2025	Construction has been awarded. The start date is July 2025, and materials will be delivered to the site.

Focus Area 2: Quality of Life

Maintain an affordable community with exceptional four-season recreational opportunities.



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Invest in recreational infrastructure	Upgrades to Rocky DiPietro field	New scoreboard and football upgrades	Q4 2025	The scoreboard has been installed
	Strathclair dog park upgrades	Install new solar lighting	Q4 2025	Tentatively Scheduled for fall 2025 with Public Works
	Develop a new dog park	New leash free dog park	Q4 2025	Tentatively scheduled at Tom Tipton for fall 2025 with Public Works.
	John Rhodes Lighting Upgrade	Install new LED lighting	Q4 2025	To be completed during annual maintenance in September
	John Rhodes Pool	Upgrade starting blocks	Q4 2025	Request for Proposal is expected in August 2025

Focus Area 2: Quality of Life

Maintain an affordable community with exceptional four-season recreational opportunities.



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Invest in recreational infrastructure	Develop a new dog park	New leash free dog park	Q4 2025	Tentatively scheduled for fall with Public Works. Location at Tom Tipton.
	Upgrade outdoor rink facilities	Esposito rink shack	Q4 2025	Public Works is securing the infrastructure
	Wishart Park	Bridge installation and park upgrades	Q4 2025	The bridge has been installed, and park equipment procurement is in progress
	Accessible Washrooms/Change Area study	Manzo Park and Greco Pool	Q4 2025	Greco Pool: Plumbing has been awarded to upgrade the toilets Manzo Pool: Windows have been installed and completed
	North Street field	Lighting upgrade	Q4 2025	A capital request is required with an anticipated 2026 installation

Focus Area 2: Quality of Life

Instill a strong sense of community that embraces and celebrates diversity and culture.



Welcoming

Goal	Actions	Metrics	Timeline	Comments
Attract newcomers	Maximize our Rural Community Immigration Pilot allocation annually	Attract 300 newcomers to Sault Ste. Marie	Q4 2025	86 applications have been approved from March to June
Promote multi-cultural events	Organize arts and culture events	22 standalone events	Q4 2025	Q2 had six standalone events
Establish diverse, equitable, inclusive and accessible community spaces	Engage seniors in community programming	52,000 program visits in Bay Street and Northern Community Centre Active Living Centres 55+	Q4 2025	On track with Q2 with 35,815 participant days
	Manzo Park playground updates	Accessible features upgrades	Q4 2026	Quotes and feedback are being gathered. A report to Council, and a budget request for 2026 is forthcoming.

Focus Area 2: Quality of Life

Create a hub of activity and excitement through shops, events, promotion and amenities.



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase participation and grow the number of events in the Downtown year over year	Roberta Bondar Pavilion event programming	80 events and bookings	Q4 2025	Q2 had a total of 20 events at the Roberta Bondar Pavilion
	Downtown Plaza programming	30,000 participants	Q4 2025	Q2 had 19,174 participants (above average) at the Downtown Plaza
	GFL Memorial Gardens programming	9 events with over 1,200 participants (not including Greyhound games)	Q4 2025	Six events were hosted with over 1,200 people
	GFL number of visitors (including Soo Greyhound games)	195,000 annual visitors	Q4 2025	Q2 had a total of 80,915 visitors to the GFL Memorial Gardens
	Ermatinger Clergue National Historic Site (ECNHS) programming	25,000 annual visitors	Q4 2025	Q2 had a total of 9,437 visitors to the ECNHS

Focus Area 2: Quality of Life

Create a hub of activity and excitement through shops, events, promotion and amenities.



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase assessment value and growth rate in the Downtown	Investment in the Downtown core	Increased Assessment Value on par with other areas of the community	Q4 2025	On track
		Housing Community Improvement Plan (CIP) launch	Q4 2025	New CIP has been launched
		Queen Street Reconstruction Phase 1 completion	Q3 2025	Queen Street has reached 'substantial completion' with final completion expected by September 2025

Focus Area 2: Quality of Life (continued)

Create a hub of activity and excitement through shops, events, promotion and amenities.



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase assessment value and growth rate in the Downtown		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2028	On target
		Façade grants	Q1 2026	The project is underway, and staff are exploring funding options
		Downtown Ambassador Program	Annual	Canadian Mental Health Association ambassadors and Norpro foot patrols are in place
Continue to develop world-class waterfront destinations	Finalize the City's Waterfront Development Master Plan	Receive Council approval and advance Phase 1 funding	Q4 2025	The plan has been approved, and staff are looking for funding from both levels of government

Focus Area 2: Quality of Life

Support and grow the creative economy and celebrate arts and culture.



Arts and Culture

Goal	Actions	Metrics	Timeline	Comments
Celebrate diversity in public art	Commission new murals and public art as part of the Vivid Arts Festival	3 new murals	Q3 2025	Four murals are to be installed in the summer of 2025. The Pride crosswalk has been installed. Two public art pieces are planned for fall 2025.
	Commission an Indigenous artwork installation	1 new installation	Q4 2025	An installation is planned for the Northern Community Centre with a second project involving art wraps.
Promote and conserve heritage assets	Utilize existing heritage conservation program	\$98,000 in heritage tax rebates	Q1 2026	A Council report in Q4 will request annual rebates
	Number of heritage properties registered	15	Q4 2025	Information is being compiled for the 2025 recommendations
	Install new windows in the Sault Ste. Marie Museum building	\$200,000 window upgrade project	Q2 2026	Scheduled for 2026 completion. There will be a budget request for the second and third floors

Focus Area 2: Quality of Life

Support and grow the creative economy and celebrate arts and culture.



Arts and Culture

Goal	Actions	Metrics	Timeline	Comments
	Implementation of the Ermatinger Clergue National Historic Site digital strategy	Implement FedNor grant	Q4 2025	This has been awarded and is in progress
	Memorial Tower	Critical repairs complete	Q4 2025	This has been awarded and is in progress
	Host heritage walks and Doors Open event	5 events and walks	Q4 2025	Two heritage walks have been completed, and the Doors Open event is scheduled for October 4
Enhance funding support for cultural initiatives	Deploy increased budget through the Cultural Vitality Committee	\$170,000 distributed to community arts organizations	Q1 2026	All funds have been awarded and utilized

Focus Area 3: Infrastructure

Maintain a robust asset management plan



450m of sidewalks (30%), 215 catchbasins cleaned (29%) and 4.6 km (38%) of ditches have been cleaned.



Seek opportunities to implement new, sustainable solutions

2,500 tonnes of material have been diverted through recycling and composting programs as part of the City's landfill waste diversion program.



Upgrade assets for energy efficiency and climate resilience

The City was successful in a grant application for \$1,000,000 through the Green and Inclusive Community Buildings fund to allow for the John Rhodes Community Centre Energy Retrofit to focus on LED lighting and accessibility upgrades, including seating.

Invest in maintaining an attractive and vibrant downtown core with a world-class waterfront

Phase 1 of Queen Street construction is nearing completion. Our last investment in Queen Street, as a community, is believed to have been more than four decades ago.



Seek opportunities to implement sustainable solutions

The City has added its very first electric vehicle (EV) to its fleet. This investment supports our commitment to net zero emissions by 2050 and climate action by reducing emissions and lowering fuel costs.

Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
Maintain a robust asset management plan	Finalize the asset management plan for all municipal infrastructure assets	Approved asset management plan	Q3 2025	Completed
	Maintain a functional public works fleet	43% of vehicles with remaining service life - goal to increase the percentage to 65%	Q1 2027	On target
	Maintain a robust sidewalk network	1500m ² of sidewalk replaced yearly	Annually	450m of sidewalks have been replaced (30%)
	Maintain municipal drainage works	750 catchbasins (CB) cleaned per year	Annually	215 CBs have been cleaned (29%)
	Maintain municipal drainage works	12 km of ditches cleaned per year	Annually	4.6km of ditches have been cleared (38%)

Focus Area 3: Infrastructure



Monitor, maintain, and redevelop existing infrastructure.

Current Assets

Goal	Actions	Metrics	Timeline	Comments
Transit fleet age is in line with the Provincial average	Invest in fleet	Average age of fleet less than 8 years to align with Ontario average	Q4 2025	The average age of the transit fleet is 6.2 years, which is under the National (9.4) and Ontario's average (8.40).
Leverage funding opportunities	Submit Provincial and Federal applications	\$28M in funding support	Q4 2025	Over \$36M in funding from Provincial and Federal programs
	Implement the Approved 2025 Capital Transportation Plan (TMP)	Design, award tenders and construct all road reconstruction projects for 2025.	Q4 2025	On track
	Update the Five-Year Capital Transportation Plan	Revise and obtain Council approval for the 5-year plan to reflect the newest priorities and funding	Q2 2025	Updated plan brought to Council on July 14, 2025
	Long-range planning through the Transportation Master Plan (TMP)	Review recommendations in TMP and update	Q4 2025	Ongoing

Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
	Update and Improve Asset Data	Keep data up to date - Pavement Condition Index (PCI) scores and sewer condition	Q4 2025	There will be a request for updated PCU scores in the 2026 Budget
Improvements to the transportation network	Improve wastewater infrastructure with long range planning through the Wastewater Master Plan (WWMP)	Review recommendations in Wastewater Master Plan (WWMP)	Q4 2025	Ongoing
Accessible and barrier-free	Manzo Park/Greco Pool accessible washrooms/changerooms	\$60,000 Manzo Park, \$35,000 for Greco Pool	Q4 2025	Quotes are being gathered. There will be a request in the 2026 Budget
Upgrade assets for energy efficiency and climate resilience	Facility energy efficiency	Retrofit studies complete	Q4 2025	In progress and on track
	Electric vehicle charger installation	5 installations	Q2 2025	Complete

Focus Area 3: Infrastructure



Future Assets

Strategically build and acquire infrastructure to support a growing community.

Goal	Actions	Metrics	Timeline	Comments
Invest in maintaining an attractive and vibrant downtown core with a world-class waterfront	Upgrade Queen Street	Complete Phase I Queen Street revitalization	Q3 2025	Phase 1 of Queen Street construction is nearing completion
	Finalize the City's Waterfront Development Master Plan	Receive Council approval and advance to Phase I funding	Q4 2025	The plan has been approved, and staff are looking for funding
Expand active transportation network	Expand hubtrail, multi use trails and cycling lanes	Mark Street, People's Road, Sackville Road, East Street, and Wishart Park	Q4 2026	Mark Street is completed. People's Road, Wishart Park, and Sackville Road are underway. East Street is deferred to 2026.
Ensure community parks, green spaces, and recreation infrastructure needs are met	Upgrade one park	Invest \$180,000 in park upgrade projects with funding sought for second park	Q4 2025	Wilcox Park is scheduled for construction in Q4

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Environment

Goal	Actions	Metrics	Timeline	Comments
Net zero emissions by 2050	Greenhouse Gas (GHG) Community Reduction Plan	Completion of Plan	Q1 2025	On track
Enhance and protect our public green spaces	Greenhouse Gas Community Reduction Plan	Prioritization of Greenhouse Gas Action Items and Budget Process	Q3 2025	On track
Seek opportunities to implement sustainable solutions	Fleet transition to electric vehicles	2 electric ice resurfacers, 1 transit bus	Q1 2025	Staff will re-evaluate in 2 years
		1 electric transit bus	Q4 2026	On target
		1 electric half ton pick-up for Public Works	Q3 2025	On target
	Biosolid Management Facility	Complete design of new biosolids and household organics processing facility	Q3 2025	On target
Landfill waste diversion		2,500 tonnes of material diverted through recycling and composting programs	Q2 2026	On target

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Environment

Goal	Actions	Metrics	Timeline	Comments
Implement practices and technologies to improve air/water quality and enhance biodiversity	West End Wastewater Treatment Plant Phase 2 Upgrades	Design and prepare tender and contracts for 2026/27	Q1 2026	Ongoing
	East End Wastewater Treatment Plant Ultra Violet (UV System Upgrades	Construction of new Ultra Violet system	Q2 2026	On target

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Environment

Goal	Actions	Metrics	Timeline	Comments
Implement practices and technologies to improve air/water quality and enhance biodiversity	Wastewater system reliability and minimize number of sewage backups per year <10 due to main blockages	125 km of sewers flushed per year	Q4 2025	50.5km of sewers have been flushed to date (41%)
	Landfill compliance with Provincial legislation	Exceed provincial expectations on annual inspection	Annually	On target
	Collection of Source Separated Organics and Composting (SSO)		Q4 2027	On target
	Review of waste collection options (Solid Waste, SSO, Recycling)		Q4 2026	On target
	Expansion of Methane Collection System Emissions (Climate Change)		Q2 2027	On target
	Continued Collection of Household Hazardous Waste - Environment Stewardship		Ongoing	On target

Focus Area 4: Service Delivery

Explore technologies that support innovation and efficiency

Senior staff have adopted Grammarly, and the Clerk's office has adopted a digital signature technology pilot program. In addition, staff have adopted an AI technology policy and implemented GovAI.



Foster civic pride and team building

The City of Sault Ste. Marie Employees Association is a staff-led and funded initiative that promotes recreational, social, and community-minded activities for employees and their families throughout the year. One of the Association's signature events is the annual family BBQ, which brings together staff and their loved ones for a day of connection and fun.



Colleagues, friends, and families came together to celebrate the annual Health & Safety Employee Recognition BBQ hosted by Public Works and Engineering Services. This event brings the team together in appreciation and recognition for their efforts throughout the year.



Implement strategies to attract and retain talent

The City of Sault Ste. Marie has been recognized with the prestigious Employment Partner of the Year award, supported by Community Living Algoma. This recognition is a testament to the City's leadership in empowering and inspiring individuals with diverse abilities.

Remove physical and digital barriers to enhance accessibility

In an effort to adopt accessible, friendly technology, the City is in the final stages of launching its new AODA-W3C website.



Video remote interpreting has been introduced at the Ronald A. Irwin Civic Centre. This service provides improved communication support for Deaf customers who use American Sign Language (ASL) or Langue des Signes Québécoise (LSQ).

Focus Area 4: Service Delivery

Provide accessible communications, timely resolution of concerns, and fair treatment for all.



Customer Service

Goal	Actions	Metrics	Timeline	Comments
Standardize customer service practices and policies	Undertake review of current practices and policies	Finalize and implement recommendations of review	Q4 2025	The Accessible Customer Service Policy is being finalized
Regularly collect and review customer feedback for continuous improvement	Monitor participation in programs and identify opportunities for customer feedback: Transit ridership John Rhodes Pool Active Living 55+ (Bay Street and NCC locations) GFL Memorial Gardens visitors, including Greyhound games	1.9M rides 5,000 total participants in programs 600 programs 195,000	Q4 2025 Q4 2025 Q4 2025 Q4 2025	Q2 - 801, 833 rides Q1 - 2,039 participants Q2 - 545 for both locations Q2 - 80,915 visitors to the GFL Memorial Gardens
	Maintain Fire Service average response time to calls	First arriving engine company on the scene in 4:00 minutes or less 90% of the time	Q4 2025	90% of incidents have a response time of 4:45. Average response time is 2:56.

Focus Area 4: Service Delivery

Provide accessible communications, timely resolution of concerns, and fair treatment for all.



Customer Service

Goal	Actions	Metrics	Timeline	Comments
Regularly collect and review customer feedback for continuous improvement	Conduct proactive Fire Service training throughout the community	Over 240 fire safety demonstrations and speaking events	Q4 2025	Staff have completed 171 public education fire safety demonstrations to date
	Educate youth on fire prevention and safety	Reach 3,500 students with elementary and secondary school program	Q4 2025	Fire Services has hit the target of 3,500 students in delivering school programs
Develop new methods of collecting and analyzing customer feedback	Implement customer surveys to obtain feedback	5 surveys per year	Q4 2025	Three surveys have been completed

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Explore technologies that support innovation and efficiency	Finalize needs assessment and roadmap for Human Resources Information System (HRIS) and Enterprise Resource Planning (ERP)	Strategy paper and recommendation complete	Q4 2025	The ERP committee is in Phase 4. The work to date will inform the Request for Proposal
	Artificial Intelligence (AI) technology adoption	Strategy paper, policy and recommendation complete	Q4 2025	Staff have adopted an AI Technology policy. GovAI has been implemented.
	Corporate Office 365 Applications Adoption	Office 365, Teams, One Drive and Collaboration Apps	Q3/Q4 2025	Senior staff have adopted Grammarly. Consigno digital signature technology has been adopted as a pilot project with the Clerk's office.
Maximize investment in training	Use of in-house subject matter experts to deliver management skills training	Offer 3 workshop-style topics targeting new supervisors	Q2 2026	Managers have completed disability, sick leave, WSIB, attendance, and benefits training

Focus Area 4: Service Delivery



Create a supportive workplace that invests in employees.

Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Maximize investment in training	Provide targeted training based on emerging trends and issues	Substance Abuse and Addictions Identification Training for Supervisory staff	Q1 2025	Completed
		Two additional de-escalation training sessions for front-line staff	Q4 2025	To be completed in Q4 2025
		Mental health & resilience training for all front-line staff	Q3 2026	Completed
Implement strategies to attract and retain talent	Increase visibility as an employer of choice in the area	Participate in 3 job fairs	Q4 2025	Staff have attended four job fairs
		Partner with local post-secondary career offices for enhanced advertising	Q4 2025	Trades-related recruitment was delivered to Sault College students
		Feature employee testimonials with the community	Q4 2025	Recipient of the Employment Partner of the Year award
		Create new post-secondary co-op opportunities in areas of high turnover	Q4 2025	Students' summer employment at the City can be used towards co-op

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Advance diversity, equity, and inclusion in the workplace	Internal awareness campaign of the "Financial Assistance for Training and Development Courses" benefit	5% increase in the utilization of the existing benefit	Q2 2026	In progress
	Development of a Diversity, Equity and Inclusion (DEI) guiding policy for the Corporation	Draft to be submitted to Senior Management Team (SMT) for feedback/approval	Q3 2025	In progress
	Training to roll out Diversity Equity and Inclusion (DEI) policy to all staff	In-person training for all existing employees on Respectful Workplace Policy – Human Rights / Harassment & Discrimination	Q2 2026	In progress
		Introduce training modules on unconscious bias, micro-aggressions, allyship	Q4 2026	In progress

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Advance diversity, equity, and inclusion in the workplace	Full implementation of French language service directive	Continue to monitor and enhance the ability for Francophone residents to navigate municipal services in French	Annually	Ronald A. Irwin Civic Centre directional signage installation with French language incorporated
Foster civic pride and team building	Continue team-building events and activities throughout the corporation	Hold >12 staff team building and recognition events throughout the year	Q4 2025	On track

Focus Area 4: Service Delivery

Identify obstacles that hinder growth and development and streamline processes.



Eliminate Barriers

Goal	Actions	Metrics	Timeline	Comments
Implement and enhance online tools for applications and permits	Phase one: Roll out of Sault Ste. Marie Innovation Centre's Cerolink Online application platform	Live Online planning application	Q2/Q3 2025	In progress
	Ensure adherence to legislated timelines for Planning Act applications	Tracking and monitoring response times	Annual	95.5% of applications are completed on time
Review processes, policies, and procedures to identify efficiencies	Review and prioritization of policy document revision	Complete review and update >2 policies	Q4 2025	On track
Reduce red tape and accelerate timelines for responses and approvals	Implement online application portal for planning applications	Training and launch of new portal solution	Q1 2026	Internal staff training is underway
Remove physical and digital barriers to enhance accessibility	Adopting Accessibility friendly technology	Accessibility for Ontarians with Disabilities Act (AODA-W3C) Website, Video Remote Interpreting, Accessible PDF	Q3/Q4 2025	Website is in progress and will be completed by Q4 Video Remote Interpreting implemented

Focus Area 4: Service Delivery

Build collaborative relationships to enhance service delivery options.



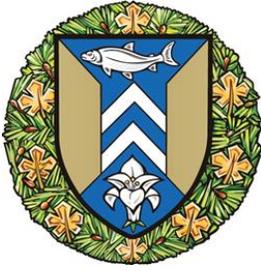
Community Partnerships

Goal	Actions	Metrics	Timeline	Comments
Facilitate collaboration with neighbouring communities and community groups to achieve shared goals	Maintain municipal and industry partnerships	Active participation in industry associations including AMO/OMAA/ROMA/ICSC/NOLUM/FCM/EDCO/TIAC/TIAO	Q4 2025	CAO and DCAOs attending AMO, OMAA Workshops, and NOLUM meetings
	Meet with Michigan & Chippewa County Economic Development Corporation colleagues	6 meetings annually: Eastern Upper Peninsula Planning Group, Chippewa County Economic Development Corporation and Sault Ste. Marie Michigan Economic Development Corporation.	Q4 2025	Three meetings to date
Liaise with community groups to improve communications	Local Not for Profits and Community Service Organizations	Hold meetings at least annually with key community stakeholder groups	Q4 2025	Seven meetings to date
Foster strategic partnerships with post-secondary education institutions for labour force and economic development	Implement a Bi-Annual Meeting with Post Secondary Institutions	Minimum 4 meetings/year	Q3 2025	Six meetings to date

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The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Karen Marlow, Manager of Purchasing
DEPARTMENT: Corporate Services
RE: Amending – Procurement Policies and Procedures

Purpose

The purpose of this report is to seek Council approval of an amendment to the Procurement Policies and Procedures By-law 2021-197 as it relates to financial value approvals.

Background

The last major review and update of the Procurement Policies and Procedures By-law was in October 2021. The most significant change implemented included an increase to the financial approval limit of the Chief Administrative Officer.

In 2024, amending By-law 2024-32 included addition of language related to implementation of E-Bidding system processes.

Analysis

The CAO level increase within the 2021 policy update proved successful, providing efficiencies of review processes and accelerating timelines for responses and approvals. At the time no other staffing approval levels were implemented, creating a significant span between Deputy CAO and CAO financial authorizations. This, coupled with the market's progressive increases in costs of goods and services, has given rise to a need to establish appropriate monetary increases within the policy financial levels as well as revision of role titles to include all applicable staffing at the Senior and Executive Management Team (SMT and EMT) levels.

This will continue to support advancements in efficiencies of review processes and establish a more suitable designation of financial approvals overall.

7. (1) Approvals for Financial Values:			
Approval Values Current		Approval Values Recommended	
Director	to \$ 10,000	SMT	to \$ 50,000
Executive Director	to \$ 15,000		
Deputy CAO	to \$ 30,000	EMT	to \$80,000
CAO	to \$125,000	CAO	to \$125,000
Council	>\$125,000	Council	>\$125,000

Corresponding with the above-stated financial values changes, the following by-law sections include revisions as follows:

- Within Section 7. (1) Approvals for Financial Values include designation(s) as: b) SMT and c) EMT designated up to next approval level; and d) CAO designated to a Deputy Chief Administrative Officer
- Other staffing level authorizations currently at \$30,000; revised to \$50,000
 - Section 19 Request for Quotation: a) Informal between \$5,001 to \$50,000; b) Formal between \$50,000 to \$125,000
 - Section 22 Non-Competitive Method authorizations: a) Agent between \$5,001 and \$50,000; b) CAO between \$50,000 and \$125,000

Financial Implications

The update of the Procurement Policy and Processes by-law does not have a direct financial impact.

Strategic Plan / Policy Impact / Climate Impact

The Procurement Policy and Processes By-law is directly related to the Corporate Values of Accountability and Transparency and Fiscal Responsibility.

Recommendation

It is therefore recommended that Council take the following action:

The relevant by-law 2025-119 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Karen Marlow
Manager of Purchasing
705.759-5298
k.marlow@cityssm.on.ca

Rachel Tyczinski

Subject: FW: Councillor Questions, Answers and Supporting Documentation
Attachments: Questions and Responses.pdf; 2024 Budget Reports.pdf; 2024 Monthly All Overtime.pdf

From: Lisa Hodgson
Sent: Thursday, July 17, 2025 12:11 PM
To: Tom Vair <t.vair@cityssm.on.ca>
Cc:
Subject: Councillor Questions, Answers and Supporting Documentation

Today the Sault Ste. Marie Police Services Board met and as per resolution 2025-36 I am forwarding the councillor questions with responses and the supporting documentation.

Please feel free to reach out if you require anything further.

Thank you.

Lisa

Lisa Hodgson

Administrator - Police Services Board

Office: (705) 949-6300 ext. 284 A modern police service for a safer tomorrow.
Mobile: www.saultpolice.ca | [@saultpolice](https://twitter.com/saultpolice)
Email: l.hodgson@ssmps.org



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Council Meeting Questions:

Councillor Caputo:

Original e-mail from Caputo – May 12, 2025

1. In all of the meeting minutes throughout 2024, when budget came up it normally reads "Chief went over report" and then gives a comment about The Chief stating that you were on target to meet budget. A) Can those reports be sent to us? B) Was The Chief misreading the reports or misleading the board?

Attached we have included all the budget reports that were provided to the Board, the media and Council. Our understanding is the former Chief was relating to the year-to-date figures when speaking to budget figures.

On November 18th the SSMPFS Finance Manager provided the Chief with a projection for the November Board meeting. The projection estimated a \$500K deficit for 2024 based on Q3 results, without having full access to all reports.

2. It is clear that staffing cost is an issue. How many officers were being paid, but not working in 2024?

As per collective agreement, members off on WSIB are paid 100% of their wages and non-occupational leaves are paid 70% of their wages. Currently, when officers are off work on WSIB they accumulate vacation time.

The end of 2024, 11.59% of officers were off on occupational and/or non-occupational leaves. The percentage varies, for example case load increased by 50% in June of 2024. Also, members that return to work may not be able to return to frontline duties and may need to be accommodated. Currently, 4.2% of officers are unable to answer emergency calls for service. This number includes members off on WSIB and accommodated members.

In addition, three members were away from work while suspended with pay.

With regard to this, who deals with officers that are off work?

Human Resources, works along with a third-party vendor, Frontline Resilience to ensure members who are away from work to stay connected with the workplace



and are provided supports along with a safe return to work plan. As part of this, Human Resources and Training Services introduced the Graduated Workplace Exposure Program in 2022.

Third party or department and what is the protocol to getting these folks back to work?

In 2021, the decision was made not to renew the services of a third-party vendor Disability Management Company (Trac Group Inc.) to save \$25,000.00/year and manage these services internally.

Since 2021 – Human Resources staff completed certification in disability management program and worked directly with WSIB, Frontline Resilience, Healthcare Providers and the member to facilitate back to work processes.

This change did not increase Human Resources staffing.

3. Officers often accumulate overtime on paid duty for hockey games, etc. Is this something that should be eliminated in order to claw back on the budget?

Officers working a special paid duty are paid by the event organizers through the police service. This is net zero on the budget.

4. What has been approved for division 2 and can you feasibly open this division this year? What is the operational budget for division 2?

The downtown location had it's Grand Opening on May 12th, 2025. A soft opening did take place in 2024, but unexpected construction delays lead to the 2025 launch.

The cost of the downtown location's lease is \$6,695.42 a month.

The costs of the renovations and engineering of the downtown location for 2024 was \$209,469 plus an additional \$34,247 for lease payments.

The bill for engineering and construction, (the job is now complete) total for 2025 is \$1,063,777.

Rent for 2025 up to May of this year is \$33,477.



It should be noted the SSMPs does reclaim the HST, which would be 13% rebate of the above figures.

One sergeant and four constables have been assigned to Division 2 effective April 28, 2025, at a cost of approximately \$648,523 for the remainder of the year.

The budget for Division 2 is \$536,000 for 2025. These are operational costs. The cost of renovations is coming from reserves transferred from the 2024 budget.

These officers are not additional staff and would be paid their wage regardless of their assignment.

5. Have there been any pay increases or staff increases in civilian jobs such as HR, communications, or accounting since 2023? What is the total of that?

As per negotiations for the collective agreements 2023 - 2026, all civilian members received pay increases in 2023 to 2026.

Due to the 5-year review with the Job Evaluation and Pay Equity Committee and other changes by the Chief, the salary of 9 positions were affected.

The eight positions that received increases were the Finance Manager, Human Resources Manager Intelligence/Crime Analyst, Special Constables, Human Resources Assistant, Investigation Services/Professional Stands Clerk, Manager Corporate Communications and DEMS Clerks.

Finance issued retroactive payments in the amount of \$245,600 and the approximate impact on salary for the remainder of 2024 was \$132,000.

6. Who is ultimately responsible for this and how will these oversights be remedied moving forward?

Operational decisions are made by the Chief of Police. Several steps have been taken and outlined in previous communications to mitigate budget deficit.

Additional questions from Councillor Caputo received via email May 15, 2025

1. In the minutes of both the October and December 2024 PSB meetings, it is noted that the Board is on track to meet budget, that staff shortage overtime costs had



a “significant decrease”, that overtime was “better than last year”, and that you were on track and spending appropriately. Did Chief Hugh Stevenson mislead the board with these statements? Was there supporting documentation? If so, who wrote that documentation and where did they receive their information? Someone misled the board and community into believing spending was on target and it was not. Do you have plans to hold the individual who is found to be responsible for providing misinformation to the Board?

Documentation referenced is a report generated from the Finance Department of the City, with data provided from Finance Services from Sault Police. As stated above, the Chief was likely comparing figures year-to-date for 2024 compared to 2023.

On November 18, 2024, the SSMPFS Finance Manager provided the Chief with a projection for the November Board meeting. The projection estimated a \$500K deficit for 2024 based on Q3 results.

2. If it is found that former Chief Stevenson did indeed mislead the board, what action can be taken given that he no longer works for the service?

The former Chief is no longer a member of the Police Service, therefore at this time no action can be taken.

3. Chair Bruno indicated at Monday’s Council meeting that “no one has done anything nefarious” (at 1:26:40 on city’s YouTube). Can you please provide the reports that prove that to be true? Has an investigation been done? What information is Mr. Bruno basing that statement on?

A review was conducted with Sault Police Finance Services, and the Finance Department of the City to identify the 2024 deficit figures. This review was provided to council and addresses the deficit.

4. In our meeting Monday, I asked, “Did somebody misread the reports, or was the board being misled with the information being given” and I was told that finance was not present nor was “the other person who could answer” which would be former Chief Hugh Stevenson. Can I expect an answer for this (I know this is a similar question to #1, but it is the question everyone wants answered)



Please see above and attached reports.

5. I noticed that this year when the Sunshine List was published, Police Communications person was on the list around the \$150k mark. Last year this position was not on the list. How and why did such a massive increase happen for this position? Further in this department- I have seen an additional person named as a communications person to Police Services. How and why was it determined that an additional hire should happen in this department?

As previously mentioned as part of our job evaluation process, several positions received increases in pay due to enhanced responsibility, skill set, know how etc. As part of those reviews, positions receiving increases were eligible to retroactive payments to reflect new pay grid of the position. This position was appealed by the Chief of Police and went to a third-party vendor to review.

The Chief determined due to an increase in responsibility, changes to the position, and added workload, a second person was added to the corporate communications team. This position is a part-time position.

The retro payments are more fully explained in a further question.

Questions received Via Email from CAO Vair 16 May 2025- take from Council meeting

Councillor Caputo:

- What happened in the last three months of the year to change the financial status when previous reports indicated overtime was on track (27 per cent left in budget)?

The 27% was indicated in a report provided by the City, at the October 2024 Police Services Board meeting, showing figures from the end of September 2024. The reference to overtime being on track is a comparative number to 2023, not in relation to the 2024 budget.

- Did somebody misread these reports (financial reports), or was somebody misled? Because the information being given is that you had more than a quarter left of your budget.



Documentation referenced is a report generated from the Finance Department of the City, with data provided from Finance Services from Sault Police. As stated above, the Chief is likely comparing figures year-to-date for 2024 compared to 2023.

On November 18, 2024, the SSMPs Finance Manager provided the Chief with a projection for the November Board meeting. The projection estimated a \$500K deficit for 2024 based on Q3 results.

- You mentioned there will be a review? Is that in-house review or will there be a third-party engaged to review the overage?

A review was conducted with Sault Police Finance Services, and the Finance Department of the City to identify the 2024 deficit figures. This review was provided to council and addresses the deficit.

- Ultimately, my main question to you is, what happened? From what I can see, from your board reports, you were misled by the Chief, unless he was misreading something. So, what happened there? Misread or misled?

The Board is not able to comment on the mindset of the previous member of the police service.

- And who is responsible for this?

Please see above.

Councillor Dufour:

- What are the steps that are going to be undertaken to get an answer to this very fundamental question – Board Chair Bruno became aware in February of the discrepancy between the budget numbers presented, but now it's been two months. So, I have some pretty serious concerns that in those two months, the answers have not yet been forthcoming as to where this money went and why?

The Board Chair and Interim Chief of Police appeared before council and provided answers to where the deficit came from. Financial documentation was



also provided that outlines where the deficit occurred and how financial reports indicated the budget was on track.

- Will your board be willing to engage with an outside third party in order to get to the bottom of this, or will you just be engaging through City finance to get these answers?

A review has already taken place and conducted by Finance Services with Sault Police and the City's Finance Department.

- The percentage increase in budget (both budgeted and with the overage) is an astonishing number for any governance board to be seeing without being aware and the community is going to want to see how and why this happened.

The Board and the SSMPs have provided documentation and appeared before council to answer questions and address concerns related to the budget deficit.

Councillor Kinach:

How much did we, as City Council, reduce your original ask (in regard to the 2025 budget request)?

The initial increase that went to the Police Services Board was a 10.63% increase (\$41,076,035). The Finance Committee asked that we reduce the increase to below 10% so it was reduced to 8.19% (\$40,170,897). Upon presentation to Council, we were asked to reduce the increase to below 7% so we made cuts that resulted in a final increase of 6.79% (\$39,650,897). *(The Finance Committee moved the purchase of new carbines as required to be covered by reserves – and money was gained through additional funding streams)*

- 2024 deficit – how much was spent on software, cloud backups, body cameras?

In reference to the technology advancements through Axon, we have budgeted to roll this out over a 10-year lease ending in 2034. The cost of this lease in 2024 was \$600,565 and was budgeted. We remained within that budgeted amount for



2024. In addition, changes to the CSPA increased the budget by approx. \$1,031,637.

- What is projected deficit?

The projected deficit as of January 2025 was \$2.5 million, the current estimated deficit as of May 12, 2025, is \$1.9 million. Mitigation efforts are ongoing to attempt to reduce the estimated deficit.

Councillor Hollingsworth:

- Finance programs between Police and City not in sync? Did new division add to overage (corrected by Mayor not enumerated in list of contributing factors)

SSMPS Finance Services did have access to city software, however, did not have the ability to run certain reports to support financial forecasting. Previously, city staff would be provided with data from Sault Police and then run reports for the police service. This has since been amended and Sault Police Finance Services can now run more accurate predictive reporting from Sault Police data. An MOU between the Sault Ste. Marie Police Services Board and the City of Sault Ste. Marie is in development to formalize this relationship. SSMPS Finance still does not have full access to the City's budgeting preparation software.

- Did new division add to overage

The downtown location had its Grand Opening on May 12th, 2025. A soft opening did take place in 2024, but unexpected construction delays lead to the 2025 launch.

The cost of the downtown location's lease is \$6,695.42 a month.

The costs of the renovations and engineering of the downtown location for 2024 was \$209,469 plus an additional \$34,247 for lease payments.

The bill for engineering and construction, (the job is now complete) total for 2025 is \$1,063,777.

Rent for 2025 up to May of this year is \$33,477.



It should be noted that the SSMPs does reclaim the HST, which would be a 13% rebate of the above figures.

One sergeant and four constables have been assigned to Division 2 effective April 28, 2025, at cost of approximately \$648,523 for the remainder of the year.

The budget for Division 2 is \$536,000 for 2025. These are operational costs. The cost of renovations is coming from reserves transferred from the 2024 budget.

Councillor Spina:

- The most current report from former Chief stated on budget (October 2024) Overage found in February 2025. By whom?

A projected overage was communicated to the Chief in November – this was estimated by SSMPs Finance staff based on Q3 results. This deficit amount was updated in January 2025 once more accurate information was available to SSMPs Finance Services staff. City Finance Department staff communicated a preliminary estimated overage of \$1.8 million to the SSMPs in January 2025 and the final deficit to the Police Services Board after a completed year-end financial review in February 2025.

- From October 2024 to February 2025 – any information as to overage? What could be done to mitigate (No.)

At that time little could have been done to mitigate the deficit. See above.

- Why is violent crime down but budgets up?

The 2024 yearend report from stats Canada shows that Assaults were up 15.8%, Sexual Assaults were up 23.5%, IPV was up 9.9% and offensive weapons calls were up 14.9% for 2024 as compared to 2023. Although Homicides were down 85.7% and attempt homicides were down 50.0% Violent crime overall for 2024 was up 13.9% compared to 2023.

The overall crime rate for Sault Ste Marie in 2024 was down 0.7% from 2023.



- Important to know impact, reasons why it happened.

Answers and documentation related to the deficit have been provided to city staff and city council. The Chief of Police and the Sault Ste. Marie Police Services Board mandate, under the CSPA, is to provide adequate and effective policing.

Please see provided reports.

Councillor Bruni:

- How to budget for overtime (answered difficult to predict).

Each year the overtime costs for policing are around \$1 million. However, during the budget process, in an attempt to keep the % increase of the budget at a manageable figure, the overtime budget is reduced significantly. This is not reflective of year-to-year figures for overtime expenses. In the past few years when we have increased complement, we have been asked by Council to reduce the overtime budget as an offset, however staffing shortages only reflect a small percentage (approx. 20%) of total overtime.

The majority of the overtime is a result of criminal investigations support – ident, tactical team, crime suppression.

- Operational budget – where can savings come from in 2025 to reduce projected deficit?

The operational budget in 2024 was nearly \$700,000 under budget. As stated above, following a comprehensive review, numerous cost-saving methods, reducing travel, reducing non-mandatory training, participating in professional committees, hiring freeze, etc. have been implemented in an attempt to reduce the total deficit for 2025. We continue to apply for Grants and explore opportunities to offset salary dollars.

Councillor Zagordo:

- 2025 projected deficit – how confident no deficit?

The Board and the SSMPs are making every effort to reduce the deficit.



Councillor Gardi:

- 16 eligible to retire, now 13 – 9 new hires.
- \$670k savings – travel? Training? How much was budgeted for travel/training in 2024-2025 and what was spent?

The operational savings does include training and travel as well as other areas of operation. Training costs fluctuate based on the number of spaces provided to the service for individual training opportunities.

The 2024 operating budget was \$9,632,691. The total spent on operating costs in 2024 was \$8,958,867. The 2024 training and travel budget was \$1,039,900. Only \$606,493 was spent on travel and training in 2024.

The 2025 operating budget is \$9,891,060. Through April 30, 2025, \$3,628,748 of the operating budget has been spent. The 2025 training and travel budget is \$1,206,800. Through April 30, 2025, \$187,712 has been spent on travel and training.

- Any officers eligible to retire on WSIB? (Unclear as to whether this could be asked)

This is not a question the service can answer due to privacy concerns.

- Attendance management program for officers, civilians?

The Sault Police do have an attendance management program for members.

- Why was inaccurate information provided?

Attached we have included all the budget reports that were provided to the Board, the media and council. Our understanding is the Chief was relating to the year-to-date figures when speaking to budget figures.



Mayor Shoemaker:

- Bulk of increase over complement hires. Adequate and effective discussion. Duty of PSB to ensure effectiveness.
- What has been done to change reporting of deficits to PSB?

The Board will now be provided quarterly projections by Finance Services of Sault Police. Through an enhanced relationship with City staff, SSMPs Finance Services will be able to run more accurate predictive financial reporting.

CITY OF SAULT STE MARIE
POLICE SERVICES

For the Three Months Ending Sunday, March 31, 2024

FISCAL YEAR REMAINING% :	March	YTD	Budget	Variance	Percentage	2023	2023	Budget	Percentage
		Actual	2024		Budget-Rem	Actual To:	Actual	2023	Budget-Rem
					0.75	March	Year End		YTD 2023
REVENUE									
Fees and user charges	(\$46,519.70)	(\$71,837.53)	(\$396,600.00)	(\$324,762.47)	81.89%	(\$89,272.28)	(\$436,564.42)	(\$384,200.00)	76.76%
Government grants	(\$80,235.30)	(\$420,882.92)	(\$2,627,973.00)	(\$2,207,090.08)	83.98%	(\$724,310.82)	(\$2,947,396.85)	(\$2,500,245.00)	71.03%
Contribution from own funds			(\$540,000.00)	(\$540,000.00)	100.00%		(\$178,021.79)	(\$20,000.00)	100.00%
Other income	(\$4,630.00)	(\$13,891.13)	(\$100,000.00)	(\$86,108.87)	86.11%	(\$33,659.30)	(\$151,144.81)	(\$100,000.00)	66.34%
	(\$131,385.00)	(\$506,611.58)	(\$3,664,573.00)	(\$3,157,961.42)	86.18%	(\$847,242.40)	(\$3,713,127.87)	(\$3,004,445.00)	71.80%
EXPENDITURES									
Salaries	\$1,897,663.41	\$5,725,605.98	\$24,506,665.00	\$18,781,059.02	76.64%	\$4,861,738.18	\$24,115,831.35	\$22,741,235.00	78.62%
Benefits	\$646,520.80	\$1,701,353.48	\$6,654,940.00	\$4,953,586.52	74.43%	\$1,425,694.14	\$6,383,349.21	\$6,167,422.00	76.88%
TOTAL SALARIES/BENEFITS	\$2,544,184.21	\$7,426,959.46	\$31,161,605.00	\$23,734,645.54	76.17%	\$6,287,432.32	\$30,499,180.56	\$28,908,657.00	78.25%
Travel and training	\$87,833.27	\$126,456.67	\$1,039,900.00	\$913,443.33	87.84%	\$268,334.51	\$687,781.25	\$972,275.00	72.40%
Vehicle allowance, maintenance and repairs	\$22,135.85	\$121,294.11	\$1,446,070.00	\$1,324,775.89	91.61%	\$227,039.66	\$1,343,596.84	\$1,212,865.00	81.28%
Utilities and fuel	\$32,590.36	\$127,004.73	\$599,505.00	\$472,500.27	78.82%	\$154,037.14	\$532,400.77	\$531,575.00	71.02%
Materials and supplies	\$101,656.95	\$381,860.76	\$2,038,400.00	\$1,656,539.24	81.27%	\$233,408.33	\$1,097,239.09	\$1,366,769.00	82.92%
Maintenance and repairs	\$38,305.76	\$161,863.77	\$1,465,935.00	\$1,304,071.23	88.96%	\$109,682.32	\$356,593.08	\$415,395.00	73.60%
Rents and leases	\$4,615.90	\$18,458.55	\$125,000.00	\$106,541.45	85.23%	\$24,752.77	\$78,592.39	\$125,000.00	80.20%
Taxes and licenses	\$12,594.82	\$12,594.82	\$443,000.00	\$430,405.18	97.16%		\$357,954.24	\$462,765.00	100.00%
Financial expenses		\$362.77		(\$362.77)	0.00%	\$534.72	\$2,094.60		0.00%
Purchased and contracted services	\$32,204.92	\$114,985.15	\$711,311.00	\$596,325.85	83.83%	\$16,656.31	\$624,136.50	\$706,910.00	97.64%
Transfer to own funds			\$165,000.00	\$165,000.00	100.00%			\$165,000.00	100.00%
Capital expense	\$80,703.73	\$188,323.32	\$1,598,570.00	\$1,410,246.68	88.22%	\$179,088.92	\$1,616,312.64	\$1,404,070.00	87.25%
TOTAL OTHER EXPENSES	\$412,641.56	\$1,253,204.65	\$9,632,691.00	\$8,379,486.35	86.99%	\$1,213,534.68	\$6,696,701.40	\$7,362,624.00	83.52%
	\$2,956,825.77	\$8,680,164.11	\$40,794,296.00	\$32,114,131.89	78.72%	\$7,500,967.00	\$37,195,881.96	\$36,271,281.00	79.32%
NET (REVENUE)/EXPENDITURE	\$2,825,440.77	\$8,173,552.53	\$37,129,723.00	\$28,956,170.47	77.99%	\$6,653,724.60	\$33,482,754.09	\$33,266,836.00	80.00%

CITY OF SAULT STE MARIE
POLICE SERVICES

For the Four Months Ending Tuesday, April 30, 2024

FISCAL YEAR REMAINING% :	April	YTD	Budget	Variance	Percentage	2023	2023	Budget	Percentage
		Actual	2024	Budget-Rem	Actual To:	Actual	2023	Budget-Rem	
					0.6667	April	Year End	2023	YTD 2023
REVENUE									
Fees and user charges	(\$32,227.93)	(\$104,065.46)	(\$396,600.00)	(\$292,534.54)	73.76%	(\$110,433.43)	(\$436,564.42)	(\$384,200.00)	71.26%
Government grants	(\$161,700.00)	(\$582,582.92)	(\$2,627,973.00)	(\$2,045,390.08)	77.83%	(\$880,809.03)	(\$2,947,396.85)	(\$2,500,245.00)	64.77%
Contribution from own funds			(\$540,000.00)	(\$540,000.00)	100.00%		(\$178,021.79)	(\$20,000.00)	100.00%
Other income	(\$101,559.61)	(\$115,450.74)	(\$100,000.00)	\$15,450.74	(15.45%)	(\$49,681.84)	(\$151,144.81)	(\$100,000.00)	50.32%
	(\$295,487.54)	(\$802,099.12)	(\$3,664,573.00)	(\$2,862,473.88)	78.11%	(\$1,040,924.30)	(\$3,713,127.87)	(\$3,004,445.00)	65.35%
EXPENDITURES									
Salaries	\$2,929,172.35	\$8,654,778.33	\$24,506,665.00	\$15,851,886.67	64.68%	\$7,466,596.18	\$24,115,831.35	\$22,741,235.00	67.17%
Benefits	\$729,689.59	\$2,431,043.07	\$6,654,940.00	\$4,223,896.93	63.47%	\$2,074,816.46	\$6,383,349.21	\$6,167,422.00	66.36%
TOTAL SALARIES/BENEFITS	\$3,658,861.94	\$11,085,821.40	\$31,161,605.00	\$20,075,783.60	64.42%	\$9,541,412.64	\$30,499,180.56	\$28,908,657.00	66.99%
Travel and training	\$46,978.53	\$173,435.20	\$1,039,900.00	\$866,464.80	83.32%	\$299,187.56	\$687,781.25	\$972,275.00	69.23%
Vehicle allowance, maintenance and repairs	\$5,364.46	\$126,658.57	\$1,446,070.00	\$1,319,411.43	91.24%	\$268,168.96	\$1,343,596.84	\$1,212,865.00	77.89%
Utilities and fuel	\$46,871.21	\$173,875.94	\$599,505.00	\$425,629.06	71.00%	\$183,653.42	\$532,400.77	\$531,575.00	65.45%
Materials and supplies	\$97,331.50	\$479,192.26	\$2,038,400.00	\$1,559,207.74	76.49%	\$285,057.61	\$1,097,239.09	\$1,366,769.00	79.14%
Maintenance and repairs	\$257,308.12	\$419,171.89	\$1,465,935.00	\$1,046,763.11	71.41%	\$125,934.92	\$356,593.08	\$415,395.00	69.68%
Rents and leases	\$4,151.41	\$22,609.96	\$125,000.00	\$102,390.04	81.91%	\$25,700.57	\$78,592.39	\$125,000.00	79.44%
Taxes and licenses		\$12,594.82	\$443,000.00	\$430,405.18	97.16%		\$357,954.24	\$462,765.00	100.00%
Financial expenses		\$362.77		(\$362.77)	0.00%	\$727.39	\$2,094.60		0.00%
Purchased and contracted services	\$82,375.38	\$197,360.53	\$711,311.00	\$513,950.47	72.25%	\$95,124.68	\$624,136.50	\$706,910.00	86.54%
Transfer to own funds			\$165,000.00	\$165,000.00	100.00%			\$165,000.00	100.00%
Capital expense	\$193,710.00	\$382,033.32	\$1,598,570.00	\$1,216,536.68	76.10%	\$565,129.76	\$1,616,312.64	\$1,404,070.00	59.75%
TOTAL OTHER EXPENSES	\$734,090.61	\$1,987,295.26	\$9,632,691.00	\$7,645,395.74	79.37%	\$1,848,684.87	\$6,696,701.40	\$7,362,624.00	74.89%
	\$4,392,952.55	\$13,073,116.66	\$40,794,296.00	\$27,721,179.34	67.95%	\$11,390,097.51	\$37,195,881.96	\$36,271,281.00	68.60%
NET (REVENUE)/EXPENDITURE	\$4,097,465.01	\$12,271,017.54	\$37,129,723.00	\$24,858,705.46	66.95%	\$10,349,173.21	\$33,482,754.09	\$33,266,836.00	68.89%



CITY OF SAULT STE MARIE
POLICE SERVICES

For the Eight Months Ending Saturday, August 31, 2024

FISCAL YEAR REMAINING% :	August	YTD	Budget	Variance	Percentage	2023	2023	Budget	Percentage
		Actual	2024		Budget-Rem	Actual To:	Actual	2023	Budget-Rem
					0.3333	August	Year End		YTD 2023
REVENUE									
Fees and user charges	(\$32,793.96)	(\$252,606.32)	(\$396,600.00)	(\$143,993.68)	36.31%	(\$262,476.29)	(\$436,564.42)	(\$384,200.00)	31.68%
Government grants	(\$398,100.00)	(\$2,125,825.27)	(\$2,627,973.00)	(\$502,147.73)	19.11%	(\$1,424,878.46)	(\$2,947,396.85)	(\$2,500,245.00)	43.01%
Contribution from own funds			(\$540,000.00)	(\$540,000.00)	100.00%		(\$178,021.79)	(\$20,000.00)	100.00%
Other income		(\$226,716.27)	(\$100,000.00)	\$126,716.27	(126.72%)	(\$73,030.70)	(\$151,144.81)	(\$100,000.00)	26.97%
	(\$430,893.96)	(\$2,605,147.86)	(\$3,664,573.00)	(\$1,059,425.14)	28.91%	(\$1,760,385.45)	(\$3,713,127.87)	(\$3,004,445.00)	41.41%
EXPENDITURES									
Salaries	\$3,173,768.51	\$17,549,145.12	\$24,506,665.00	\$6,957,519.88	28.39%	\$14,868,112.56	\$24,115,831.35	\$22,741,235.00	34.62%
Benefits	\$618,572.52	\$4,545,188.42	\$6,654,940.00	\$2,109,751.58	31.70%	\$4,105,711.34	\$6,383,349.21	\$6,167,422.00	33.43%
TOTAL SALARIES/BENEFITS	\$3,792,341.03	\$22,094,333.54	\$31,161,605.00	\$9,067,271.46	29.10%	\$18,973,823.90	\$30,499,180.56	\$28,908,657.00	34.37%
Travel and training	\$4,126.61	\$319,905.53	\$1,039,900.00	\$719,994.47	69.24%	\$524,245.92	\$687,781.25	\$972,275.00	46.08%
Vehicle allowance, maintenance and repairs	\$105,827.50	\$668,554.53	\$1,446,070.00	\$777,515.47	53.77%	\$645,212.56	\$1,343,596.84	\$1,212,865.00	46.80%
Utilities and fuel	\$9,555.49	\$320,654.65	\$599,505.00	\$278,850.35	46.51%	\$343,875.76	\$532,400.77	\$531,575.00	35.31%
Materials and supplies	\$83,577.83	\$896,935.50	\$2,038,400.00	\$1,141,464.50	56.00%	\$610,188.95	\$1,097,239.09	\$1,366,769.00	55.36%
Maintenance and repairs	\$35,054.73	\$680,334.64	\$1,465,935.00	\$785,600.36	53.59%	\$238,377.50	\$356,593.08	\$415,395.00	42.61%
Rents and leases	\$5,731.87	\$46,335.89	\$125,000.00	\$78,664.11	62.93%	\$59,976.27	\$78,592.39	\$125,000.00	52.02%
Taxes and licenses		\$12,594.82	\$443,000.00	\$430,405.18	97.16%	\$357,954.24	\$357,954.24	\$462,765.00	22.65%
Financial expenses	\$159.83	\$1,416.94		(\$1,416.94)	0.00%	\$1,436.23	\$2,094.60		0.00%
Purchased and contracted services	\$28,294.39	\$549,225.39	\$711,311.00	\$162,085.61	22.79%	\$338,916.75	\$624,136.50	\$706,910.00	52.06%
Transfer to own funds			\$165,000.00	\$165,000.00	100.00%			\$165,000.00	100.00%
Capital expense	\$199,479.91	\$803,963.58	\$1,598,570.00	\$794,606.42	49.71%	\$865,168.72	\$1,616,312.64	\$1,404,070.00	38.38%
TOTAL OTHER EXPENSES	\$471,808.16	\$4,299,921.47	\$9,632,691.00	\$5,332,769.53	55.36%	\$3,985,352.90	\$6,696,701.40	\$7,362,624.00	45.87%
	\$4,264,149.19	\$26,394,255.01	\$40,794,296.00	\$14,400,040.99	35.30%	\$22,959,176.80	\$37,195,881.96	\$36,271,281.00	36.70%
NET (REVENUE)/EXPENDITURE	\$3,833,255.23	\$23,789,107.15	\$37,129,723.00	\$13,340,615.85	35.93%	\$21,198,791.35	\$33,482,754.09	\$33,266,836.00	36.28%

CITY OF SAULT STE MARIE
POLICE SERVICES
For the Nine Months Ending Monday, September 30, 2024

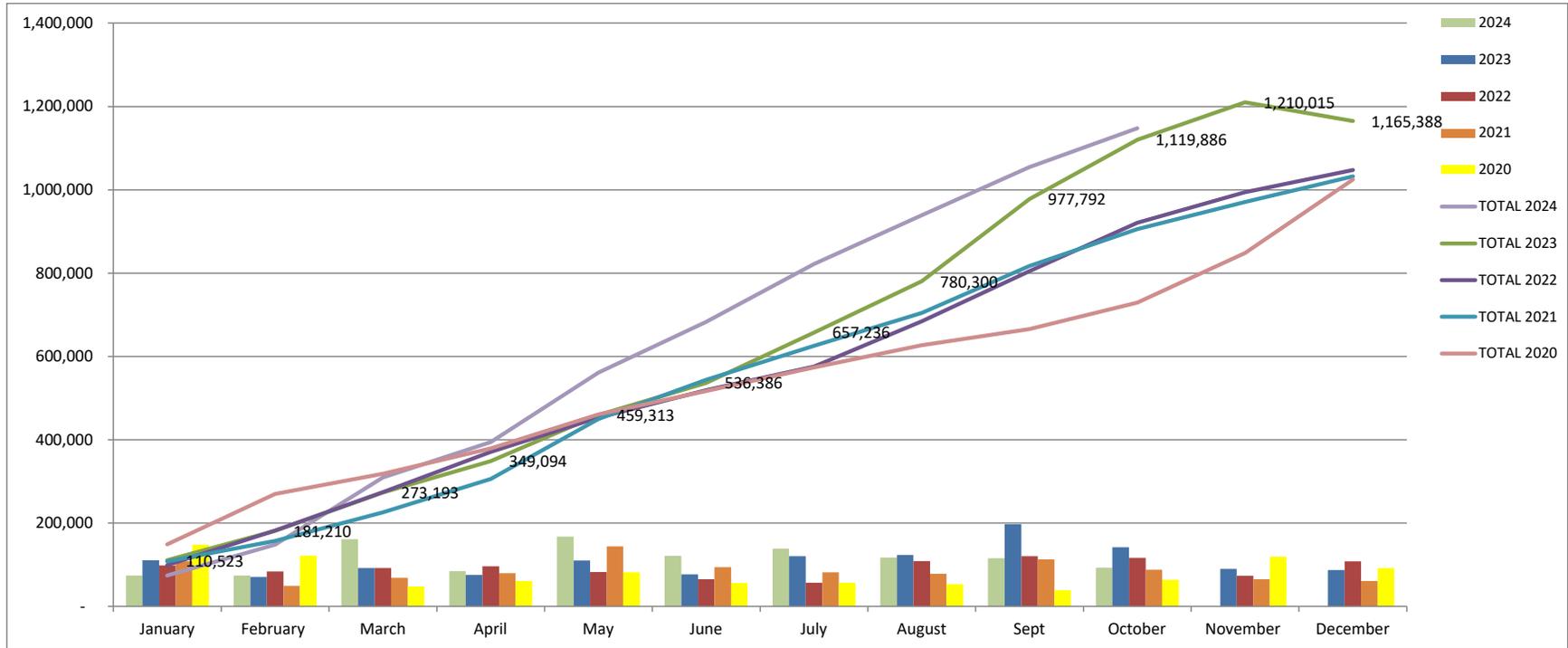
FISCAL YEAR REMAINING% :	September	YTD	Budget	Variance	Percentage	2023	2023	Budget	Percentage
		Actual	2024		Budget-Rem	Actual To:	Actual	2023	Budget-Rem
					25.00%	September	Year End		YTD 2023
REVENUE									
Fees and user charges	(\$36,592.26)	(\$289,198.58)	(\$396,600.00)	(\$107,401.42)	27.08%	(\$299,774.96)	(\$436,564.42)	(\$384,200.00)	21.97%
Government grants	(\$410.00)	(\$2,126,235.27)	(\$2,627,973.00)	(\$501,737.73)	19.09%	(\$1,451,596.16)	(\$2,947,396.85)	(\$2,500,245.00)	41.94%
Contribution from own funds			(\$540,000.00)	(\$540,000.00)	100.00%		(\$178,021.79)	(\$20,000.00)	100.00%
Other income	(\$624.00)	(\$227,340.27)	(\$100,000.00)	\$127,340.27	(127.34%)	(\$87,094.57)	(\$151,144.81)	(\$100,000.00)	12.91%
	(\$37,626.26)	(\$2,642,774.12)	(\$3,664,573.00)	(\$1,021,798.88)	27.88%	(\$1,838,465.69)	(\$3,713,127.87)	(\$3,004,445.00)	38.81%
EXPENDITURES									
Salaries	\$1,095,093.69	\$18,644,238.81	\$24,506,665.00	\$5,862,426.19	23.92%	\$16,788,230.51	\$24,115,831.35	\$22,741,235.00	26.18%
Benefits	\$838,093.06	\$5,383,281.48	\$6,654,940.00	\$1,271,658.52	19.11%	\$4,626,313.44	\$6,383,349.21	\$6,167,422.00	24.99%
TOTAL SALARIES/BENEFITS	\$1,933,186.75	\$24,027,520.29	\$31,161,605.00	\$7,134,084.71	22.89%	\$21,414,543.95	\$30,499,180.56	\$28,908,657.00	25.92%
Travel and training	\$97,441.75	\$417,347.28	\$1,039,900.00	\$622,552.72	59.87%	\$458,371.65	\$687,781.25	\$972,275.00	52.86%
Vehicle allowance, maintenance and repairs	\$174,903.82	\$843,458.35	\$1,446,070.00	\$602,611.65	41.67%	\$861,571.46	\$1,343,596.84	\$1,212,865.00	28.96%
Utilities and fuel	\$29,788.21	\$350,442.86	\$599,505.00	\$249,062.14	41.54%	\$388,513.48	\$532,400.77	\$531,575.00	26.91%
Materials and supplies	\$109,056.50	\$1,005,992.00	\$2,038,400.00	\$1,032,408.00	50.65%	\$710,485.04	\$1,097,239.09	\$1,366,769.00	48.02%
Maintenance and repairs	\$578,193.36	\$1,258,528.00	\$1,465,935.00	\$207,407.00	14.15%	\$274,926.13	\$356,593.08	\$415,395.00	33.82%
Rents and leases	\$3,668.10	\$50,003.99	\$125,000.00	\$74,996.01	60.00%	\$65,865.71	\$78,592.39	\$125,000.00	47.31%
Taxes and licenses		\$12,594.82	\$443,000.00	\$430,405.18	97.16%	\$357,954.24	\$357,954.24	\$462,765.00	22.65%
Financial expenses	\$108.79	\$1,525.73		(\$1,525.73)	0.00%	\$1,436.23	\$2,094.60		0.00%
Purchased and contracted services	\$48,337.63	\$597,563.02	\$711,311.00	\$113,747.98	15.99%	\$374,242.08	\$624,136.50	\$706,910.00	47.06%
Transfer to own funds			\$165,000.00	\$165,000.00	100.00%			\$165,000.00	100.00%
Capital expense	\$125,436.35	\$929,399.93	\$1,598,570.00	\$669,170.07	41.86%	\$969,824.24	\$1,616,312.64	\$1,404,070.00	30.93%
TOTAL OTHER EXPENSES	\$1,166,934.51	\$5,466,855.98	\$9,632,691.00	\$4,165,835.02	43.25%	\$4,463,190.26	\$6,696,701.40	\$7,362,624.00	39.38%
	\$3,100,121.26	\$29,494,376.27	\$40,794,296.00	\$11,299,919.73	27.70%	\$25,877,734.21	\$37,195,881.96	\$36,271,281.00	28.66%
NET (REVENUE)/EXPENDITURE	\$3,062,495.00	\$26,851,602.15	\$37,129,723.00	\$10,278,120.85	27.68%	\$24,039,268.52	\$33,482,754.09	\$33,266,836.00	27.74%

CITY OF SAULT STE MARIE
POLICE SERVICES
For the Ten Months Ending Thursday, October 31, 2024

FISCAL YEAR REMAINING% :	October	YTD	Budget	Variance	Percentage	2023	2023	Budget	Percentage
		Actual	2024		Budget-Rem	Actual To:	Actual	2023	Budget-Rem
					16.60%	October	Year End		YTD 2023
REVENUE									
Fees and user charges	(\$58,316.58)	(\$347,515.16)	(\$396,600.00)	(\$49,084.84)	12.38%	(\$337,266.78)	(\$436,564.42)	(\$384,200.00)	12.22%
Government grants	(\$249,562.25)	(\$2,375,797.52)	(\$2,627,973.00)	(\$252,175.48)	9.60%	(\$2,710,745.93)	(\$2,947,396.85)	(\$2,500,245.00)	(8.42%)
Contribution from own funds			(\$540,000.00)	(\$540,000.00)	100.00%		(\$178,021.79)	(\$20,000.00)	100.00%
Other income	(\$40,099.21)	(\$267,439.48)	(\$100,000.00)	\$167,439.48	(167.44%)	(\$109,628.21)	(\$151,144.81)	(\$100,000.00)	(9.63%)
	(\$347,978.04)	(\$2,990,752.16)	(\$3,664,573.00)	(\$673,820.84)	18.39%	(\$3,157,640.92)	(\$3,713,127.87)	(\$3,004,445.00)	(5.10%)
EXPENDITURES									
Salaries	\$3,184,724.34	\$21,828,963.15	\$24,506,665.00	\$2,677,701.85	10.93%	\$19,615,627.62	\$24,495,322.95	\$22,741,235.00	13.74%
Benefits	\$598,747.09	\$5,982,028.57	\$6,654,940.00	\$672,911.43	10.11%	\$5,221,691.60	\$6,496,353.36	\$6,167,422.00	15.33%
TOTAL SALARIES/BENEFITS	\$3,783,471.43	\$27,810,991.72	\$31,161,605.00	\$3,350,613.28	10.75%	\$24,837,319.22	\$30,991,676.31	\$28,908,657.00	14.08%
Travel and training	\$31,882.36	\$449,229.64	\$1,039,900.00	\$590,670.36	56.80%	\$481,998.52	\$687,781.25	\$972,275.00	50.43%
Vehicle allowance, maintenance and repairs	\$98,819.96	\$942,278.31	\$1,446,070.00	\$503,791.69	34.84%	\$979,404.70	\$1,343,596.84	\$1,212,865.00	19.25%
Utilities and fuel	\$74,387.24	\$424,830.10	\$599,505.00	\$174,674.90	29.14%	\$409,009.08	\$532,400.77	\$531,575.00	23.06%
Materials and supplies	\$204,536.87	\$1,210,528.87	\$2,038,400.00	\$827,871.13	40.61%	\$751,252.26	\$1,164,716.89	\$1,366,769.00	45.03%
Maintenance and repairs	\$80,172.57	\$1,338,700.57	\$1,465,935.00	\$127,234.43	8.68%	\$279,441.24	\$356,593.08	\$415,395.00	32.73%
Rents and leases	\$4,941.64	\$54,945.63	\$125,000.00	\$70,054.37	56.04%	\$65,865.71	\$78,592.39	\$125,000.00	47.31%
Taxes and licenses	\$368,564.87	\$381,159.69	\$443,000.00	\$61,840.31	13.96%	\$357,954.24	\$357,954.24	\$462,765.00	22.65%
Financial expenses		\$1,525.73		(\$1,525.73)	0.00%	\$1,782.65	\$2,094.60		0.00%
Purchased and contracted services	\$103,541.31	\$701,104.33	\$711,311.00	\$10,206.67	1.43%	\$413,454.31	\$657,411.12	\$706,910.00	41.51%
Transfer to own funds			\$165,000.00	\$165,000.00	100.00%		\$165,000.00	\$165,000.00	100.00%
Capital expense	(\$2,713.48)	\$926,686.45	\$1,598,570.00	\$671,883.55	42.03%	\$1,263,837.12	\$1,835,165.23	\$1,404,070.00	9.99%
Depreciation				\$0.00	0.00%		\$1,338,959.29		0.00%
Gain/Loss on disposal of capital assets				\$0.00	0.00%		\$6,008.22		0.00%
TOTAL OTHER EXPENSES	\$964,133.34	\$6,430,989.32	\$9,632,691.00	\$3,201,701.68	33.24%	\$5,003,999.83	\$8,526,273.92	\$7,362,624.00	32.04%
	\$4,747,604.77	\$34,241,981.04	\$40,794,296.00	\$6,552,314.96	16.06%	\$29,841,319.05	\$39,517,950.23	\$36,271,281.00	17.73%
NET (REVENUE)/EXPENDITURE	\$4,399,626.73	\$31,251,228.88	\$37,129,723.00	\$5,878,494.12	15.83%	\$26,683,678.13	\$35,804,822.36	\$33,266,836.00	19.79%

2024 TOTAL MONTHLY OVERTIME COSTS

5 year Comparison
(PAID AND BANKED)



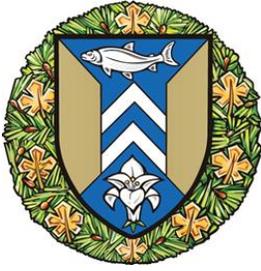
						Running Total				
	2024	2023	2022	2021	2020	2024	2023	2022	2021	2020
January	74,137	110,523	98,658	108,142	148,423	74,137	110,523	98,658	108,142	148,423
February	74,258	70,687	83,768	48,953	121,872	148,395	181,210	182,426	157,095	270,295
March	161,088	91,983	91,992	68,669	47,789	309,483	273,193	274,418	225,764	318,084
April	84,696	75,901	96,629	79,841	60,997	394,179	349,094	371,047	305,605	379,082
May	167,387	110,219	82,430	144,133	81,646	561,565	459,313	453,476	449,738	460,728
June	121,448	77,073	65,535	94,374	55,973	683,013	536,386	519,011	544,113	516,701
July	138,706	120,850	56,875	81,647	56,635	821,720	657,236	575,886	625,760	573,336
August	117,151	123,064	108,763	78,555	53,316	938,871	780,300	684,649	704,315	626,652
Sept	115,684	197,492	120,322	112,831	39,152	1,054,555	977,792	804,971	817,146	665,805
October	93,139	142,094	116,089	88,282	63,830	1,147,694	1,119,886	921,060	905,428	729,635
November		90,129	73,207	65,348	118,865		1,210,015	994,267	970,776	848,500
December		87,246	108,031	61,302	92,471	TOTALS**	1,165,388	1,047,571	1,032,077	1,024,623

NOTE: January 2023 has been revised to remove Dynamic Patrol funded by CSP grant

** Total adjusted for any late entries throughout the year

NOTE: Sept 2023 includes a homicide and 4 other major cases

NOTE: March 2024 - Project Teal only \$10K covered by CISO funding - these #'s reflect excess amount



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

C O U N C I L R E P O R T

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair
DEPARTMENT: Chief Administrative Officer
RE: Sault Ste. Marie Police Services MOU

Purpose

The purpose of this report is to seek Council approval to enter into a Memorandum of Understanding with Sault Ste. Marie Police Services.

Background

The City previously engaged KPMG to complete a Shared Services Review Feasibility Study. The City and the Sault Ste. Marie Police Services Board (SSMPSB) sought opportunities to share services in order to minimize pressures on taxes while maintaining or improving service levels.

KPMG worked to identify shared service opportunities to deliver finance, human resources, procurement, and dispatch services more efficiently or at an improved service level. From the recommendations of the report, City staff worked with Sault Ste. Marie Police Services to develop a Memorandum of Understanding (MOU).

The MOU sets out the roles and functions of both organizations, in light of the Community Safety and Policing Act, 2019, and focuses on addressing the recommendations of the KPMG Shared Services report relating to:

- Formalizing communications and establishing service level agreements between the respective Finance and Human Resources departments of each organization
- Outlining procurement support from the City to the Police Services for high-value purchases

The MOU also outlines that the SSMPSB is to provide quarterly written reports to Council for inclusion in their agendas for information. Reports are to include metrics as required by legislation for Police Services' Corporate Strategic Plan and the financial report, including the forecast of any budget variance for the fiscal year. The SSMPS Board will make every effort to ensure its expenditures are within the established overall budget estimate, notwithstanding the requirement to provide

adequate and effective policing. In the event the SSMP Board forecasts a significant budget deficit (over \$100,000) from which it cannot address with in-year adjustments, it shall notify City Council as soon as possible.

In addition, the SSMP Board shall provide a year-end report to City Council outlining the Service's overall financial position, including an explanation of any year-end deficit or surplus incurred, its contributing factors, and any actions taken or planned to address any deficit or surplus funds.

The MOU further outlines that SSMPB is accountable to ensure the proper financial systems, training and procedures are in place to maintain, monitor and manage financial administration. Any surpluses incurred by SSMP will be applied to repay deficits incurred from 2024 onwards that have been funded by the City. Once deficits are recovered by the City, surplus funds will be transferred to the designated Police Reserve.

Analysis

The MOU addresses the recommendations of the KPMG Shared Services Review Feasibility Study and formalizes existing services provided by the City to Police Services.

In light of the recent budget deficits, the MOU also seeks to implement reporting practices that will improve communications with the City under the current legislative framework of the Community Safety and Policing Act, 2019. Within this legislation, it is clearly stated that the SSMPB and Chief of Police are responsible for the management and operation of Police Services.

The SSMPB submits operating and capital estimates annually to the municipality that show the amounts required to comply with the Act. While the City is not required to adopt the estimates as submitted, it must ensure sufficient funding for statutory compliance and operations. In establishing this budget, the City does not have the authority to approve or disapprove individual line items within the submitted estimates.

Staff will continue to work collaboratively with Police Services and look forward to providing further support and communications as outlined in the MOU.

Financial Implications

There are no financial implications directly contemplated within this report.

Strategic Plan / Policy Impact / Climate Impact

This is an operational item not contemplated in the Corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

SSM Police Services MOU

August 11, 2025

Page 3.

The relevant By-law 2025-115 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Tom Vair

CAO

705.759.5347

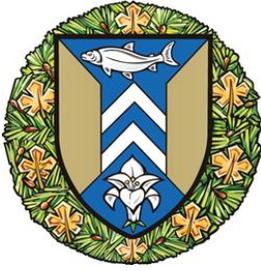
cao.vair@cityssm.on.ca

Meeting	Department	Agenda Item	Assigned To	Due Date	Comments	Description	Sponsored By
12-Apr-21	CAO	Sustainable Development	T. Vair	Q3 2025		Outline options available to the municipality to ensure that the cost of new development accurately reflects the cost to the general levy.	L. Dufour M. Scott
13-Dec-21	Legal	AIM Recycling	J. King	Q3 2025	Report August 8, 2022 – Agenda item 7.20 – by-law to return at a future Council meeting, and enforcement requirements to be referred to 2023 Budget; Report August 28, 2023 – Agenda item 7.13 – additional consultation required	Staff to review whether a business licensing approach can be used to address some of the concerns noted by residents in the area of AIM Recycling and, by extension, the community at large concerning existing or future salvage/metal processing operations.	C. Gardi M. Scott
13-Dec-21	Legal Clerks	Taxi Licensing	J. King R. Tyczinski	Q4 2025	Report August 8, 2022 – Agenda item 7.2 – by-law to return at a future Council meeting, and enforcement requirements to be referred to Budget	City and Police Service to assess how the administration and enforcement of the by-law is operating and report back with any recommendations.	L. Vezeau-Allen D. Hilsinger
31-Jan-22	CAO	Administrative Support to Police Services	T. Vair	Q3 2025	Report April 8, 2024 – Agenda item 7.2 – return to Council with updates on recommendations and potential financial information	CAO to work with the Police Chief and respective senior staff to assess the City providing further administrative services to Sault Ste. Marie Police Services in an effort to decrease the cost to ratepayers.	L. Vezeau-Allen M. Shoemaker
21-Mar-22	CAO CD&ES	Undeveloped Property in "Gateway" Site	T. Vair B. Lamming	Q3 2025		The CAO and Deputy CAO, CD&ES work with the SSM Housing Corporation to consider and assess a high density residential development for the Gateway Site and report back.	L. Dufour D. Hilsinger
29-May-23	CD&ES	Food Truck Park Proposal	B. Lamming	Q3 2025		Report on the feasibility of a Food Truck Park with the construction of a covered structure within the downtown area, and an equitable vendor application process.	A. Caputo R. Zagordo
29-May-23	Human Resources	Living Wage	N. Ottolino	Q3 2025	Report January 8, 2024 – Agenda item 7.1 – Bring back revised wage grid for Council's consideration	Report to Council regarding instituting a living wage policy for the Corporation.	A. Caputo L. Vezeau-Allen
10-Jul-23	CD&ES PW&ES	Bellevue Park Urban Beach	B. Lamming S. Hamilton Beach	Q3 2025		Explore the feasibility, steps required, location, and potential costs to develop an urban beach at Bellevue Park, including locking kayak infrastructure.	M. Scott S. Spina
30-Oct-23	CD&ES	Bike Lane Link	P. Tonazzo	Q3 2025		Report back by April 2024 with recommendations on the possibility of constructing a welcome sign with existing city biking lanes and on the cost and design of a link for cyclists from the end of the bike trail at Highway 17B to the City's existing cycling route on Queen Street, and whether there are funding opportunities available from other levels of government.	S. Hollingsworth S. Spina
29-Jan-24	Human Resources	Living Wage Comparators	N. Ottolino	Q3 2025		Staff investigate City positions and external comparators with a view to creating a liveable wage target and review all of the City's non-union salary grids including part time employees and students.	A. Caputo L. Vezeau-Allen

15-Jul-24	PW&ES	Goose Management Proposal	D. Perri	Q3 2025	Investigate the feasibility of a goose management plan including the current amount being spent to manage geese and any current tactics being used to curb goose and human interaction.	A. Caputo R. Zagordo
12-Aug-24	CD&ES PW&ES	Sensory Playground	B. Lamming S. Hamilton Beach	Q3 2025	Explore options for the establishment of a sensory playground at Manzo Park or at any other City park in the west end of Sault Ste. Marie.	C. Gardi M. Scott
1-Oct-24	PW&ES	Wallace Terrace and Goulais Avenue	C. Rumiel	Q3 2025	Implement appropriate measures, such as signage or temporary stop signs, during the trial period to ensure the safety of all road users.	M. Scott C. Cardi
1-Oct-24	PW&ES	Community Safety Zones	C. Rumiel	Q3 2025	Explore designating Northern Avenue (Sackville Road to Pine Street) and Pine Street (Northern Avenue to McNabb Street) as Community Safety Zones.	A. Caputo R. Zagordo
2-Dec-24	PW&ES	School Safety Zone Review	M. McAuley	Q3 2025	Review all School Safety Zones in Sault Ste Marie to create a plan to standardize these zones; Further it be resolved that a driver education campaign be brought forward to highlight this plan once it is implemented to increase awareness for motorists and pedestrians of safety standards in these zones.	A. Caputo R. Zagordo
3-Feb-25	PW&ES	Traffic Lights	C. Rumiel	Q3 2025	Report back regarding a trial period for some traffic lights to switch over to flashing red and yellow lights between the hours of 11 p.m. and 5 a.m.	S. Kinach M. Bruni
3-Feb-25	Clerks	AMO Healthy Democracy Partnership	R. Tyczinski	Q3 2025	Work with AMO's Healthy Democracy Project team to help identify local challenges and potential solutions. Support its participation in the Local Democracy Accelerator through its own research into barriers to democracy, including, but not limited to: - Contacting current elected officials and staff to identify barriers to those working within these positions; - Contacting former Councillors, Mayors and staff to identify barriers they may have faced; - Contacting candidates who were not successful in their respective municipal elections to find their barriers, and whether or not they would consider running again; and - Contacting diverse communities within Sault Ste Marie to identify if folks in those communities would consider engaging in local politics and to what degree. Should they choose not to, pursue reasons why they would not. Report findings, potential programs, solutions, and interventions that can be implemented.	A. Caputo L. Dufour

24-Feb-25	PW&ES	Snow Removal Service Delivery Assessment	D. Perri	Q3 2025	Report back on current snow removal service delivery models, including 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.	A. Caputo S. Spina
12-May-25	PW&ES	Capital Road Maintenance	C. Rumiell	Q3 2025	Staff report back at the August 11, 2025 Council meeting regarding the following: <ul style="list-style-type: none"> - Summarizing how much funding Council has allocated to the capital transportation budget for the last five years broken down between grants and non-grant funds; - Specifying grants with amounts the City has received over the last years; - Stating the percentage of roads considered to be high, medium and low risk of needing repair; - Capacity of contractors for construction; - Approximating how much of a dollar increase that would be per kilometre; and - Outlining the best financial practices Council could consider at budget time to finance the goal of fixing a high portion of roads by a set year (i.e. issuing municipal bonds, incurring debt, etc.) 	S. Hollingsworth M. Bruni
12-May-25	Finance	Police Financials	S. Schell	Q4 2025	Request that the Sault Ste. Marie Police Services Board submit quarterly financial reports to Council and that the Sault Ste. Marie Police Services work with the City's Chief Financial Officer regarding future budgets by providing: <ul style="list-style-type: none"> - Budget requests by revenue and cost category with supporting details of variances to the prior year budget; - Trends of prior year budgets and actuals / current year estimated surplus; and - Budget challenges, reduction strategies and efficiencies and provide greater clarity surrounding financials. 	A. Caputo R. Zagordo

2-Jun-25	CD&ES	Agri-Food Industry Economic Strategy	R. Van Staveren	Q4 2025	Economic Development team collaborate with RAIN and other regional partners already delivering agri-food programming with a mandate to: - Map existing assets, programs, and funding now supporting local processors and producers; - Identify opportunities to leverage upcoming infrastructure, such as the shared commercial test kitchen at Harvest Algoma; and - Return to Council by year-end with actions, timelines, and potential budget impacts to accelerate value-added processing, supply-chain capacity, and market access for businesses.	L. Vezeau-Allen S. Spina
14-Jul-25	CD&ES	Roadside Attraction	B. Lamming	Q4 2025	Consult with local community and industry partners regarding potential project scope, design, location, and community engagement opportunities, including other symbols that might be recommended; identify costs and funding sources, including Municipal Accommodation Tax revenue, City public art funding (Cultural Vitality Committee), donations, sponsorship, grants, and funding from other levels of government.	S. Kinach M. Bruni
14-Jul-25						



The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Steve Facey, Manager of Finance
DEPARTMENT: Corporate Services
RE: Second Quarter Financial Report – June 30, 2025

Purpose

The purpose of this report is to provide Council the second quarter financial report for 2025.

Background

Council reviews unaudited financial reports on a quarterly basis. The previous report can be found [here](#).

Analysis

The second quarter financial results, as highlighted in **Appendix A**, are presented for Council's information. The information included is an update to what has been recorded since the first quarter report. The variances discussed below may contribute to the organization's year-end position; however, staff will continue to inform Council with updates as they become available.

Winter control activities remain overspent after analyzing April through June. The previous amount of \$1.4 million has increased to \$2.1 million, with almost 85% attributable to snow removal activities. The change from the first quarter to the second quarter is related to the timing of invoices and information. In addition to winter control activities, Public Works is also experiencing higher-than-budgeted repair costs to the City's fleet and equipment. This over-expenditure totals close to \$1 million to end of 2025. Offsetting under-expenditures also exist within Public Works, totaling \$700k for salary gapping, which will be reflected within the summer program's activities. All of these positions are intended to be filled by winter at the latest in order to maintain existing winter control service levels. In total, Public Works is anticipating a net over-expenditure of \$2.4 million for 2025.

Transit Services is facing similar pressures with respect to repairs and maintenance. An over-expenditure of \$600k is anticipated for 2025. These over-expenditures are partially offset by higher than anticipated Transit revenues; however, these are difficult to project as the impact of fewer international students will play a large factor in the fall of 2025. Transit revenues are still expected to reflect a positive variance by the end of the year.

Corporately, there are positive variances that offset these net over-expenditures, at least partially. Outside of Public Works, there are known positions that were not filled for an entire calendar year. Conservatively, we can estimate at least \$300k in known positions. This amount will most likely be higher given the previous year's trends. Staff are currently analyzing this in much more detail and will be able to provide a more refined figure in future reports. The City's ability to quantify salary gaps is quite manual and requires time to provide an accurate and less conservative amount. Also, from a corporate lens, the City has two positive variances with respect to an unbudgeted long-term care grant that is ending in 2025, as well as higher-than-anticipated revenues from the OLG. These net under-expenditures total \$1.2 million.

Lastly, Cemetery Services is also facing a net over-expenditure of approximately \$170k projected to the end of the year. This is the result of cremation revenues not materializing. A report on Cemetery Services will be forthcoming, anticipated in the third quarter of 2025.

From a City operations perspective, a deficit of \$1.5 to \$2.0 million is anticipated, given the data available now. Staff, including the City's Senior Management Team, are meeting monthly to analyze and recommend strategies as information becomes available. Cost mitigation strategies may need to be implemented soon to decrease the impact by December 31, 2025.

The City's levy, local boards, and outside agencies are outside its control. As reported previously, the Sault Ste. Marie Police Service is anticipating a net over-expenditure by the end of 2025. As of June 30, 2025, Police Services board meeting, an over-expenditure of \$1.45 million was highlighted for the board's information. These projections have been included for Council's information in Appendix D. This will form the City's year-end position and will need to be funded similarly to the impact of City operations. This is the most recent financial information available.

In total, with City operations and the City's outside agencies, a deficit of \$2.95 to \$3.45 million may materialize by December 31, 2025.

Funding a Deficit

The City of Sault Ste. Marie has had a very lengthy streak of surpluses in recent history with only one deficit in approximately 20 years. Any deficit that a municipality faces must be funded. In the City's case, any deficit may be funded by City reserves which will require Council approval. Any unmitigated deficit, at this time, may be funded by the City's Winter Control, Tax Stabilization and Contingency reserves. Prior to that becoming a potential reality, staff will continue to mitigate as much as possible.

Assessment Growth and Capital

The second quarter represents a positive assessment growth of 0.15% as highlighted in **Appendix B**.

A summary of the 2025 capital program is also included for Council's information in **Appendix C**. This information reflects actual expenditures and commitments equating to 61%.

Financial Implications

There are no direct financial implications at this time.

The intent of the quarterly financial reports is to provide actual expenditures, both operating and capital, for the given period of time.

A deficit of \$2.95 to \$3.45 million may materialize by the end of 2025 when accounting for City operations and the City's outside agencies. Staff will continue to provide additional information to Council in future reports.

Strategic Plan / Policy Impact / Climate Impact

This financial reporting is not an activity directly related to the strategic plan or climate action plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Finance dated August 11, 2025 concerning Second Quarter Financial Report – June 30, 2025 be received as information.

Respectfully submitted,

Steve Facey
Manager of Finance
705.759.5356
s.facey@cityssm.on.ca

City of Sault Ste. Marie - Second Quarter Ended June 30, 2025

FISCAL YEAR REMAINING% :	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem 50%	Actual To: June	2024
REVENUE						
Taxation	(\$146,777,647.80)	(\$148,521,347.00)	(\$1,743,699.20)	1.17%	(\$141,638,248.24)	(\$143,335,325.00)
Payment in lieu of taxes	(\$2,396,038.42)	(\$5,054,728.00)	(\$2,658,689.58)	52.60%	(\$2,031,635.10)	(\$4,888,407.00)
Fees and user charges	(\$21,673,572.74)	(\$35,889,081.00)	(\$14,215,508.26)	39.61%	(\$16,181,819.08)	(\$34,645,433.00)
Government grants	(\$11,556,603.12)	(\$22,845,149.00)	(\$11,288,545.88)	49.41%	(\$12,347,659.39)	(\$20,697,425.00)
Interest and investment income	(\$3,532,007.65)	(\$6,289,000.00)	(\$2,756,992.35)	43.84%	(\$3,309,938.19)	(\$6,289,000.00)
Contribution from own funds	(\$56,522.68)	(\$2,165,648.00)	(\$2,109,125.32)	97.39%	(\$4,200.00)	(\$1,766,416.00)
Other income	(\$1,630,658.70)	(\$3,034,622.00)	(\$1,403,963.30)	46.26%	(\$1,429,071.14)	(\$2,839,746.00)
Change in future employee benefits			\$0.00	0.00%		
	(\$187,623,051.11)	(\$223,799,575.00)	(\$36,176,523.89)	16.16%	(\$176,942,571.14)	(\$214,461,752.00)
EXPENDITURES						
Salaries	\$27,099,681.95	\$58,405,880.00	\$31,306,198.05	53.60%	\$26,027,128.19	\$55,281,452.00
Benefits	\$8,202,954.29	\$16,822,911.00	\$8,619,956.71	51.24%	\$7,681,246.30	\$16,046,059.00
TOTAL SALARIES/BENEFITS	\$35,302,636.24	\$75,228,791.00	\$39,926,154.76	53.07%	\$33,708,374.49	\$71,327,511.00
Travel and training	\$199,472.97	\$581,623.00	\$382,150.03	65.70%	\$220,670.71	\$554,862.00
Vehicle allowance, maintenance and repairs	\$4,040,270.01	\$4,053,785.00	\$13,514.99	0.33%	\$2,517,281.11	\$3,818,192.00
Utilities and fuel	\$5,489,595.11	\$12,053,512.00	\$6,563,916.89	54.46%	\$4,662,136.40	\$12,266,830.00
Materials and supplies	\$3,282,655.44	\$7,204,724.00	\$3,922,068.56	54.44%	\$3,098,937.14	\$6,763,401.00
Maintenance and repairs	\$2,617,622.51	\$3,589,852.00	\$972,229.49	27.08%	\$2,213,961.99	\$3,377,187.00
Program expenses	\$575,689.54	\$1,005,037.00	\$429,347.46	42.72%	\$500,981.47	\$911,192.00
Goods for resale	\$422,400.44	\$797,029.00	\$374,628.56	47.00%	\$438,562.44	\$772,271.00
Rents and leases	\$143,284.32	\$172,557.00	\$29,272.68	16.96%	\$105,699.10	\$172,557.00
Taxes and licenses	\$2,384,415.94	\$3,064,712.00	\$680,296.06	22.20%	\$2,481,918.26	\$2,978,736.00
Financial expenses	\$875,729.39	\$2,639,701.00	\$1,763,971.61	66.82%	\$1,532,116.48	\$2,514,688.00
Purchased and contracted services	\$5,146,563.38	\$11,288,719.00	\$6,142,155.62	54.41%	\$4,140,880.44	\$10,416,009.00
Grants to others	\$36,476,000.05	\$69,718,490.00	\$33,242,489.95	47.68%	\$32,869,598.98	\$66,390,962.00
Long term debt	\$589,736.24	\$1,327,115.00	\$737,378.76	55.56%	\$663,557.37	\$1,400,000.00
Transfer to own funds	\$14,886,107.50	\$30,843,011.00	\$15,956,903.50	51.74%	\$1,036,955.00	\$30,646,480.00
Capital expense	\$241,692.29	\$418,482.00	\$176,789.71	42.25%	\$167,465.02	\$406,004.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
Clearing accounts			\$0.00	0.00%	\$0.10	
Less: recoverable costs	(\$64,425.35)	(\$187,565.00)	(\$123,139.65)	65.65%	(\$214,677.23)	(\$255,130.00)
TOTAL OTHER EXPENSES	\$77,306,809.78	\$148,570,784.00	\$71,263,974.22	47.97%	\$56,436,044.78	\$143,134,241.00
	\$112,609,446.02	\$223,799,575.00	\$111,190,128.98	49.68%	\$90,144,419.27	\$214,461,752.00
NET (REVENUE)/EXPENDITURE	(\$75,013,605.09)	\$0.00	\$75,013,605.09	0.00%	(\$86,798,151.87)	\$0.00
Mayor and Council	339,252.62	686,197.00	346,944.38	50.56%		
Chief Administrative Officer	236,931.33	463,601.00	226,669.67	48.89%		
Corporate Services	3,912,908.88	7,923,901.00	4,010,992.12	50.62%		
Legal	3,355,472.36	6,222,660.00	2,867,187.64	46.08%		
Fire Services	7,710,834.26	17,402,758.00	9,691,923.74	55.69%		
Public Works and Engineering	26,230,003.15	52,716,223.00	26,486,219.85	50.24%		
Community Development & Enterprise Services	9,300,205.89	21,831,715.00	12,531,509.11	57.40%		
Levy Board	12,690,107.56	25,380,215.00	12,690,107.44	50.00%		
Outside Agencies	23,801,127.33	44,298,775.00	20,497,647.67	46.27%		
Corporate	(166,863,085.71)	(185,618,962.00)	(18,755,876.29)	10.10%		
Capital and Debt	4,272,637.24	8,692,917.00	4,420,279.76	50.85%		

Mayor & Council - Second Quarter Ended June 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	Budget
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
EXPENDITURES						
Salaries	\$258,108.49	\$521,701.00	\$263,592.51	50.53%	\$249,437.62	\$529,844.00
Benefits	\$41,739.26	\$78,501.00	\$36,761.74	46.83%	\$38,314.71	\$74,834.00
TOTAL SALARIES/BENEFITS	\$299,847.75	\$600,202.00	\$300,354.25	50.04%	\$287,752.33	\$604,678.00
Travel and training	\$16,879.26	\$20,000.00	\$3,120.74	15.60%	\$16,424.77	\$20,000.00
Vehicle allowance, maintenance and repairs	\$15,467.45	\$35,675.00	\$20,207.55	56.64%	\$16,920.86	\$35,675.00
Materials and supplies	\$6,784.30	\$23,220.00	\$16,435.70	70.78%	\$12,145.53	\$23,220.00
Purchased and contracted services	\$273.86	\$2,100.00	\$1,826.14	86.96%	\$1,749.41	\$2,100.00
Grants to others		\$5,000.00	\$5,000.00	100.00%		\$15,000.00
Capital expense			\$0.00	0.00%	\$24.04	
TOTAL OTHER EXPENSES	\$39,404.87	\$85,995.00	\$46,590.13	54.18%	\$47,264.61	\$95,995.00
	\$339,252.62	\$686,197.00	\$346,944.38	50.56%	\$335,016.94	\$700,673.00
NET (REVENUE)/EXPENDITURE	\$339,252.62	\$686,197.00	\$346,944.38	50.56%	\$335,016.94	\$700,673.00

CAO's Office - Second Quarter Ended June 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	Budget
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
Contribution from own funds	(\$17,410.96)		\$17,410.96	0.00%		
Other income	(\$112,379.94)		\$112,379.94	0.00%	(\$11,500.00)	
	(\$129,790.90)	\$0.00	\$129,790.90	0.00%	(\$11,500.00)	\$0.00
EXPENDITURES						
Salaries	\$159,869.08	\$347,494.00	\$187,624.92	53.99%	\$260,817.66	\$332,926.00
Benefits	\$42,869.20	\$83,576.00	\$40,706.80	48.71%	\$43,922.12	\$80,543.00
TOTAL SALARIES/BENEFITS	\$202,738.28	\$431,070.00	\$228,331.72	52.97%	\$304,739.78	\$413,469.00
Travel and training	\$3,598.49	\$4,880.00	\$1,281.51	26.26%	\$2,876.44	\$4,260.00
Vehicle allowance, maintenance and repairs	\$2,909.94	\$5,700.00	\$2,790.06	48.95%	\$2,852.88	\$4,500.00
Materials and supplies	\$12,042.61	\$21,775.00	\$9,732.39	44.70%	\$5,162.96	\$13,591.00
Program expenses			\$0.00	0.00%		
Purchased and contracted services	\$101,312.83	\$26.00	(\$101,286.83)	(389,564.73%)	\$284.93	\$30.00
Grants to others	\$44,120.08		(\$44,120.08)	0.00%		
Capital expense		\$150.00	\$150.00	100.00%		\$150.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$163,983.95	\$32,531.00	(\$131,452.95)	(404.09%)	\$11,177.21	\$22,531.00
	\$366,722.23	\$463,601.00	\$96,878.77	20.90%	\$315,916.99	\$436,000.00
NET (REVENUE)/EXPENDITURE	\$236,931.33	\$463,601.00	\$226,669.67	48.89%	\$304,416.99	\$436,000.00

Corporate Services - Second Quarter Ended June 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	Budget
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
Taxation	(\$170,032.00)		\$170,032.00	0.00%		
Fees and user charges	(\$71,484.69)	(\$160,543.00)	(\$89,058.31)	55.47%	(\$60,118.75)	(\$126,643.00)
Government grants		(\$150,000.00)	(\$150,000.00)	100.00%		(\$150,000.00)
Contribution from own funds		(\$48,829.00)	(\$48,829.00)	100.00%		
Other income	(\$97,604.90)	(\$114,545.00)	(\$16,940.10)	14.79%	(\$111,180.63)	(\$119,666.00)
	(\$339,121.59)	(\$473,917.00)	(\$134,795.41)	28.44%	(\$171,299.38)	(\$396,309.00)
EXPENDITURES						
Salaries	\$1,888,932.04	\$4,262,210.00	\$2,373,277.96	55.68%	\$1,837,284.19	\$3,935,596.00
Benefits	\$543,742.74	\$1,103,704.00	\$559,961.26	50.73%	\$491,840.04	\$1,026,156.00
TOTAL SALARIES/BENEFITS	\$2,432,674.78	\$5,365,914.00	\$2,933,239.22	54.66%	\$2,329,124.23	\$4,961,752.00
Travel and training	\$9,525.38	\$19,564.00	\$10,038.62	51.31%	\$10,070.82	\$19,564.00
Vehicle allowance, maintenance and repairs		\$620.00	\$620.00	100.00%		\$620.00
Materials and supplies	\$202,360.88	\$427,706.00	\$225,345.12	52.69%	\$206,445.34	\$400,874.00
Maintenance and repairs	\$1,309,876.00	\$1,574,697.00	\$264,821.00	16.82%	\$1,151,299.04	\$1,523,520.00
Goods for resale		\$19,200.00	\$19,200.00	100.00%		\$19,200.00
Rents and leases	\$7,361.23	\$3,000.00	(\$4,361.23)	(145.37%)	\$8,930.23	\$3,000.00
Financial expenses	\$4,886.95	\$30,500.00	\$25,613.05	83.98%	\$14,890.72	\$30,500.00
Purchased and contracted services	\$210,516.68	\$779,487.00	\$568,970.32	72.99%	\$245,174.74	\$751,031.00
Grants to others			\$0.00	0.00%		\$2,000.00
Transfer to own funds		\$70,000.00	\$70,000.00	100.00%		\$85,000.00
Capital expense	\$74,828.57	\$107,130.00	\$32,301.43	30.15%	\$74,362.83	\$105,850.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$1,819,355.69	\$3,031,904.00	\$1,212,548.31	39.99%	\$1,711,173.72	\$2,941,159.00
	\$4,252,030.47	\$8,397,818.00	\$4,145,787.53	49.37%	\$4,040,297.95	\$7,902,911.00
NET (REVENUE)/EXPENDITURE	\$3,912,908.88	\$7,923,901.00	\$4,010,992.12	50.62%	\$3,868,998.57	\$7,506,602.00
IT	2,209,033.65	3,696,507.00	1,487,473.35	40.24%		
Finance	1,076,376.42	2,825,825.00	1,749,448.58	61.91%		
Clerk's	627,498.81	1,401,569.00	774,070.19	55.23%		

Legal Department - Second Quarter Ended June 30, 2025

<i>FISCAL YEAR REMAINING% :</i>	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem 50%	Actual To: June	2024
REVENUE						
Fees and user charges	(\$921,070.09)	(\$1,535,837.00)	(\$614,766.91)	40.03%	(\$660,903.08)	(\$1,535,037.00)
Government grants		(\$1,540.00)	(\$1,540.00)	100.00%		(\$1,540.00)
Interest and investment income	(\$27,245.97)		\$27,245.97	0.00%	(\$4,644.63)	
Contribution from own funds			\$0.00	0.00%		
	<u>(\$948,316.06)</u>	<u>(\$1,537,377.00)</u>	<u>(\$589,060.94)</u>	<u>38.32%</u>	<u>(\$665,547.71)</u>	<u>(\$1,536,577.00)</u>
EXPENDITURES						
Salaries	\$1,102,019.04	\$2,385,075.00	\$1,283,055.96	53.80%	\$1,032,405.71	\$2,228,104.00
Benefits	\$806,320.50	\$1,687,188.00	\$880,867.50	52.21%	\$942,849.52	\$1,643,904.00
TOTAL SALARIES/BENEFITS	\$1,908,339.54	\$4,072,263.00	\$2,163,923.46	53.14%	\$1,975,255.23	\$3,872,008.00
Travel and training	\$31,101.08	\$116,856.00	\$85,754.92	73.39%	\$27,476.12	\$117,706.00
Vehicle allowance, maintenance and repairs	\$161.28	\$950.00	\$788.72	83.02%	\$112.70	\$950.00
Materials and supplies	\$50,656.50	\$112,616.00	\$61,959.50	55.02%	\$42,615.98	\$111,766.00
Maintenance and repairs	\$2,237.18	\$5,389.00	\$3,151.82	58.49%	\$605.44	\$5,389.00
Rents and leases	\$40,567.51	\$79,302.00	\$38,734.49	48.84%	\$40,091.89	\$79,302.00
Taxes and licenses	\$2,110,398.36	\$2,789,198.00	\$678,799.64	24.34%	\$2,219,978.37	\$2,703,222.00
Purchased and contracted services	\$156,057.40	\$552,763.00	\$396,705.60	71.77%	\$156,927.20	\$551,507.00
Capital expense	\$4,269.57	\$30,700.00	\$26,430.43	86.09%	\$7,015.43	\$28,400.00
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$2,395,448.88	\$3,687,774.00	\$1,292,325.12	35.04%	\$2,494,823.13	\$3,598,242.00
	<u>\$4,303,788.42</u>	<u>\$7,760,037.00</u>	<u>\$3,456,248.58</u>	<u>44.54%</u>	<u>\$4,470,078.36</u>	<u>\$7,470,250.00</u>
NET (REVENUE)/EXPENDITURE	\$3,355,472.36	\$6,222,660.00	\$2,867,187.64	46.08%	\$3,804,530.65	\$5,933,673.00

Fire Services - Second Quarter Ended June 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	Budget
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
Fees and user charges	(\$675,077.76)	(\$781,319.00)	(\$106,241.24)	13.60%	(\$371,315.70)	(\$912,613.00)
Government grants	(\$82,641.80)		\$82,641.80	0.00%		
Other income	\$463.50	(\$3,375.00)	(\$3,838.50)	113.73%	(\$24,395.92)	(\$3,375.00)
	<u>(\$757,256.06)</u>	<u>(\$784,694.00)</u>	<u>(\$27,437.94)</u>	<u>3.50%</u>	<u>(\$395,711.62)</u>	<u>(\$915,988.00)</u>
EXPENDITURES						
Salaries	\$5,855,995.20	\$12,916,777.00	\$7,060,781.80	54.66%	\$5,589,785.13	\$11,877,407.00
Benefits	\$1,791,828.67	\$3,651,710.00	\$1,859,881.33	50.93%	\$1,673,933.27	\$3,421,007.00
TOTAL SALARIES/BENEFITS	\$7,647,823.87	\$16,568,487.00	\$8,920,663.13	53.84%	\$7,263,718.40	\$15,298,414.00
Travel and training	\$36,672.71	\$82,566.00	\$45,893.29	55.58%	\$42,093.57	\$71,566.00
Vehicle allowance, maintenance and repairs	\$210,066.32	\$300,100.00	\$90,033.68	30.00%	\$192,628.60	\$244,600.00
Utilities and fuel	\$77,286.46	\$232,310.00	\$155,023.54	66.73%	\$116,767.42	\$363,000.00
Materials and supplies	\$137,797.63	\$321,193.00	\$183,395.37	57.10%	\$186,456.64	\$293,228.00
Maintenance and repairs	\$113,129.70	\$197,989.00	\$84,859.30	42.86%	\$124,084.24	\$165,636.00
Financial expenses	\$3,858.49	\$4,000.00	\$141.51	3.54%	\$2,122.17	\$4,000.00
Purchased and contracted services	\$10,324.76	\$24,300.00	\$13,975.24	57.51%	\$7,746.75	\$20,800.00
Transfer to own funds	\$197,970.50	\$395,941.00	\$197,970.50	50.00%		\$390,273.00
Capital expense	\$33,159.88	\$60,566.00	\$27,406.12	45.25%	\$25,727.52	\$60,566.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$820,266.45	\$1,618,965.00	\$798,698.55	49.33%	\$697,626.91	\$1,613,669.00
	<u>\$8,468,090.32</u>	<u>\$18,187,452.00</u>	<u>\$9,719,361.68</u>	<u>53.44%</u>	<u>\$7,961,345.31</u>	<u>\$16,912,083.00</u>
NET (REVENUE)/EXPENDITURE	\$7,710,834.26	\$17,402,758.00	\$9,691,923.74	55.69%	\$7,565,633.69	\$15,996,095.00

Public Works & Engineering - Second Quarter Ended June 30, 2025

FISCAL YEAR REMAINING% :	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
Fees and user charges	(\$2,884,018.33)	(\$4,126,344.00)	(\$1,242,325.67)	30.11%	(\$2,107,887.62)	(\$3,726,999.00)
Government grants	(\$6,019.69)	(\$238,721.00)	(\$232,701.31)	97.48%	(\$660,497.03)	(\$238,721.00)
Contribution from own funds	(\$18,754.37)	(\$251,840.00)	(\$233,085.63)	92.55%		(\$247,122.00)
Other income	(\$101,984.47)	(\$90,000.00)	\$11,984.47	(13.32%)	(\$153,216.17)	(\$90,000.00)
	<u>(\$3,010,776.86)</u>	<u>(\$4,706,905.00)</u>	<u>(\$1,696,128.14)</u>	<u>36.03%</u>	<u>(\$2,921,600.82)</u>	<u>(\$4,302,842.00)</u>
EXPENDITURES						
Salaries	\$10,061,777.38	\$21,649,187.00	\$11,587,409.62	53.52%	\$9,706,186.55	\$20,750,724.00
Benefits	\$2,929,913.70	\$5,851,011.00	\$2,921,097.30	49.92%	\$2,661,689.83	\$5,660,716.00
TOTAL SALARIES/BENEFITS	\$12,991,691.08	\$27,500,198.00	\$14,508,506.92	52.76%	\$12,367,876.38	\$26,411,440.00
Travel and training	\$55,576.86	\$133,640.00	\$78,063.14	58.41%	\$79,464.33	\$131,640.00
Vehicle allowance, maintenance and repairs	\$3,056,955.46	\$2,530,649.00	(\$526,306.46)	(20.80%)	\$1,734,183.73	\$2,411,938.00
Utilities and fuel	\$3,486,632.59	\$7,815,969.00	\$4,329,336.41	55.39%	\$2,708,767.24	\$7,882,884.00
Materials and supplies	\$2,130,408.65	\$4,422,409.00	\$2,292,000.35	51.83%	\$2,011,282.16	\$4,275,146.00
Maintenance and repairs	\$168,007.45	\$256,671.00	\$88,663.55	34.54%	\$164,536.44	\$247,725.00
Taxes and licenses	\$81,346.46	\$95,544.00	\$14,197.54	14.86%	\$75,581.22	\$95,544.00
Financial expenses	\$41,376.73	\$6,400.00	(\$34,976.73)	(546.51%)	\$5,066.10	\$6,400.00
Purchased and contracted services	\$3,827,693.14	\$7,870,836.00	\$4,043,142.86	51.37%	\$2,761,366.71	\$7,051,634.00
Transfer to own funds	\$3,379,510.50	\$6,839,021.00	\$3,459,510.50	50.58%	\$1,036,955.00	\$5,536,528.00
Capital expense	\$86,006.44	\$139,356.00	\$53,349.56	38.28%	\$10,324.51	\$136,459.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
Less: recoverable costs	(\$64,425.35)	(\$187,565.00)	(\$123,139.65)	65.65%	(\$214,677.23)	(\$255,130.00)
TOTAL OTHER EXPENSES	\$16,249,088.93	\$29,922,930.00	\$13,673,841.07	45.70%	\$10,372,850.21	\$27,520,768.00
	<u>\$29,240,780.01</u>	<u>\$57,423,128.00</u>	<u>\$28,182,347.99</u>	<u>49.08%</u>	<u>\$22,740,726.59</u>	<u>\$53,932,208.00</u>
NET (REVENUE)/EXPENDITURE	\$26,230,003.15	\$52,716,223.00	\$26,486,219.85	50.24%	\$19,819,125.77	\$49,629,366.00
Public Works	19,534,675.50	37,566,231.00	18,031,555.50	48.00%		
Engineering	6,695,327.65	15,149,992.00	8,454,664.35	55.81%		

Public Works – Second Quarter Ended June 30, 2025

FISCAL YEAR REMAINING% :	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem 50%	Actual To: June	2024
REVENUE						
Fees and user charges	(\$1,486,557.35)	(\$2,687,206.00)	(\$1,200,648.65)	44.68%	(\$1,051,681.51)	(\$2,340,246.00)
Government grants	(\$6,019.69)	(\$64,000.00)	(\$57,980.31)	90.59%	(\$32,174.16)	(\$64,000.00)
Contribution from own funds	(\$18,754.37)	(\$5,000.00)	\$13,754.37	(275.09%)		(\$5,000.00)
Other income	(\$115,536.46)	(\$90,000.00)	\$25,536.46	(28.37%)	(\$147,709.68)	(\$90,000.00)
	<u>(\$1,626,867.87)</u>	<u>(\$2,846,206.00)</u>	<u>(\$1,219,338.13)</u>	<u>42.84%</u>	<u>(\$1,231,565.35)</u>	<u>(\$2,499,246.00)</u>
EXPENDITURES						
Salaries	\$8,388,268.51	\$17,766,927.00	\$9,378,658.49	52.79%	\$8,030,382.52	\$17,010,846.00
Benefits	\$2,448,720.44	\$4,875,505.00	\$2,426,784.56	49.78%	\$2,223,673.95	\$4,706,732.00
TOTAL SALARIES/BENEFITS	\$10,836,988.95	\$22,642,432.00	\$11,805,443.05	52.14%	\$10,254,056.47	\$21,717,578.00
Travel and training	\$37,612.75	\$89,990.00	\$52,377.25	58.20%	\$59,704.43	\$88,990.00
Vehicle allowance, maintenance and repairs	\$3,027,748.93	\$2,500,871.00	(\$526,877.93)	(21.07%)	\$1,723,761.50	\$2,381,045.00
Utilities and fuel	\$1,064,879.36	\$2,303,897.00	\$1,239,017.64	53.78%	\$844,434.17	\$2,303,897.00
Materials and supplies	\$2,031,571.19	\$4,182,005.00	\$2,150,433.81	51.42%	\$1,916,038.74	\$4,055,460.00
Taxes and licenses	\$81,346.46	\$95,544.00	\$14,197.54	14.86%	\$75,581.22	\$95,544.00
Financial expenses	\$9,875.15	\$5,000.00	(\$4,875.15)	(97.50%)	\$4,646.98	\$5,000.00
Purchased and contracted services	\$1,023,320.57	\$2,434,793.00	\$1,411,472.43	57.97%	\$710,890.55	\$2,342,792.00
Transfer to own funds	\$3,094,435.00	\$6,268,870.00	\$3,174,435.00	50.64%	\$1,036,955.00	\$4,976,772.00
Capital expense	\$18,190.36	\$76,600.00	\$58,409.64	76.25%	\$561.41	\$76,600.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
Less: recoverable costs	(\$64,425.35)	(\$187,565.00)	(\$123,139.65)	65.65%	(\$214,677.23)	(\$255,130.00)
TOTAL OTHER EXPENSES	\$10,324,554.42	\$17,770,005.00	\$7,445,450.58	41.90%	\$6,157,896.77	\$16,070,970.00
	<u>\$21,161,543.37</u>	<u>\$40,412,437.00</u>	<u>\$19,250,893.63</u>	<u>47.64%</u>	<u>\$16,411,953.24</u>	<u>\$37,788,548.00</u>
NET (REVENUE)/EXPENDITURE	\$19,534,675.50	\$37,566,231.00	\$18,031,555.50	48.00%	\$15,180,387.89	\$35,289,302.00

Operations						
Winter Control: Roadways and Sidewalks	8,157,520.65	8,624,801.00	467,280.35	5.42%		
Sanitary Sewers	993,799.63	2,780,320.00	1,786,520.37	64.26%		
Storm Sewers	93,231.35	778,221.00	684,989.65	88.02%		
Roadways and Sidewalks	651,610.36	4,618,730.00	3,967,119.64	85.89%		
Supervision and Overhead	1,649,423.74	3,602,552.00	1,953,128.26	54.22%		
Traffic & Communications	710,854.05	2,030,298.00	1,319,443.95	64.99%		
Carpentry	548,016.88	1,005,413.00	457,396.12	45.49%		
Administration	1,015,952.99	1,785,465.00	769,512.01	43.10%		
Buildings & Equipment	1,502,856.75	2,570,619.00	1,067,762.25	41.54%		
Waste Management	2,165,594.98	5,012,266.00	2,846,671.02	56.79%		
Parks	2,045,814.12	4,757,546.00	2,711,731.88	57.00%		
	<u>19,534,675.50</u>	<u>37,566,231.00</u>	<u>18,031,555.50</u>			

Engineering - Second Quarter Ended June 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	Budget
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
Fees and user charges	(\$1,397,460.98)	(\$1,439,138.00)	(\$41,677.02)	2.90%	(\$1,056,206.11)	(\$1,386,753.00)
Government grants		(\$174,721.00)	(\$174,721.00)	100.00%	(\$628,322.87)	(\$174,721.00)
Contribution from own funds		(\$246,840.00)	(\$246,840.00)	100.00%		(\$242,122.00)
Other income	\$13,551.99		(\$13,551.99)	0.00%	(\$5,506.49)	
	<u>(\$1,383,908.99)</u>	<u>(\$1,860,699.00)</u>	<u>(\$476,790.01)</u>	<u>25.62%</u>	<u>(\$1,690,035.47)</u>	<u>(\$1,803,596.00)</u>
EXPENDITURES						
Salaries	\$1,673,508.87	\$3,882,260.00	\$2,208,751.13	56.89%	\$1,675,804.03	\$3,739,878.00
Benefits	\$481,193.26	\$975,506.00	\$494,312.74	50.67%	\$438,015.88	\$953,984.00
TOTAL SALARIES/BENEFITS	<u>\$2,154,702.13</u>	<u>\$4,857,766.00</u>	<u>\$2,703,063.87</u>	<u>55.64%</u>	<u>\$2,113,819.91</u>	<u>\$4,693,862.00</u>
Travel and training	\$17,964.11	\$43,650.00	\$25,685.89	58.85%	\$19,759.90	\$42,650.00
Vehicle allowance, maintenance and repairs	\$29,206.53	\$29,778.00	\$571.47	1.92%	\$10,422.23	\$30,893.00
Utilities and fuel	\$2,421,753.23	\$5,512,072.00	\$3,090,318.77	56.06%	\$1,864,333.07	\$5,578,987.00
Materials and supplies	\$98,837.46	\$240,404.00	\$141,566.54	58.89%	\$95,243.42	\$219,686.00
Maintenance and repairs	\$168,007.45	\$256,671.00	\$88,663.55	34.54%	\$164,536.44	\$247,725.00
Financial expenses	\$31,501.58	\$1,400.00	(\$30,101.58)	(2,150.11%)	\$419.12	\$1,400.00
Purchased and contracted services	\$2,804,372.57	\$5,436,043.00	\$2,631,670.43	48.41%	\$2,050,476.16	\$4,708,842.00
Transfer to own funds	\$285,075.50	\$570,151.00	\$285,075.50	50.00%		\$559,756.00
Capital expense	\$67,816.08	\$62,756.00	(\$5,060.08)	(8.06%)	\$9,763.10	\$59,859.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
TOTAL OTHER EXPENSES	<u>\$5,924,534.51</u>	<u>\$12,152,925.00</u>	<u>\$6,228,390.49</u>	<u>51.25%</u>	<u>\$4,214,953.44</u>	<u>\$11,449,798.00</u>
	<u>\$8,079,236.64</u>	<u>\$17,010,691.00</u>	<u>\$8,931,454.36</u>	<u>52.50%</u>	<u>\$6,328,773.35</u>	<u>\$16,143,660.00</u>
NET (REVENUE)/EXPENDITURE	<u>\$6,695,327.65</u>	<u>\$15,149,992.00</u>	<u>\$8,454,664.35</u>	<u>55.81%</u>	<u>\$4,638,737.88</u>	<u>\$14,340,064.00</u>

Community Development & Enterprise Services - Second Quarter Ended June 30, 2025

FISCAL YEAR REMAINING% :	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem 50%	Actual To: June	2024
REVENUE						
Fees and user charges	(\$6,112,514.46)	(\$9,452,356.00)	(\$3,339,841.54)	35.33%	(\$5,321,151.16)	(\$9,449,683.00)
Government grants	(\$884,847.94)	(\$2,209,639.00)	(\$1,324,791.06)	59.96%	(\$2,152,251.67)	(\$2,209,915.00)
Contribution from own funds	(\$20,357.35)	(\$503,888.00)	(\$483,530.65)	95.96%	(\$4,200.00)	(\$519,294.00)
Other income	(\$244,818.27)	(\$126,702.00)	\$118,116.27	(93.22%)	(\$244,345.54)	(\$126,705.00)
	<u>(\$7,262,538.02)</u>	<u>(\$12,292,585.00)</u>	<u>(\$5,030,046.98)</u>	<u>40.92%</u>	<u>(\$7,721,948.37)</u>	<u>(\$12,305,597.00)</u>
EXPENDITURES						
Salaries	\$7,772,980.72	\$16,323,436.00	\$8,550,455.28	52.38%	\$7,350,911.33	\$15,626,851.00
Benefits	\$2,046,540.22	\$4,367,221.00	\$2,320,680.78	53.14%	\$1,828,696.81	\$4,138,899.00
TOTAL SALARIES/BENEFITS	\$9,819,520.94	\$20,690,657.00	\$10,871,136.06	52.54%	\$9,179,608.14	\$19,765,750.00
Travel and training	\$46,119.19	\$204,117.00	\$157,997.81	77.41%	\$42,264.66	\$190,126.00
Vehicle allowance, maintenance and repairs	\$754,709.56	\$1,180,091.00	\$425,381.44	36.05%	\$570,582.34	\$1,119,909.00
Utilities and fuel	\$1,925,676.06	\$4,005,233.00	\$2,079,556.94	51.92%	\$1,836,601.74	\$4,020,946.00
Materials and supplies	\$431,652.15	\$1,259,702.00	\$828,049.85	65.73%	\$501,114.21	\$1,081,211.00
Maintenance and repairs	\$1,024,372.18	\$1,555,106.00	\$530,733.82	34.13%	\$773,436.83	\$1,434,917.00
Program expenses	\$157,941.04	\$169,540.00	\$11,598.96	6.84%	\$96,041.47	\$169,540.00
Goods for resale	\$422,400.44	\$777,829.00	\$355,428.56	45.69%	\$438,562.44	\$753,071.00
Rents and leases	\$95,355.58	\$90,255.00	(\$5,100.58)	(5.65%)	\$56,676.98	\$90,255.00
Taxes and licenses	\$192,671.12	\$179,970.00	(\$12,701.12)	(7.06%)	\$186,358.67	\$179,970.00
Financial expenses	\$169,735.22	\$101,187.00	(\$68,548.22)	(67.74%)	\$130,015.19	\$101,187.00
Purchased and contracted services	\$838,504.33	\$2,048,207.00	\$1,209,702.67	59.06%	\$682,367.21	\$2,027,907.00
Grants to others	\$43,958.27	\$104,500.00	\$60,541.73	57.93%	\$55,319.32	\$104,500.00
Transfer to own funds	\$596,700.00	\$1,677,326.00	\$1,080,626.00	64.43%		\$2,081,270.00
Capital expense	\$43,427.83	\$80,580.00	\$37,152.17	46.11%	\$50,010.69	\$74,579.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$6,743,222.97	\$13,433,643.00	\$6,690,420.03	49.80%	\$5,419,351.75	\$13,429,388.00
	<u>\$16,562,743.91</u>	<u>\$34,124,300.00</u>	<u>\$17,561,556.09</u>	<u>51.46%</u>	<u>\$14,598,959.89</u>	<u>\$33,195,138.00</u>
NET (REVENUE)/EXPENDITURE	\$9,300,205.89	\$21,831,715.00	\$12,531,509.11	57.40%	\$6,877,011.52	\$20,889,541.00

Humane Society	354,399.72	688,374.00	333,974.28	48.52%
LIP	(579,325.22)	-	579,325.22	0.00%
Economic Development	472,387.56	791,154.00	318,766.44	40.29%
Tourism and Community Development	769,171.78	1,195,798.00	426,626.22	35.68%
Planning	409,246.44	990,387.00	581,140.56	58.68%
Parking	80,075.43	203,581.00	123,505.57	60.67%
Cemetery	258,236.96	348,986.00	90,749.04	26.00%
Transit	4,944,183.12	9,432,059.00	4,487,875.88	47.58%
School Guards	208,313.75	313,777.00	105,463.25	33.61%
Recreation & Culture	714,754.03	2,176,137.00	1,461,382.97	67.15%
Locks	(28,262.46)	40,223.00	68,485.46	170.26%
Community Centres				
John Rhodes Community Centre	592,220.59	1,791,059.00	1,198,838.41	66.93%
Northern Community Centre Turf	(123,582.40)	(61,532.00)	62,050.40	-100.84%
Northern Community Centre Arena	24,605.65	266,846.00	242,240.35	90.78%
GFL Memorial Gardens	171,473.67	987,206.00	815,732.33	82.63%
Downtown Plaza	113,965.58	304,271.00	190,305.42	62.54%
Downtown Ambassador Program	(16,096.64)	245,913.00	262,009.64	106.55%
Outdoor Pools/Misc. Concessions	77,966.66	420,052.00	342,085.34	81.44%
Facility Administration	391,036.44	886,745.00	495,708.56	55.90%
Administration	465,435.23	810,679.00	345,243.77	42.59%

Levy Boards - Second Quarter Ended June 30, 2025

<i>FISCAL YEAR REMAINING% :</i>	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
EXPENDITURES						
Grants to others	\$12,690,107.56	\$25,380,215.00	\$12,690,107.44	50.00%	\$12,334,616.50	\$24,794,407.00
TOTAL OTHER EXPENSES	\$12,690,107.56	\$25,380,215.00	\$12,690,107.44	50.00%	\$12,334,616.50	\$24,794,407.00
	\$12,690,107.56	\$25,380,215.00	\$12,690,107.44	50.00%	\$12,334,616.50	\$24,794,407.00
NET (REVENUE)/EXPENDITURE	\$12,690,107.56	\$25,380,215.00	\$12,690,107.44	50.00%	\$12,334,616.50	\$24,794,407.00

Outside Agencies - Second Quarter Ended June 30, 2025

FISCAL YEAR REMAINING% :	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem		
				50%	June	
REVENUE						
Fees and user charges	(\$95,000.00)	(\$130,000.00)	(\$35,000.00)	26.92%	(\$25,000.00)	(\$130,000.00)
Government grants	(\$85,995.00)	(\$200,000.00)	(\$114,005.00)	57.00%	(\$111,812.00)	(\$200,000.00)
Contribution from own funds			\$0.00	0.00%		
Other income	(\$2,000.00)		\$2,000.00	0.00%		
	<u>(\$182,995.00)</u>	<u>(\$330,000.00)</u>	<u>(\$147,005.00)</u>	<u>44.55%</u>	<u>(\$136,812.00)</u>	<u>(\$330,000.00)</u>
EXPENDITURES						
Materials and supplies	\$244,308.19	\$320,000.00	\$75,691.81	23.65%	\$95,679.10	\$270,000.00
Grants to others	\$23,697,814.14	\$44,228,775.00	\$20,530,960.86	46.42%	\$20,479,663.16	\$41,475,055.00
Transfer to own funds	\$42,000.00	\$80,000.00	\$38,000.00	47.50%		\$580,000.00
TOTAL OTHER EXPENSES	<u>\$23,984,122.33</u>	<u>\$44,628,775.00</u>	<u>\$20,644,652.67</u>	<u>46.26%</u>	<u>\$20,575,342.26</u>	<u>\$42,325,055.00</u>
	<u>\$23,984,122.33</u>	<u>\$44,628,775.00</u>	<u>\$20,644,652.67</u>	<u>46.26%</u>	<u>\$20,575,342.26</u>	<u>\$42,325,055.00</u>
NET (REVENUE)/EXPENDITURE	\$23,801,127.33	\$44,298,775.00	\$20,497,647.67	46.27%	\$20,438,530.26	\$41,995,055.00

Corporate Financials - Second Quarter Ended June 30, 2025

FISCAL YEAR REMAINING% :	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem	Actual To:	2024
				50%	June	
REVENUE						
Taxation	(\$146,607,615.80)	(\$148,521,347.00)	(\$1,913,731.20)	1.29%	(\$141,638,248.24)	(\$143,335,325.00)
Payment in lieu of taxes	(\$2,396,038.42)	(\$5,054,728.00)	(\$2,658,689.58)	52.60%	(\$2,031,635.10)	(\$4,888,407.00)
Fees and user charges	(\$10,914,407.41)	(\$19,702,682.00)	(\$8,788,274.59)	44.60%	(\$7,635,442.77)	(\$18,764,458.00)
Government grants	(\$10,497,098.69)	(\$20,045,249.00)	(\$9,548,150.31)	47.63%	(\$9,423,098.69)	(\$17,897,249.00)
Interest and investment income	(\$3,504,761.68)	(\$6,289,000.00)	(\$2,784,238.32)	44.27%	(\$3,305,293.56)	(\$6,289,000.00)
Contribution from own funds		(\$1,361,091.00)	(\$1,361,091.00)	100.00%		(\$1,000,000.00)
Other income	(\$1,072,334.62)	(\$2,700,000.00)	(\$1,627,665.38)	60.28%	(\$884,432.88)	(\$2,500,000.00)
Change in future employee benefits			\$0.00	0.00%		
	(\$174,992,256.62)	(\$203,674,097.00)	(\$28,681,840.38)	14.08%	(\$164,918,151.24)	(\$194,674,439.00)
EXPENDITURES						
Salaries			\$0.00	0.00%	\$300.00	
Benefits			\$0.00	0.00%		
TOTAL SALARIES/BENEFITS	\$0.00	\$0.00	\$0.00	0.00%	\$300.00	\$0.00
Materials and supplies	\$66,644.53	\$296,103.00	\$229,458.47	77.49%	\$38,035.22	\$294,365.00
Program expenses	\$417,748.50	\$835,497.00	\$417,748.50	50.00%	\$404,940.00	\$741,652.00
Financial expenses	\$655,872.00	\$2,497,614.00	\$1,841,742.00	73.74%	\$1,380,022.30	\$2,372,601.00
Purchased and contracted services	\$1,880.38	\$11,000.00	\$9,119.62	82.91%	\$285,263.49	\$11,000.00
Transfer to own funds	\$6,987,025.50	\$14,414,921.00	\$7,427,895.50	51.53%		\$14,580,466.00
TOTAL OTHER EXPENSES	\$8,129,170.91	\$18,055,135.00	\$9,925,964.09	54.98%	\$2,108,261.01	\$18,000,084.00
	\$8,129,170.91	\$18,055,135.00	\$9,925,964.09	54.98%	\$2,108,561.01	\$18,000,084.00
NET (REVENUE)/EXPENDITURE	(\$166,863,085.71)	(\$185,618,962.00)	(\$18,755,876.29)	10.10%	(\$162,809,590.23)	(\$176,674,355.00)

Capital Levy & Debenture Debt - Second Quarter Ended June 30, 2025

<i>FISCAL YEAR REMAINING% :</i>	2025 YTD	Budget	Variance	Percentage	2024	Budget
	Actual	2025		Budget-Rem	Actual To:	
				50%	June	
REVENUE						
EXPENDITURES						
Long term debt	\$589,736.24	\$1,327,115.00	\$737,378.76	55.56%	\$663,557.37	\$1,400,000.00
Transfer to own funds	\$3,682,901.00	\$7,365,802.00	\$3,682,901.00	50.00%		\$7,392,943.00
TOTAL OTHER EXPENSES	\$4,272,637.24	\$8,692,917.00	\$4,420,279.76	50.85%	\$663,557.37	\$8,792,943.00
	\$4,272,637.24	\$8,692,917.00	\$4,420,279.76	50.85%	\$663,557.37	\$8,792,943.00
NET (REVENUE)/EXPENDITURE	\$4,272,637.24	\$8,692,917.00	\$4,420,279.76	50.85%	\$663,557.37	\$8,792,943.00

Appendix B

Net Assessment Growth to June 30, 2025

Class	2025 Total Assessment Based on Returned Roll	2025 Total Assessment to June 30, 2025	Difference Between Returned Roll and Year End	
	CVA	CVA	\$	%
Taxable				
Residential	5,695,335,116	5,708,502,916	13,167,800	0.23%
New Multi-residential	45,673,100	45,673,100	0	0.00%
Multi-residential	433,595,858	433,534,858	-61,000	-0.01%
Com. Occupied	717,197,484	715,404,784	-1,792,700	-0.25%
Com. Exc. Land	5,935,760	5,935,760	0	0.00%
Com. On-Farm Bus. 1	24,600	24,600	0	0.00%
Shopping Occ.	150,824,540	151,224,440	399,900	0.27%
Office Occupied	21,597,191	21,597,191	0	0.00%
Parking/Vac. Land	23,969,300	24,176,300	207,000	0.86%
Ind. Occupied	42,492,819	41,457,019		-2.44%
Ind. Exc. Land	774,100	774,100	-1,035,800	0.00%
Ind. Vac. Land	5,556,100	5,674,100	0	2.12%
Large Ind. Occ.	62,092,300	62,092,300	118,000	0.00%
Large Ind. Exc.	245,200	245,200	0	0.00%
Aggregate Extraction	2,454,800	2,454,800	0	0.00%
Pipelines	27,547,000	27,547,000	0	0.00%
Farm	2,394,600	2,370,500	-24,100	-1.01%
Managed Forests	2,765,100	2,765,100	0	0.00%
Commercial Total Taxable	919,548,875	918,363,075	-1,185,800	-0.13%
Industrial Total Taxable	111,160,519	110,242,719	-917,800	-0.83%
Total Taxable	7,240,474,968	7,251,454,068	10,979,100	0.15%

Appendix C - 2025 Q2 - Summary of Capital Projects

	2025 Approved Capital Budget	2025 Capital Budget Amendments (Note 1)	2025 Amended Capital Budget	% of Total	Council Approved/ Costs Incurred to Date	Remaining	% Remaining
Roads/Bridges/Storm Sewer	29,271,866	2,724,154	31,996,020	58.34%	24,960,515	7,035,505	21.99%
Landfill Upgrades, Fleet & Equipment	5,611,000		5,611,000	10.23%	835,723	4,775,277	85.11%
Public Works Fleet & Equipment	2,608,000	6,000	2,614,000	4.77%	2,098,931	515,069	19.70%
Engineering Fleet & Equipment	255,000		255,000	0.46%	186,167	68,833	26.99%
Transit Fleet & Equipment	2,400,000		2,400,000	4.38%	-	2,400,000	100.00%
Community Services Fleet & Equipment	734,975	255,251	990,226	1.81%	377,419	612,807	61.89%
Building Capital Maintenance	1,208,650		1,208,650	2.20%	344,418	864,232	71.50%
Fire Fleet & Equipment	1,662,000	111,032	1,773,032	3.23%	1,761,032	12,000	0.68%
Corporate/ Outside Agencies	1,050,000		1,050,000	1.91%	7,500	1,042,500	99.29%
Sanitary Sewer	6,946,996		6,946,996	12.67%	2,752,979	4,194,017	60.37%
Total	51,748,487	3,096,437	54,844,924	100.00%	33,324,684	21,520,240	39.24%

Note 1

As per the City's Capital Budget and Financing Policy dated September 28, 2020, Finance is required to provide a summary of all capital budget changes with the Capital Budget reporting. Below is a summary of all 2025 capital budget amendments as of June 30, 2025:

Capital Budget Item	2025 Approved Capital Budget	2025 Capital Budget Amendments	2025 Amended Capital Budget	Reference
<u>Roads/Bridges/Storm Sewer</u>				
Demolition of 628 Second Line West	-	126,691	126,691	Building removal as approved February 24, 2025. Funded from the Overall Capital Reserve.
Sackville Road Extension	4,000,000	2,704,371	6,704,371	Additional funding available from the Housing-enabling Core Systems Fund, as approved June 2, 2025.
Great Northern Road	3,400,000	(106,908)	3,293,092	Approved June 2, 2025; project was extended to maximize grant, but is still within approved \$3.4M budget

Appendix C - 2025 Q2 - Summary of Capital Projects (Continued)

Capital Budget Item	2025 Approved Capital Budget	2025 Capital Budget Amendments	2025 Amended Capital Budget	Reference
<u>Public Works</u>				
Pointe Des Chenes Disc Golf Course Expansion	-	6,000	6,000	\$3,000 contribution from Sault Disc Golf Association and \$3,000 supported by in-kind services from Public Works, as approved April 29, 2025.
<u>Community Services Fleet & Equipment</u>				
Cemetery - Backhoe	155,000	4,724	159,724	Excess to be funded from operations as approved by Council on March 17, 2025.
OSH - Augmented Reality Historical Exhibits	-	173,050	173,050	Project approved June 2, 2025 with funding from FedNor and support from the Tourism Development Fund.
<u>Community Services Other</u>				
Strathclair Dog Park - Solar Lighting	27,500	77,477	104,977	On June 2, 2025, Council approved carryover funds from the 2023 Strathclair fencing project to be allocated to the Dog Park Lighting.
<u>Fire Fleet & Equipment</u>				
Pumper	1,650,000	111,032	1,761,032	Excess to be funded from the Fire Capital Equipment Reserve as approved by Council on March 17, 2025.
Fire Hall # 1 - Windows	50,000	(29,000)	21,000	At the June 23, 2025 meeting, Council approved the funding reallocation from Windows to support the overage of the Air Handling Units.
Fire Hall # 4 - Air Handling Units	65,000	29,000	94,000	
Total Capital Budget Amendments		3,096,437		



BUDGET RESULTS AND PROJECTION REPORT as at JUNE 30, 2025

OVERALL COMMENTS:

Based on information available on June 30th, we are projecting a \$1.45 million dollar deficit which has been reduced from the Q1 projection of \$1.9 million (further reduced from the January projection of \$2.3 million). Explanations are provided below.

As of June 30, 2025, the Service had 50% of the budget remaining on a straight-line basis. The report shows that we only have 46.33% of our budget left. This is based on what has already been spent and processed to date and does not necessarily present an accurate picture.

A straight-line projection has been prepared but is not an accurate reflection of what is expected to happen as indicated above. This is because some expenditures are not recurring such as the renovations to Division 2 and the purchase of items made later in the year such as uniforms and ammunition. The "Projection with Adjustments" presents a more accurate estimation of our year end position.

Please note that a projection is based on best estimates and information available at the time of preparation. It can fluctuate over the fiscal period especially with major occurrences.

REVENUES:

Fees and user charges are expected to come in above what was budgeted as we have been doing more record checks, and we implemented a price increase in January after the budget was already approved.

As indicated in our Q1 projection the Court Security grant was \$108,600 less than budgeted however we received some unbudgeted revenues as follows:

Protecting Children from Sexual Abuse and Exploitation grant = \$85,000

POC Tech Grant = \$78,725

RIC Secondment = \$153,950

This leaves us with an additional net increase of \$208,975 in revenues.

We are still awaiting acceptance of our application for two major grants through the provincial CSP (Community Safety and Policing) program. One is to continue funding for local policing priorities with our MCRRT program with a request of \$861,870. The other



is to assist in funding our expansion to Division 2 in conjunction with provincial policing priorities with a request of \$500,000. We budgeted for both grants as we were successful in the last round of competition and feel strongly that our programs meet the provincial mandates for policing priorities.

Contribution from own funds is monies transferred from City or our own reserves. Since the renovations for Division 2 are complete at a cost of \$997,000, I have brought in the reserve funding to offset the expenditures for a net zero impact to our budget.

The remaining \$200,000 in Contribution from own Funds is for transfers from City reserves for approved building expenditures for the parking lot and HVAC.

Other income is for anything else – typically small grants, unbudgeted grants, and reimbursements. The increase of \$94,654 as projected is due primarily to vehicle sales as reported at Q1 in the amount of \$85,000.

Overall, at Q2 we project that revenues will be in a surplus approximately \$1.3 million.

SALARIES AND BENEFITS:

The projected deficit for 2025 comes from salaries and benefits with actual FTE's being greater than budgeted as well as other salary related costs such as overtime and court time. This is due to decisions made in 2024 during the budget approval process.

As consistent with 2024, we anticipate that overtime will continue to come in around the \$1million mark putting us over budget by approximately \$800,000. We are continuing to monitor this as the year progresses however most overtime is driven by the nature of the incident that we experience throughout the year.

We have 4 officers who have come off payroll since the Q1 projection saving us approximately \$500,000 in salaries and benefits for the remainder of the year. This is the reason for the improved projection since Q1.

With all things being the same, we anticipate that salaries and benefits will be over budget by just over \$3 million.

EXPENDITURES:

We are continuing to monitor expenditures to offset some of the projected salary and benefits deficit. To date, operating and capital expenditures are on track based on budgeted amounts and the discretionary decisions of senior management.



Sault Ste. Marie
POLICE

Travel and training are the easiest to manage and control. We have cancelled several conferences and courses in an effort to reduce our deficit for the year. However, many of these will need to be included in our 2026 budget so that we don't fall behind in mandatory training to meet adequacy standards. Our attendance at meetings and conferences keeps our Service up to date on industry standards, trends, and issues – in 2026 we will have to make an effort to get caught up again.

Capital expenses have been adjusted to account for Division 2 with the offsetting funding from reserves in revenues for a net zero impact in 2025. Reason being is that these were budgeted in 2024 thus the expenses went through the 2024 budget via reserve accounts so that there would be zero to minimal impact in 2025.

Prepared by: Angela Davey, CPA, CA, PCP, CMCP
Manager, Finance Services



CITY OF SAULT STE MARIE
POLICE SERVICES

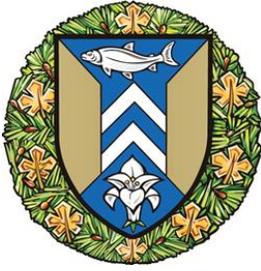
For the Six Months Ending Monday, June 30, 2025

FISCAL YEAR REMAINING% :	YTD		Budget	Variance	Percentage
	June	Actual			2025
					50%
REVENUE					
Fees and user charges	(\$26,046.02)	(\$499,600.92)	(\$756,700.00)	(\$257,099.08)	33.98%
Government grants	(\$8,522.22)	(\$641,074.15)	(\$2,724,379.00)	(\$2,083,304.85)	76.47%
Contribution from own funds			(\$200,000.00)	(\$200,000.00)	100.00%
Other income	(\$5,342.03)	(\$337,260.26)	(\$100,000.00)	\$237,260.26	(237.26%)
	(\$39,910.27)	(\$1,477,935.33)	(\$3,781,079.00)	(\$2,303,143.67)	60.91%
EXPENDITURES					
Salaries	\$2,124,030.03	\$13,125,134.09	\$26,361,674.00	\$13,236,539.91	50.21%
Benefits	\$929,083.44	\$4,059,592.58	\$7,179,242.00	\$3,119,649.42	43.45%
TOTAL SALARIES/BENEFITS	\$3,053,113.47	\$17,184,726.67	\$33,540,916.00	\$16,356,189.33	48.76%
Travel and training	\$58,971.09	\$288,900.86	\$1,206,800.00	\$917,899.14	76.06%
Vehicle allowance, maintenance and repairs	\$109,580.08	\$567,299.58	\$1,280,550.00	\$713,250.42	55.70%
Utilities and fuel	\$24,874.66	\$255,257.62	\$583,485.00	\$328,227.38	56.25%
Materials and supplies	\$135,412.82	\$812,118.73	\$2,254,565.00	\$1,442,446.27	63.98%
Maintenance and repairs	\$72,212.39	\$1,398,484.44	\$1,780,640.00	\$382,155.56	21.46%
Rents and leases	\$9,997.80	\$64,925.33	\$150,000.00	\$85,074.67	56.72%
Taxes and licenses	\$396,274.41	\$408,869.23	\$413,000.00	\$4,130.77	1.00%
Financial expenses	\$237.43	\$790.52		(\$790.52)	0.00%
Purchased and contracted services	\$37,099.07	\$262,169.13	\$968,800.00	\$706,630.87	72.94%
Transfer to own funds	\$68,750.00	\$137,500.00	\$165,000.00	\$27,500.00	16.67%
Capital expense	\$112,688.21	\$1,378,105.16	\$1,088,220.00	(\$289,885.16)	(26.64%)
Depreciation				\$0.00	0.00%
Gain/Loss on disposal of capital assets				\$0.00	0.00%
TOTAL OTHER EXPENSES	\$1,026,097.96	\$5,574,420.60	\$9,891,060.00	\$4,316,639.40	43.64%
	\$4,079,211.43	\$22,759,147.27	\$43,431,976.00	\$20,672,828.73	47.60%
NET (REVENUE)/EXPENDITURE	\$4,039,301.16	\$21,281,211.94	\$39,650,897.00	\$18,369,685.06	46.33%

Straight Line	Projection	Surplus/
Projection	with adjustments	Deficit
		Projected
\$ (756,700)	\$ (835,000)	\$ (78,300)
\$ (2,724,379)	\$ (2,933,354)	\$ (208,975)
\$ (200,000)	\$ (1,197,165)	\$ (997,165)
\$ (100,000)	\$ (194,654)	\$ (94,654)
\$ (3,781,079)	\$ (5,160,173)	\$ (1,379,094)
\$ 26,250,268	\$ 28,174,828	\$ (1,813,154)
\$ 8,119,185	\$ 8,452,448	\$ (1,273,206)
\$ 34,369,453	\$ 36,627,276	\$ (3,086,360)
\$ 577,802	\$ 677,802	\$ 528,998
\$ 1,134,599	\$ 1,280,550	\$ -
\$ 510,515	\$ 583,485	\$ -
\$ 1,624,237	\$ 1,624,237	\$ 630,328
\$ 2,796,969	\$ 1,706,169	\$ 74,471
\$ 129,851	\$ 130,000	\$ 20,000
\$ 817,738	\$ 413,000	\$ -
\$ 1,581	\$ 1,581	\$ (1,581)
\$ 524,338	\$ 968,800	\$ -
\$ 275,000	\$ 165,000	\$ -
\$ 2,756,210	\$ 2,078,220	\$ (990,000)
		\$1,440,270.59
		(\$339.38)
\$ 11,148,841	\$ 9,628,844	\$ 262,216
\$ 45,518,295	\$ 46,256,120	\$ (2,824,144)
\$ 41,737,216	\$ 41,095,947	\$ (1,445,050)

2024		2024		Percentage	
Actual To:	Actual	Budget	Budget-Rem		
June	Year End	2024	YTD 2024		
(\$198,213.17)	(\$394,216.68)	(\$396,600.00)		50.02%	
(\$831,610.17)	(\$3,079,504.00)	(\$2,627,973.00)		68.36%	
	(\$150,000.00)	(\$540,000.00)		100.00%	
(\$171,534.18)	(\$383,573.49)	(\$100,000.00)		(71.53%)	
(\$1,201,357.52)	(\$4,007,294.17)	(\$3,864,573.00)		67.22%	
\$12,253,524.16	\$27,381,486.43	\$24,506,665.00		50.00%	
\$3,433,495.79	\$7,686,519.77	\$6,654,940.00		48.41%	
\$15,687,019.95	\$35,068,006.20	\$31,161,605.00		49.66%	
\$263,298.61	\$608,482.60	\$1,039,900.00		74.68%	
\$541,444.35	\$1,369,255.47	\$1,446,070.00		62.56%	
\$270,443.78	\$533,027.89	\$599,505.00		54.89%	
\$690,061.26	\$1,773,675.69	\$2,038,400.00		66.15%	
\$602,040.39	\$1,509,228.57	\$1,465,935.00		58.93%	
\$35,179.07	\$67,031.07	\$125,000.00		71.86%	
\$12,594.82	\$381,159.69	\$443,000.00		97.16%	
\$899.42	\$2,655.74			0.00%	
\$454,371.21	\$883,623.53	\$711,311.00		36.12%	
	\$663,000.00	\$165,000.00		100.00%	
\$579,792.94	\$1,167,726.63	\$1,598,570.00		63.73%	
	\$1,440,270.59			0.00%	
					0.00%
\$3,450,125.85	\$10,398,798.09	\$9,632,691.00		64.18%	
\$19,137,145.80	\$45,466,804.29	\$40,794,296.00		53.09%	
\$17,935,788.28	\$41,459,510.12	\$37,129,723.00		51.69%	

Tariff relief currently in place until October 16th. If not renewed then some goods will have 25% tariff potentially this year if part of new inventory.



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Karen Marlow, Manager of Purchasing
DEPARTMENT: Corporate Services
RE: Snow Removal Services at Various Municipal Parking Lots

Purpose

The purpose of this report is to obtain Council approval to award Snow Removal Services at various municipal parking lots for the 2025/26 and 2026/27 seasons with the option to extend for up to three additional seasons upon mutual agreement as required by Arenas, Building Services, Parking, and Transit Divisions.

Background

The tenders were publicly advertised and notification provided to all firms on the bidders list. Opening of the tenders took place after closing on July 17, 2025 within the e-bidding system.

Analysis

Submissions from seven bidders were received prior to the closing deadline.

The tenders received have been thoroughly evaluated and reviewed by staff from CDES and Building Services. The low tendered prices, meeting specifications, has been indicated on the summary attached. Actual occurrence frequencies will depend on seasonal snowfall accumulations and service requirements for lots.

Financial Implications

Funding for the snow removal services is included within the department's operating budgets and will continue in future budget years for the contract term.

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 Manager of Purchasing dated August 11, 2025 concerning Snow Removal Services at various municipal parking lots be received and that the services as required by Arenas, Building Services, Parking, and Transit Divisions commencing winter of 2025/26 season for a period of up to five years by mutual agreement be awarded as follows:

Snow Removal Services at Various Municipal Parking Lots

August 11, 2025

Page 2.

1890688 Ontario Inc. Property Masters

GFL Memorial Gardens Lot

6490182 Canada Inc. DYC Properties

Lots Downtown #1, #2, and Plaza; Northern Community Centre
and Northern Transfer Point

Rainone Services

Civic Centre Lots

Steel Speed Civil Inc.

John Rhodes Community Centre

per occurrence pricing, plus HST.

Respectfully submitted,

Karen Marlow

Manager of Purchasing

705.759.5298

k.marlow@cityssm.on.ca

FINANCE DEPARTMENT

PURCHASING DIVISION

Purchasing: 2025 Tender Releases Snow Removal

BUDGET: FROM WITHIN DEPARTMENT SNOW REMOVAL OPERATIONS ACCOUNTS

TENDER SUMMARIES

MUNICIPAL PARKING LOT SNOW REMOVAL SERVICES

Year One & Two Pricing provided Per Occurrence (Not Including HST)

LOT - DESCRIPTION	1890688 Ontario Inc. Property Masters		6490182 Canada Inc. DYC Properties		786224 Ontario Inc. Possamai Construction		New Look Garden & Services		Rainone Services		Steel Speed Civil Inc.		Trimount Construction	
	Year One	Year Two	Year One	Year Two	Year One	Year Two	Year One	Year Two	Year One	Year Two	Year One	Year Two	Year One	Year Two
GFL Memorial Gardens Parking Lot	\$760.00	\$770.00	\$1,287.00	\$1,325.00	\$2,495.00	\$2,505.00	\$3,000.00	\$3,400.00	\$830.00	\$839.00	\$795.00	\$850.00	No Bid	
Downtown Lots #1*	No Bid		\$901.50	\$928.53	\$3,670.00	\$3,670.00	No Bid		No Bid		No Bid		\$2,135.18	\$2,241.94
Downtown Lots #2*	No Bid		\$1,216.98	\$1,253.46	\$4,020.00	\$4,020.00	No Bid		No Bid		No Bid		\$2,941.32	\$3,088.38
Plaza Lots*	No Bid		\$298.33	\$306.32	\$830.00	\$830.00	No Bid		No Bid		No Bid		\$678.30	\$712.21
Civic Centre Lots	\$680.00	\$690.00	\$759.77	\$782.56	\$1,690.00	\$1,697.50	No Bid		\$580.00	\$590.00	\$750.00	\$790.00	\$1,467.38	\$1,540.74
John Rhodes Community Centre Lot (JRCC)	\$1,815.00	\$1,825.00	\$1,800.00	\$1,854.00	\$2,650.00	\$2,700.00	\$4,800.00	\$5,200.00	\$3,600.00	\$3,700.00	\$1,455.00	\$1,555.00	No Bid	
Northern Community Centre Lot (NCC)	No Bid		\$600.00	\$618.00	\$1,000.00	\$1,000.00	\$3,600.00	\$3,900.00	\$680.00	\$690.00	\$2,555.00	\$2,995.00	No Bid	
Northern Transfer Point-Transit	No Bid		\$231.75	\$238.70	\$325.00	\$335.00	\$4,500.00	\$4,750.00	\$279.00	\$289.00	\$585.00	\$595.00	No Bid	

Note: The low tendered Per Occurrence prices are boxed above.

(Actual occurrence frequencies will depend on seasonal snowfall accumulations and service requirements for lots)

It is my recommendation that parking lot snow removal be awarded as follows:

- >Property Masters - GFL Memorial Gardens
- >DYC Properties - Downtown Lots #1, #2, Plaza, Northern Community Centre, Northern Transfer Point
- >Rainone Services - Civic Centre Lots
- >Steel Speed Civil Inc - John Rhodes Community Center

Karen Marlow
Manager of Purchasing

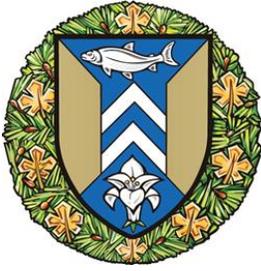
*Group Lot(s) Include:

Downtown Lots #1 (King/Albert St; Bruce St; Transit Terminal; International Lot)

Downtown Lots #2 (Bell Ave; Spring/March St; Brock/Albert St; Queen St. Heritage Lot; City adjacent to museum; SSM Museum**)

**Note: Museum Fees (\$75.72/\$77.99) are included in total but are billed to and paid by the museum

Plaza Lots (Bingham; Brock)



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

C O U N C I L R E P O R T

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Karen Marlow, Manager of Purchasing
DEPARTMENT: Corporate Services
RE: Machine Rental, John Street Sanitary Main Cleaning - PWT

Purpose

The purpose of this report is to obtain Council approval to proceed with equipment rental, including operator, of sewer cleaning bucket machines as required by Public Works and Engineering.

Background

The sanitary main cleaning at John Street location is to remove debris from the main for approximately 250m. This job requires specialized equipment which is not part of current fleet equipment.

Power bucket machines are used to clean debris from sewers, even if clogged with large masses of roots, sand and grit. The power bucket machine system involves using two trailer-mounted winch units, a pulling unit and a truck loader unit each equipped with sufficient steel cable and are set up between two manholes.

This bucket machine system is available through Braywood Services Inc., Ontario as rental option.

Analysis

PWT has explored alternate cleaning methods through contractors, and options from sewer equipment providers. The bucket machine is the preferred method for cleaning larger lines that are heavily laden with sediment. An advantage is no water is required and only solids are hauled by the buckets cleaning quicker and more effectively than with a combination truck.

Braywood Services Inc. can accommodate providing the Bucket Machine solution and have confirmed they could be available mid to late September for deploying the work which is required prior to area freezing. The work will include transporting and set up (2) bucket machines and accessory equipment, and technicians to operate the machines and facilitate the process. (*Other additional work items noted as extra will be accommodated by PWT*).

Machine Rental, John Street Sanitary Main Cleaning – PWT

August 11, 2025

Page 2.

This sole source request is in accordance with the Purchasing By-law 22.3 a), c) as there is an absence of competition for technical reasons and the service is supplied by owner of equipment.

Financial Implications

PWT staff anticipate the services will require an estimated 5-7 days for completion of cleaning of debris. Braywood Services Inc. submitted pricing at rental amount of \$18,900/day, for value of \$134,628 including non-rebateable HST, over a seven-day period. PWT would complete any work remaining if applicable as it should not be substantial.

Funding up to \$150,000 is available from within the emergency sanitary fund which will accommodate this requirement.

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 Manager of Purchasing dated August 11, 2025 concerning Machine Rental, John Street Sanitary Main Cleaning be received and that the work be awarded to Braywood Services Inc. as sole source up to seven days at the rental fee of \$18,900/ day plus HST.

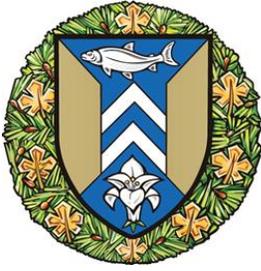
Respectfully submitted,

Karen Marlow

Manager of Purchasing

705.759.5298

k.marlow@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Karen Marlow, Manager of Purchasing
DEPARTMENT: Corporate Services
RE: Tabulator Voting Solution – City Clerk’s Department

Purpose

The purpose of this report is to obtain Council approval to award supply and support services of a tabulator voting solution for the 2026 Municipal Election, as required by the City Clerk’s Department.

Background

The 2022 Municipal Election was conducted with an approved Tabulator Voting Solution meeting the needs for both in-person paper ballot tabulation and vote-by-mail tabulation.

In preparation for the 2026 Municipal Election a proposal was publicly advertised and notification provided to firms on the bidders list. Proposals were required to be submitted for consideration no later than 4 p.m. on June 30, 2025.

Analysis

Proposals from two proponents were received prior to closing deadline:
Dominion Voting Systems Corp. Toronto, ON
Election Systems & Software Canada, Pickering, ON

The proposals received have been reviewed and evaluated by a committee comprised of staff from the Corporate Services Department. It is the consensus of the evaluation committee that the proponent scoring the highest in the evaluation process is Dominion Voting Systems Corp. (Dominion).

Financial Implications

Dominion has proposed a cost for the tabulator voting solution, consumables, and support at an upset limit of \$138,715 including non-rebatable HST. Costs for Dominion’s solution, plus any additional consumables, will be allocated through the election reserve.

This request can be accommodated within this approved funding allocation.

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 Manger of Purchasing dated August 11, 2025, concerning the provision of a tabulator voting solution and support services as required by City Clerks be received, and that the proposal submitted by Dominion Voting Systems Corp. at their proposed price of \$136,315.75 plus HST be approved.

A by-Law authorizing signature of an agreement for tabulator voting system and support services will appear on a future Council Agenda.

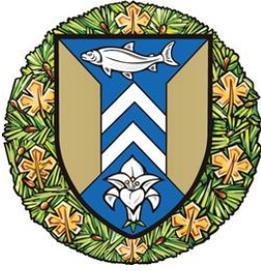
Respectfully submitted,

Karen Marlow

Manger of Purchasing

705.759-5298

k.marlow@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicole Maione, Director of Community Services
DEPARTMENT: Community Development and Enterprise Services
RE: Sault Ste. Marie Downtown Development Committee –
Terms of Reference

Purpose

The purpose of this report is to seek Council approval of the Sault Ste. Marie Downtown Development Committee Terms of Reference.

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.

Analysis

Following the direction from Council to dissolve the current Downtown Association and reallocate activities under the City umbrella, City staff developed Terms of Reference for the Downtown Development Committee (Appendix A). The development of the Committee's Terms of Reference represents one step within the broader strategy to reallocate all related activities under the City's umbrella, supporting a successful transition with planning efforts currently underway.

The Sault Ste. Marie Downtown Development Committee will be a committee of Council, composed of up to thirteen members, with a minimum of five members. Downtown business owners (three seats reserved as a minimum) and other community members, non-profit or social services representatives are encouraged to apply, with all members being appointed by Council. One member of the Committee will be a member of City Council. The Supervisor of the Downtown Plaza will act as the Secretary and Administrator of the Committee. Existing Downtown Association Board Members who are interested in participating are encouraged to submit their interest as part of the open call for the new Committee.

This Committee will serve as a collaborative forum to support the ongoing revitalization, safety, and functionality of the downtown core. It will guide the efforts that foster a vibrant, inclusive, and economically sustainable hub that meets the needs of businesses, residents, and visitors.

Financial Implications

There are no financial implications.

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 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.

Respectfully submitted,

Nicole Maione
Director of Community Services
Community Development and
Enterprise Services
705.759.5264
n.maione@cityssm.on.ca



The City of Sault Ste. Marie
Corporate Policies
Sault Ste. Marie Downtown Development Committee

Subject: Sault Ste. Marie Downtown Development Committee

Service Area: Boards and Committees

Source: Council Resolution

Date: August 11, 2025

Background:

The City of Sault Ste. Marie is committed to creating a vibrant and attractive downtown that contributes to the vitality and resiliency of our city. The health of a community's downtown is vital to economic development – it is one of the most important factors that businesses, labour force, students and youth use to assess the health of a community.

Downtown is the only geographic area specifically mentioned in the Corporate Strategic Plan with a goal to create a hub of activity and excitement through shops, events, promotion and amenities. Downtown revitalization was also identified as an overarching goal in the FutureSSM Community Development strategy and a common piece of feedback during the extensive community consultation exercise.

The Sault Ste. Marie Downtown Development Committee will ensure the input and perspectives of business owners in the downtown help to guide activities and development of this important area of the community.

Purpose:

The purpose of the Committee is to collaborate with downtown stakeholders, businesses, and community leaders to explore a potential shift in how the greater downtown is served. The goal is to better enable all partners to proactively and directly address the unique needs and challenges facing the broader downtown area. This work is grounded in the City of Sault Ste. Marie's Corporate Strategic Plan, which emphasizes the importance of fostering a vibrant, mixed-use downtown that functions as a cultural, recreational, and economic hub.

Composition:

The Downtown Development Committee is appointed by City Council and consists of a minimum of five and maximum of thirteen members – having a balanced representation of the downtown ecosystem including downtown business owners (three seats reserved), community members at large, non-profit or social service representatives and downtown cultural representatives. All sitting members will have a demonstrated interest in the downtown core. One member of the Committee will be a member of City Council.

Officers:

The Committee elects from its own Chairperson and Vice Chairperson from amongst its members. The Secretary and Administrator of the Committee is the Supervisor of Downtown Plaza.

Council Participation:

- One member of City Council

Staff Support:

- Supervisor of the Downtown Plaza
- Communications Staff
- Community Development and Enterprise Services Staff (as needed)
- Public Works and Engineering Staff (as needed)

Responsibilities:

1. Foster collaboration by connecting Sault Ste. Marie's downtown business and property-owner community, with a shared commitment to revitalization and innovation.
2. Advise City Council on downtown-related policies, programs, and strategies.
3. Serve as a central point of contact for municipal matters related to the greater Downtown, streamlining communication and ensuring commercial property owners, social services, merchants, residents and stakeholders have a clear and consistent avenue for input.
4. Provide input and guidance related to core downtown maintenance issues—such as street closures, snow removal, graffiti removal, weeding, and general tidiness.
5. Act as a forum for discussion and idea generation to shape a thriving, inclusive, and economically resilient downtown.
6. Provide input on the future use of the unspent levy and assets from the former Downtown Business Improvement Area (BIA).
7. Act as a catalyst for investment, sponsorship, volunteerism, and overall buy-in of Downtown related strategy, events, and activation.

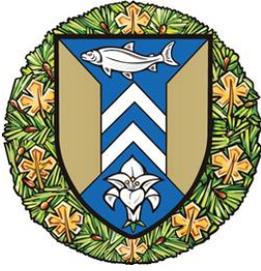
Governance:

1. **Council Oversight** - The Committee operates under the authority and direction of Sault Ste. Marie City Council. It is subject to the provisions of the Council's Code of Conduct and the applicable Procedure By-laws governing Council and its committees.
2. **Meetings and Public Access** - All Committee meetings shall be open to the public, in accordance with the *Municipal Act, 2001* and the City's Procedural By-law. The Committee shall adhere to the procedural rules established by Council, as applicable.
3. **Membership and Quorum** - All individuals appointed by Council to the Committee shall be voting members. A quorum shall consist of a majority of the appointed members.

4. **Meeting Schedule** - At its inaugural meeting, the Committee shall determine its regular meeting schedule, including preferred days and times.
5. **Duties and Responsibilities** The Committee is expected to diligently consider and provide recommendations on matters referred to it by Council. Should the Committee fail to fulfill its responsibilities, Council may, by resolution, revoke its mandate.
6. **Attendance and Vacancies** If a member is absent from Committee meetings for three consecutive months without authorization of the committee, the position shall be deemed vacant. Council may appoint a replacement to serve for the remainder of the term.
7. **Ethical Conduct** Committee members shall perform their duties with integrity, avoiding conflicts of interest and maintaining public trust. They shall uphold both the letter and spirit of applicable laws and policies, as outlined in the City's Code of Conduct.
8. **Confidentiality** Members must not disclose confidential information acquired through their role, except as authorized by Council or required by law. This includes information received in closed sessions or deemed confidential under the *Municipal Freedom of Information and Protection of Privacy Act*.
9. **Integrity Commissioner** The City's Integrity Commissioner provides guidance on the Code of Conduct and investigates alleged breaches.

Term of Appointment:

- Members are appointed by Council;
- The term of office for Committee members shall be two years.



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

C O U N C I L R E P O R T

August 11, 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: Pointe des Chenes Update

Purpose

The purpose of this report is to seek Council direction to issue a Request for Proposal (RFP) for the future use of the former trailer park area located at Pointe des Chenes.

Background

This matter has been before Council a number of times, with reports from the CAO and City Solicitor on April 12, 2021, as well as from the Director of Public Works on November 29, 2021.

The Pointe des Chenes Campground had been operating through agreements with the Lions Club since 1985, which had a cost-sharing arrangement for operating costs and capital improvements. Past Councils expressed concerns over the operating and capital costs being provided by the City for the campground, which would be classified as a non-core, non-traditional municipal service. These concerns were summarized in the following resolution passed at the November 5, 2012 Council meeting:

Whereas Pointe Des Chenes Park has been operated by the city of Sault Ste. Marie for many years; and

Whereas the property is divided into two distinct areas, one being a day use area and the other being a trailer park operated by the Lions Club of Sault Ste. Marie; and

Whereas the city has had a unique partnership with the Lion's Club with regard to the operation of the trailer park; and

Whereas the city has historically paid for most of the capital expenditures of the trailer park; and

Whereas an estimated \$45,000 is required to be spent on park upgrades in the near future; and

Whereas during the 2012 budget deliberations, it was agreed that council, in concert with city staff, would continue to look for opportunities to minimize expenditures and improve efficiencies within city operations;

Now Therefore Be It Resolved that appropriate staff prepare a preliminary report on possible long-term plans for the park, including but not limited to expansion of the trailer park or possible sale of the property to private interests who may wish to develop the area within existing zoning requirements; and

Further that the Lions Club be consulted as part of this report to determine future plans the club may have for the operation of the property.

In 1964, Transport Canada constructed a firefighting training area on the southwest portion of the airport property. Firefighting training was conducted from 1964 to 1992. In 2002, the City built a water treatment plant at the campground to be operated by the PUC. In 2003, it was detected that one of the supply wells contained benzene concentrations. For the full history on concentrations and actions to date to address the concern, please see report appendices A-D attached.

Based on the inspection reports received on June 13, 2025 from Algoma Public Health (APH), water quality levels are within an acceptable range with respect to the treatment system. If the campground or an alternative use is to open in future seasons, the directive will need to be updated to include secondary treatment as water would be distributed to campsites. Another inspection will be required prior to opening the campground or for an alternative use. According to the most recent directive, sampling will be required on a monthly basis for both benzene and PFAS and quarterly for E. coli/total coliform.

Analysis

This property is a gem in the inventory of assets for the City. It is critical that any use be made available for the general public and that it complements the day park space area.

The day park space is used regularly and has seen an increase in use, which has been enhanced over the past few years with the introduction of the Summer Beach Bus, disc golf, accessibility improvements, and shade shelter investments.

Staff recommend issuing an RFP for the previous campground area and adjacent land for an operator of a complementary service provider for park space. The tenant would be responsible for all leasehold improvements and costs to operate the proposed business. Some examples that may fit as complementary businesses adjacent to the day park are:

- Trailer park;
- Wellness retreat;
- Destination resort;
- Etc.

Appendix E includes a map identifying the area for consideration in the RFP. Staff recommend that if there are multiple submissions, more than one option could be recommended, depending on the space required to deliver effective service.

City staff will need to connect with APH when a future tenant has submitted interest to ensure the directive is amended. City staff have been reassured by APH that the timeline for this is much shorter and would not impact any proposed opening. It should be noted that the Transport Canada water treatment plant would have been designed for volumes to serve a campground, which may be a limiting factor in alternative uses. This will need confirmation, subject to proposed uses through the RFP process.

Alternatively, if the land no longer serves any municipal purpose, Staff can evaluate the option of selling it.

Financial Implications

There is no impact to the operating budget. Any RFP submission(s) having a financial impact would be reported back to an open Council meeting with respective By-law and agreement.

Strategic Plan / Policy Impact / Climate Impact

The recommendation supports the focus area of the Community Strategic Plan for 2024-2027 in a number of ways.

- Under Economic Activity, it supports the growth of a diversified economy with entrepreneurs and increases tourism visitor spending.
- 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.
- Monitor, maintain, and redevelop existing infrastructure.

Climate Impact

Depending on the selected proponent and future land use, there may be indirect implications for greenhouse gases (GHG), land use, and infrastructure demands. Any redevelopment, particularly those involving accommodation or increased vehicle traffic, will contribute to increased GHG emissions. Future proponents will be encouraged to incorporate sustainable design principles, low-impact development strategies and operational practices such as energy efficiency that minimize environmental and climate impacts. These expectations align with key actions in the City's GHG Reduction Plan, which seeks to achieve net zero emissions by 2050.

Pointe des Chenes Update

August 11, 2025

Page 4.

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 August 11, 2025 concerning Pointe des Chenes Update be received and that an RFP for an operator(s) of a complementary business adjacent to the Pointe des Chenes day park space as identified in the map provided be issued.

Respectfully submitted,

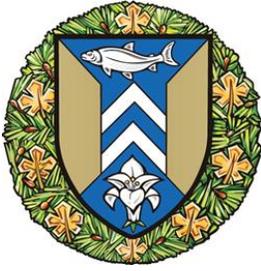
Brent Lamming, PFP, CPA, CMA

Deputy CAO

Community Development and Enterprise Services

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The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

April 12, 2021

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Malcolm White, CAO
DEPARTMENT: Chief Administrative Officer
RE: Appendix A 2021 04 12 - Pointe des Chenes Campground
Update and Next Steps.docx

Purpose

To provide background and context for Council's recent decision not to renew the operating agreement with the Lions Club to operate the campground and to recommend next steps.

Background

The Lions Club has been operating the Pointe des Chenes Campground through a series of operating agreements with the City for many years (since 1985). The agreements have had varying degrees of cost sharing arrangements for operating costs and capital improvements

Over the last 10 to 12 years, past and present City Councils have expressed concerns over the operating and capital costs being provided by the City for the campground, which would be classified as a non-core, non-traditional municipal service. These concerns were summarized in the following resolution passed at the 2012 11 05 Council meeting:

*Whereas Pointe Des Chenes Park has been operated by the city of Sault Ste. Marie for many years; and
Whereas the property is divided into two distinct areas, one being a day use area and the other being a trailer park operated by the Lions Club of Sault Ste. Marie; and
Whereas the city has had a unique partnership with the Lion's Club with regard to the operation of the trailer park; and
Whereas the city has historically paid for most of the capital expenditures of the trailer park; and
Whereas an estimated \$45,000 is required to be spent on park upgrades in the near future; and
Whereas during the 2012 budget deliberations, it was agreed that council, in concert with city staff, would continue to look for opportunities to minimize*

expenditures and improve efficiencies within city operations; Now Therefore Be It Resolved that appropriate staff prepare a preliminary report on possible long-term plans for the park, including but not limited to expansion of the trailer park or possible sale of the property to private interests who may wish to develop the area within existing zoning requirements; and Further that the Lions Club be consulted as part of this report to determine future plans the club may have for the operation of the property.

The report responding to this resolution appeared on the 2013 04 22 Council meeting. The Lions Club presented future plans for the park that included expansion of the sites and upgrades to services to create revenue streams that would cover future operating costs and fund capital improvements. The plans required further study to assess feasibility and costs, which were reported back to Council at the 2015 02 09 Council meeting. In the intervening time the Lions Club operated the campground for the 2013 and 2014 seasons on the basis of annual extensions to the previous operating agreement, although the Club increased its contribution to the cost of operating the water system.

The assessment of the proposed expansion and upgrades indicated an estimated capital cost of \$1 million, which was beyond the capacity of the Lions Club. Council then approved a further 5 year operating agreement that reduced the operating contribution of the City. The City and the Club funded some incremental upgrades to the campground during this time, however the need for more significant capital investment remained.

After a one year extension that allowed operation during the 2020 season (abbreviated because of the pandemic), Council approved the recommendation not to renew the operating agreement due to the failure of the water distribution system and the significant investment required for a replacement and other required upgrades.

In addition to the operating issues, there has been a longstanding issue with the water supply at the site. A detailed history prepared by the City Solicitor is appended to this report. As Council is aware, the water supply is non-potable due to contaminants from firefighting activities at the airport from the time it was operated by Transport Canada. As the attached report outlines, despite many years of engaging Transport Canada and the Ministry of the Environment, Conservation and Parks, there is still no provision of potable water at the site.

Analysis

There are a number of options open to Council concerning the future of the campground property, however to preserve the value of the asset and ensure the sustainable future of the day park and campground property, the supply of potable water is critical.

Staff are recommending that Council confirm its authorization for staff to continue to press Transport Canada to provide an acceptable solution for the provision of potable water at the site to serve the campground and the day park facilities in a timely manner. Once this issue is resolved, staff can then evaluate and present to Council options for the long-term future of the campground.

Financial Implications

There are no financial implications associated with the recommendation in the near term. There may be financial implications to be assessed once the City has been provided with a means to provide potable water at this site.

Strategic Plan / Policy 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 2021 04 12 concerning Pointe des Chenes Campground Update and Next Steps be received and the recommendation that staff continue to work with Transport Canada, the Ministry of the Environment, Conservation and Parks and Algoma Public Health to ensure the timely and sustainable provision of potable water for the campground and day park and to report further to Council on recommendations for the future of the campground once the provision of potable water has been established.

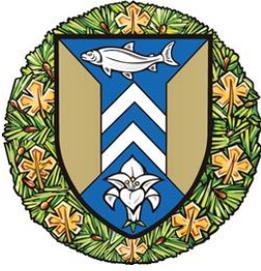
Respectfully submitted,

Malcolm White

CAO

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

C O U N C I L R E P O R T

April 12, 2021

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Karen Fields City Solicitor
DEPARTMENT: Legal Department
RE: Appendix B 2021 04 12 - Update on Pointe des Chenes -
Potable Water.docx

Purpose

The purpose of this Report is to provide Council with an update on the issues of the provision of potable water at Pointe Des Chenes Park.

Background

In 1964 Transport Canada constructed a firefighting training area on the southwest portion of the airport property. Firefighting training was then conducted from 1964 to 1992. In 2002 the City built a water treatment plant at the campground to be operated by the PUC. In 2003 it was detected that one of the supply wells contained benzene concentrations.

By the spring of 2008 the benzene concentrations greater than the Ontario Drinking Water Standard was detected in both the raw and water samples collected from the water treatment plant on site at Point Des Chenes ("PDC"). From 2008 to June 2015, additional monitoring wells were installed and groundwater samples were taken for analysis.

In June 2015 in a meeting with the Ministry of the Environment, and Climate Change ("MOECC" now MECP), the MOECC confirmed not only the presence of benzene in their samples but now also confirmed the presence of PFAS, leading to the conclusion that the airport firefighting activities had resulted in offsite contamination. PFAS are found in the foam used to fight fire.

At that time Transport Canada was asked to:

- 1) Provide a timetable for restoring the water supply at the campground to potable conditions. This was set as an immediate priority;
- 2) Prepare a project timeline for preparing a sampling plan to further delineate the nature and extent of the contamination resulting from the airport; and

3) Prepare a project timeline to develop a remediation plan to restore the natural environment.

To date, items 1 and 3 have never been achieved and to the City's knowledge not addressed by Transport Canada to MECP.

From 2015 to date, (six years) there has been various samplings, changes to samples, bi-weekly sampling, new filters, new filter systems, meetings, ongoing monitoring, multiple Transport Canada team leads, various Transport Canada consultants, reports, new wells, and one year plans but there is still no timetable for restoring the water supply in this area to potable, nor a remediation plan to restore the natural environment.

The City has also pushed to be provided with a timetable for restoring the water supply in this area to potable. The City has continually asked for a long term solution for the drinking water contamination. The latest proposal from Transport Canada is yet another filtering plan this one stated to be a "semi-permanent" solution involving another type of filtering. As past filtering plans have not been consistently successful, Staff question whether this is the path forward and question what "semi-permanent" means. Beyond this latest plan, Transport Canada has no other plans for how to clean up the water they have contaminated.

Health Canada released guidelines for the maximum acceptable concentrations of PFOS and PFOA (two PFAS) allowed in water. From June 2020 to October 2020, bi-weekly PFAS sampling results provided exceedances. The City has been and continues to be under a Directive from Algoma Public Health because the water being supplied to the former PDC campground is not potable.

Residential Sampling

When asked what was being done with respect to residential sampling in the area, Transport Canada advised that a program was developed with Algoma Public Health and the MECP. They advised that the residential sampling program was initiated in August 2019 and remains ongoing. We were advised that property specific results were being provided directly to participating residents as they become available. They stated that the results to date demonstrated that all sampled residences met the Ontario Drinking Water Quality Standards for benzene, met the Health Canada Maximum Acceptable Concentrations for PFOS and PFOA, and Health Canada Drinking Water Screening Values for other PFAS parameters.

COVID-19

In 2020 the PDC Campground was delayed in opening due to restrictions from the Provincial Regulations regarding the Pandemic. In the Spring of 2020 Regulation 82/20 provided the Rules under that shut-down. Under the Schedule of Businesses that may open in a shutdown zone – Seasonal Campgrounds were allowed to open if they met certain conditions. One of those conditions was that the campsites were supplied with electricity, water service and facilities for sewage disposal. And the campground did not open as usual in May 2020.

The Lyons club reported the following for their 2020 season report:

“2020 brought us challenges which made keeping the park open very difficult. As it was made clear to the Lions Club, we were responsible for ensuring rules at the campground kept campers and employees safe. It was decided that it would not be possible to open the comfort stations as we were not in a position to pay staff to clean the comfort stations every half hour. We implemented restrictions on visitors. No travellers were to be allowed and campers were only allowed to have visitors to their campsite if said visitor was a member of their own household. We installed a Plexiglass shield on the counter of the office and made masks and hand sanitizer available for staff. These conditions were made clear in a letter to seasonal campers that was sent to inform them that we would be opening the part on June 19th, 2020. We lowered the site fee by 20% and extended the season to the Thanksgiving weekend.

As the result of the restrictions, many campers decided that they were not going to camp at Pointe Des Chenes during the 2020 season. We lost 27 campers immediately as they did not want to camp at Pointe Des Chenes due to the restrictions. We lost a few more during the season as we would not change the rules so they could bring in visitors (grandchildren) from outside the Algoma District (from Michigan and Sudbury for example). We had some interest expressed by new campers part way through the season but decided that it would not be fair to the current campers to bring in new people when we were not allowing visitors to the park”.

In February 2021, there was no Transport Canada plan in place for achieving a potable water supply to the City’s campground property. To the City’s knowledge there were no planned operational/mechanical changes to Transport Canada’s existing filtering system which would address the exceedances for the 2020 camping season. There was also no site remediation plan in place. With a substantial outlay of money that would be needed to replace the City’s old pressure tank the decision was made to close the campground to the public. Even had the tanks been replaced and the money spent, that would not have supplied potable water to the campground.

The City, has, on multiple occasions expressed the need to Transport Canada to see a final resolution to this issue. In November 2019, Staff expressed that issue

to Transport Canada again and in return was provided with Transport Canada's two-part approach to address the benzene and PFAS in the groundwater at PDC.

In that report, they suggested yet another approach to filtering the water. Given how many years and filtering systems that have been recommended and tried, we are not confident that this will end up in a potable water result. Transport Canada had proposed to have this new plan in place by the end of September 2021, which would result in Transport Canada, once again, going through the process of continual monitoring for this camping season. Secondly, Transport Canada proposed to address the source of benzene and PFAS in the soils that remain at the Sault Ste. Marie airport, but they have not yet come up with a plan. We are advised that "An evaluation of potential options is currently underway and when completed will be shared with the Sault Ste. Marie Airport and Development Corporation (SSMADC)."

Currently, Transport Canada continues to test the water every (two weeks) and large filters weighing approximately 500 pounds are changed out and replaced at regular intervals. Even with this ongoing filter change, the sampling has resulted in exceedances. Transport Canada continues to ask for time to deal with the concerns but given the time already spent on this matter, Staff feel that a new approach is needed.

Analysis

Staff continue to work with Transport Canada for a sustainable solution to the provision of potable water at this site.

Financial Implications

There are no financial implications associated with this report.

Strategic Plan / Policy Impact

This is an operational matter.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of April 12, 2021 concerning the former Pointe Des Chenes campground be received as information.

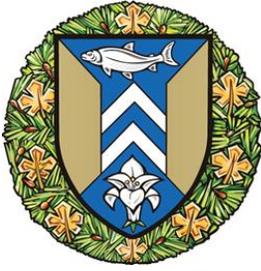
Respectfully submitted,

Karen Fields

City Solicitor

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

C O U N C I L R E P O R T

November 29, 2021

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Susan Hamilton Beach, P. Eng.
DEPARTMENT: Public Works and Engineering Services
RE: Appendix C 2021 11 29 - Pointe des Chenes Park - Water Treatment Upgrade.docx

Purpose

The purpose of this report is to provide Council with an update regarding the actions and steps taken by Transport Canada to address the water contamination issue and provide potable water to the Pointe Des Chenes day park and campground.

Background

At the April 12, 2021 meeting of Council, the report of the CAO was accepted as information with the following resolution:

“Resolved that the report of the CAO dated April 12, 2021 concerning Pointe des Chenes Campground Update and Next Steps be received and that staff be directed to continue to work with Transport Canada, the Ministry of the Environment, Conservation and Parks and Algoma Public Health to ensure the timely and sustainable provision of potable water for the campground and day park and to report further to Council on recommendations for the future of the campground once the provision of potable water has been established.”

Several meetings were held with the Ministry of Environment, Conservation and Parks (‘MECP’) and Algoma Public Health (APH), Transport Canada (‘TC’) and City representatives. City representatives clearly expressed Council’s desire to have potable water to the site. It is our understanding that Transport Canada has been working with its consultant Arcadis to meet the objective of enhancing the operations of the operating well (known as PW1) and to restore a potable water supply to the day park and campground.

Analysis

Within the report “PW1 Water Well Treatment System: Benzene/PFAS Filtration Upgrade 66% Design Brief” Arcadis described the issue and the preferred solution was summarized and included here. The issues that were identified in the existing water treatment system were the insufficient removal of per- and

polyfluoroalkyl substances ('PFAS'). In order to address these issues, Arcadis completed a treatment optimization study (originally written in February 2020) which provided an overview of the options for improving treatment at PW1. The options were developed based on the optimization study and site investigations and were presented to Public Services and Procurement Canada ('PSPC'), TC and the City of Sault Ste. Marie. The selected option involves granular activated carbon ('GAC') filters and ion exchange ('IX') filters for reducing the target contaminants in the raw water as well as a similar small system for treating the backwash waste water treatment system ('BWWTS').

The proposed filtration upgrade includes the following components:

- Two (2) duty and two (2) standby GAC filters for benzene removal; and
- Two (2) duty lead-lag IX filters for PFAS removal.

The BWWTS will be used to treat the process liquid waste such that it can be disposed as non-hazardous waste and includes the following components:

- One (1) new buried concrete tank or above ground steel tank to store BWW.
- One (1) 5-micron bag filter for removing particulate in the BWW.
- One (1) duty GAC filter for benzene removal.
- One (1) duty ion exchange filter for PFAS removal; and
- One (1) new buried concrete tank or above ground steel tank (and one optional) to store treated BWW before disposal.

The new water treatment GAC and IX filters will replace the existing pilot GAC filters; however, due to space limitations and potential of vandalism, it was determined that additional equipment will be installed as a packaged system inside a shipping container (seacan) along with the BWWTS located adjacent to the existing building.

In association with this project, the City understands Transport Canada's work plan has included:

- Geotechnical work in the areas of the proposed above ground storage tanks and the seacan treatment plant;
- Additional groundwater and surface water sampling program;
- Completed the design and tendered for the treatment facility upgrade;
- Awarded the tender to Milestone Environmental Contracting Inc. (November 3, 2021)

The construction schedule has been provided by TC and is as follows:

- November-December 2021: Excavation, Installation of the Concrete Pad and Underground Storage Tank
- December – March 2022: Assembly of the System (ie. seacan – constructed offsite)
- March 2022: Delivery of the seacan treatment system to the site
- April/May 2022: commissioning of the system and training
- Completion date is *before* the May long weekend.

Based on the above noted schedule, it is intended that potable water will be provided to the site before the long weekend in May, 2022. Testing and proof that the water is potable will be ongoing once installed.

Separate to the design of the enhanced water treatment plant, City staff have discussed the design and installation of a pressure tank adequate for the servicing of the day park facility as the future of this area is determined. As the treatment plant is designed by Arcadis they have been asked to provide a cost estimate for the provision of a tank to serve the day park.

As Council is yet to determine the future operation of the campground, the inclusion of a pressure tank to serve the campground portion of the site is yet to be cost or specified. The necessity to provide a pressure tank to the campground development may be worked into future plans.

Financial Implications

The upgraded treatment plant facility is the responsibility of Transport Canada with no financial responsibility of the City. In order to provide a pressure tank for the day park, a supplementary item has been included in the 2022 budget deliberations at a value of \$75,000. This includes the installation of two (2) pressure tanks and SCADA upgrade as well as consultation, decommissioning, etc. The PUC operates the water treatment plant for the City.

Strategic Plan / Policy Impact

This report ties to the improvement of existing infrastructure as well as may positively impact quality of life advantages as the Pointe Des Chenes Park is the only beach facility located within the municipal boundary along the shore of Lake Superior.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Public Works dated November 29, 2021 be received as information.

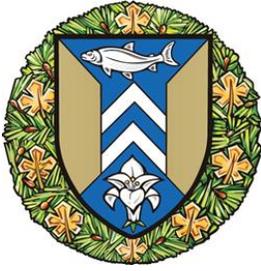
Respectfully submitted,

Susan Hamilton Beach, P. Eng.

Director, Public Works

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The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

November 29, 2021

TO: Mayor Christian Provenzano and Members of City Council
AUTHOR: Susan Hamilton Beach, P. Eng.
DEPARTMENT: Public Works and Engineering Services
RE: Appendix D 2021 11 29 - Pointe des Chenes - Updated
Servicing Plan with Cost.docx

Purpose

The purpose of this report is to update Council on the option of servicing both the daypark and campground with potable water for the 2021-2022 camping season should Council decide to do so.

Background

Found elsewhere on the agenda for tonight's meeting is an update on the water treatment system project at Pointe Des Chenes Park by Transport Canada. In the original report a cost has been provided to provide the pressure tank(s) installation required by the City to service the daypark only. The existing underground pressure tank does not meet TSSA standards and requires decommissioning, removal and replacement. City staff have asked Arcadis to consider an alternative design that would service the campground portion of the property, as well.

Analysis

A proposal of a preliminary design has been received by Arcadis and includes the following key components (subject to change upon final design):

- Two (2) or Three (3) 100gallon pressure tanks to be installed within the existing treatment plant building;
- A 30,000 – 40,000 L above ground storage tank to be located exterior to the existing building on a concrete pad with high lift pumps and a liner;

Arcadis has assumed all installation would be completed by the PUC and that all decommissioning and removal of the existing tank would be done by Public Works staff.

Financial Implications

The purchase of all tanks and appurtenances, installation labour and equipment, removal and decommissioning of existing tank and the design of this portion of the system by Arcadis is estimated to cost \$150,000 in comparison to the

estimate of \$75,000 to service the daypark only. There are synergies if accomplishing the service designs of the 2 areas at the same time as well as the other treatment plant project by Arcadis.

Strategic Plan / Policy Impact

This report is of an operational nature, however, the Pointe Des Chenes enhances the quality of life for the citizens of Sault Ste. Marie and is a unique recreational property along the St. Marys River providing the only beach within the municipal property limits.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Director, Public Works be received as information and that the expenditure of \$150,000 to service the daypark and campground be referred to the 2022 budget deliberations.

Respectfully submitted,

Susan Hamilton Beach, P. Eng.

Director, Public Works

705.759.5207

s.hamiltonbeach@cityssm.on.ca



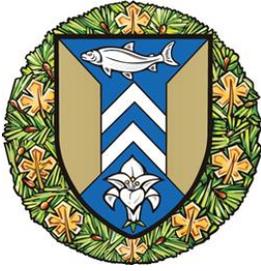
CAMPGROUND SITE
11.6 Hectares
28.7 Acres

PARK AREA
15.2 Hectares
37.6 Acres

PROPOSED SEPARATION

APPENDIX E





The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 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: NOHFC YMCA Contribution Agreement – Boiler
Replacement – Amendment

Purpose

The purpose of this report is to seek Council approval to amend the contribution agreement with the Northern Ontario Heritage Fund Corporation (NOHFC) and the Young Men’s Christian Association, of Sault Ste. Marie (YMCA).

Background

The original agreement with NOHFC, the YMCA, and the City was approved by Council on October 1, 2024 to support costs related to the replacement of the boiler system at the YMCA.

The original scope of the project included replacing one boiler which supplies hot water for the facility’s heating system and aquatics area.

Analysis

The requested amendment includes expanding the scope of the project to include the installation of a new HVAC unit for the YMCA while staying within the overall approved budget amount. During the engineering investigation for the boiler project, it was discovered that the existing HVAC unit will not perform adequately to meet the needs of the facility.

Completing the boiler and HVAC upgrades simultaneously will be more efficient and cost-effective than performing these upgrades independently.

The delivery of the replacement boiler has been delayed, requiring an adjustment to the original timeline. (*Schedule C – Change Request Form – Project Plan*). This delay provides a window to complete the HVAC installation without exceeding the overall project duration further.

The Boiler replacement project is well underway, and the HVAC replacement has a deadline of December 31, 2025.

Financial Implications

No increases to the previously approved project budget are anticipated.

Strategic Plan / Policy Impact / Climate Impact

This item is contemplated in the Community Development and Partnerships component of the Strategic Plan.

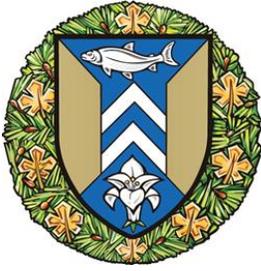
Recommendation

It is therefore recommended that Council take the following action:

The relevant By-law 2025-121 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
b.lamming@cityssm.on.ca
705-759-5314



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicole Maione, Director of Community Services
DEPARTMENT: Community Development and Enterprise Services
RE: John Rhodes Community Centre Roof Replacement –
NOHFC Agreement Amendment

Purpose

The purpose of this report is to seek Council approval for the Amendment to the Northern Ontario Heritage Fund Corporation (NOHFC) Contribution Agreement for the John Rhodes Community Centre (JRCC) Roof Replacement project to formally remove the heat recovery system from the project scope.

Background

The Conditional Contribution for the John Rhodes Community Centre Roof Replacement project was approved by Council at a meeting dated October 21, 2024, By-law 2024-149.

Furthermore, the low tender bid for the construction portion of this project which included the removal of the heat recovery system was approved by Council at a meeting dated June 2, 2025, By-law 2025-84.

Analysis,

The low tender bid for the construction portion of this project came in over budget. As a result, the heat recovery portion of this project was removed, and a Change Order was submitted to NOHFC to reflect the change in scope. This change in scope has been approved, and Amendment No. 1 to the Contribution Agreement has been issued.

Financial Implications

The original agreement allocated \$800,000 to the heat recovery system. With the removal of the heat recovery system, this allocation was included in the construction of the roof replacement. There is no change to the total project cost as per the original agreement.

Strategic Plan / Policy Impact / Climate Impact

The recommendation supports the Corporate Strategic Plan 2024-2027 in several ways through the Infrastructure focus area as this project leverages funding

John Rhodes Community Centre Roof Replacement – NOHRC Agreement
Amendment
August 11, 2025
Page 2.

opportunities and upgrades assets. It will also support future solar panels to meet the net zero emissions goal by 2050.

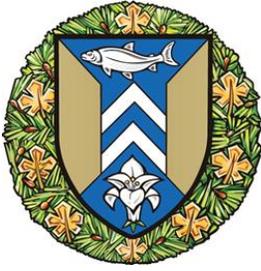
Recommendation

It is therefore recommended that Council take the following action:

The relevant By-law 2025-120 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
705.759.5264
n.maione@cityssm.on.ca



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

C O U N C I L R E P O R T

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Ben Ayton, Supervisor of Aquatics
DEPARTMENT: Community Development and Enterprise Services
RE: John Rhodes Starting Blocks Funding Reallocation

Purpose

The purpose of this report is to request Council approval to reallocate funds from the John Rhodes Pool pump replacement project to the starting block replacement project.

Background

The John Rhodes Pool has three pumps that operate the water circulation for the three pool basins. During the replacement of the facility filtration system in 2024, two of the three pumps were replaced. Leaving the larger pump for the competition pool to be replaced in 2025.

John Rhodes Community Centre (JRCC) is the only eight-lane competitive swim facility between Thunder Bay and Sudbury. It hosts three regional swim meets a year and is home to the Sault Surge Aquatic Team, Soo Masters Polar Bears Swim Team, and Special Olympic athletes. All three groups train extensively using the facility's eight starting blocks, which are also used during the City's lesson programs and open swims.

To support competitive swimming and lessons, the starting blocks need to be replaced, and a backstroke system added. Staff have been researching options for the replacement that can utilize the existing mounting system. The quotes that were received came in higher than the initial budget.

In addition, the Sault Surge Swim Club applied to the Tourism Development Fund and was awarded \$8,000 to go towards the addition of a backstroke start system, which would be mounted on the starting blocks.

Analysis

The John Rhodes Pool is the only full-size short-course competition pool in the Algoma district. This allows the area to run sanctioned competition events that qualify athletes for provincial or national level competitions.

John Rhodes Starting Blocks Funding Reallocation

August 11, 2025

Page 2.

Council approved funding for the starting blocks totalling \$45,500 in 2023. Staff were unable to complete the purchase as the quotes came in higher than the original estimated amount. The total quote for the replacement is now \$74,592.

The replacement of pool pumps was approved as part of the 2025 budget at \$60,000. The remaining pump was quoted at \$16,962, with installation quoted at approximately \$6,000. This leaves \$37,038 remaining in the budget.

Currently, the total approved budget combined with the funding secured by the Sault Surge is \$53,500. Staff are requesting that \$21,100 of the remaining \$37,038 from the pool pumps be reallocated to support the purchase of new, modern starting blocks.

Financial Implications

There is \$37,038 remaining from the 2025 approved capital budget for the Pool Pump Replacement. Staff are seeking Council's approval to utilize \$21,100 of the funds to complete the Starting Block Replacement.

Strategic Plan / Policy Impact / Climate Impact

This report is linked to the Quality-of-Life focus area. Invest in recreational infrastructure.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Supervisor of Aquatics dated August 11, 2025, concerning the John Rhodes Starting Blocks Funding Reallocation be received and that \$21,100 in capital funding from the pool pumps be reallocated to the starting block replacement project.

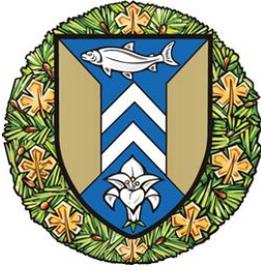
Respectfully submitted,

Ben Ayton

Supervisor of Aquatics

705.759.7309

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The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 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: Heritage Property Tax Rebate Program – 99 Huron Street,
The Yard Locker

Purpose

The purpose of this report is to seek Council approval to register the owner of 99 Huron Street, The Yard Locker into the City's Heritage Property Tax Rebate program.

Background

The owner of 99 Huron Street, The Yard Locker is a recently designated heritage property in Sault Ste. Marie and has filed an application to enroll in the City's Heritage Property Tax Rebate Program.

The Ontario Government, under section 365.2 of the *Municipal Act (2001, S.O. 2001, c.25 as amended)*, allows municipalities to grant tax rebates of 10% to 40% on the value of an "eligible" heritage property to stimulate the restoration and preservation of Ontario's unique heritage assets.

In 2005, Council passed a resolution accepting the implementation of a 40% Tax Rebate Program in the community to support owners of Designated Heritage Properties. By-law 2005-186 outlines the criteria for the Heritage Property Tax Rebate Program.

Analysis

Heritage properties are an important community resource; however, increased costs are often associated with their restoration and maintenance. Programs such as the Heritage Property Tax Rebate Program recognize these costs and are seen as an investment in the community by preserving the City's unique cultural heritage and supporting owners of heritage properties. In 2024, 16 owners of designated heritage properties were enrolled in the tax rebate program. There are 42 heritage sites in the City of Sault Ste. Marie designated under Part IV of the *Ontario Heritage Act*.

Enrolment in the program requires the completion of an applications; and once approved by Council, a Heritage Property Agreement between the City and the property owner is completed and registered on the property title. This allows the City access to the property for inspection purposes to ensure that the owner is fulfilling the terms of the agreement. The Sault Ste. Marie Municipal Heritage Committee, in conjunction with City Building Inspection services, conducts an annual inspection of all heritage properties enrolled in the program. Owners are provided with a report of the findings, which outlines maintenance items that need to be addressed. Owners who fail to maintain their heritage properties to an acceptable standard risk losing the annual tax rebate.

On June 4, 2025, of the Sault Ste. Marie Municipal Heritage Committee reviewed the application for the Heritage Property Tax Rebate Program and passed the following resolution:

Resolved that the Municipal Heritage Committee recommend that 99 Huron Street – The Yard Locker be enrolled in the Heritage Property Tax Rebate Program.

Financial Implications

The estimated amount of the rebate for the 2024 tax year is \$6,932. The City's portion of the total is estimated to be \$5,427 and the education portion is \$1,505.

Strategic Plan / Policy Impact / Climate Impact

Focus Area – Quality of Life: Promotion of our City's arts, culture, historic and heritage sites is an essential component in achieving economic health.

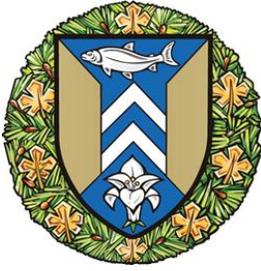
Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Recreation and Culture dated August 11, 2025 concerning Heritage Property Tax Rebate Program Application – 99 Huron Street, The Yard Locker be received and that the recommendation of the Sault Ste. Marie Municipal Heritage Committee to enroll 99 Huron Street into Heritage Property Tax Rebate Program 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

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Virginia McLeod, Manager of Recreation and Culture
Diane Morell, Accessibility Coordinator
DEPARTMENT: Community Development and Enterprise Services
RE: Sensory Playground

Purpose

The purpose of this report is to address a Council resolution regarding a Sensory Playground.

Background

At the August 12, 2024, Council meeting, Council passed the following resolution:

Whereas in July 2016 the City of Sault Ste. Marie opened its first sensory playground in Bellevue Park in the east end of the community; and

Whereas since its opening, the sensory playground has been heavily used and thoroughly enjoyed by children and families; and

Whereas a sensory playground provides enhanced accessible play options and eliminates barriers to play, and provides sensory stimulation along with the promotion of family bonding; and

Whereas the City of Sault Ste. Marie should aim to provide equitable access to amenities and services in different parts of the community, especially as they relate to families and children; and

Whereas as a community, with the establishment of the new splash pad in the west end there has been a revitalization of Manzo Park; and

Whereas many communities of Sault Ste. Marie's size have more than one sensory playground;

Now Therefore Be It Resolved that City staff be requested to explore options for the establishment of a sensory playground at Manzo Park or at any other City park in the west end of Sault Ste. Marie, and report back to City Council

Analysis

Inclusive playgrounds play a crucial role in communities; they are not just for play as they foster learning, growth, and socialization for children of all abilities, creating an environment that is safe, engaging, and beneficial for all.

Over the past several months, City staff have conducted a series of public consultation sessions to gather feedback from various stakeholders.

The Accessibility Coordinator and the Accessibility Advisory Committee hosted a public consultation open house on October 30, 2025. The Parks component focused on obtaining feedback on an inclusive sensory playground.

On February 10, 2025, staff visited H. M. Robbins Public School to facilitate feedback sessions with the students. Four classes participated in the sessions, ranging from a grade 2/3 split to grade 6/7. Students were provided an overview of the project and asked to put stickers on their favourite type of equipment. Students then drew pictures of the equipment and features they would like to see in a park.

The Accessibility Coordinator has conducted targeted consultation on the usability of accessible playground equipment in Sault Ste. Marie with the following user groups:

- Young adults with disabilities;
- Parents of children with disabilities;
- Care Coordinator with Ontario Health at Home who provides support for families that have children with disabilities;
- Thrive Child Development Centre staff;
- St. Mary's College – Special Education team and students; and
- Accessibility Advisory Committee for the City of Sault Ste. Marie

On May 5, 2025, stakeholders were invited to attend a consultation session to obtain further feedback. The session provided valuable information as the discussion focused on challenges users currently encounter, and feedback on types of playground components that would benefit children with a range of abilities.

Further, the Accessibility Coordinator has been tracking recurring requests from the public. A list of types of equipment and features is outlined below:

- Equipment with specialty seating for children to allow them to stay in their mobility devices while using playground equipment;
- Features to allow adults to carry young children with a disability onto the equipment i.e., carry a child up stairs to use the slide together;
- Features that allow children with physical disabilities to experience movement in a different way i.e., rocking vs. gliding;

Sensory Playground

August 11, 2025

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- If ramping is provided on a playground, it should lead to a meaningful play experience;
- Achieve inclusivity by means of accessible paths of travel through areas that may not be accessible for children with physical disabilities; however, these children can still watch and be involved in play with their friends and siblings; and
- Adult change tables and ceiling track lifts in washrooms/change areas near public play spaces.

Council has endorsed the need for a sensory playground at Manzo Park, and in consultation with families, equipment needs to support all children with various disabilities.

Staff are recommending the playground at Manzo Park be developed using the ‘7 Principles of Inclusive Playground Design’ a guiding set of principles developed by PlayCore in partnership with leading play researchers. The seven principles were created to help structure a standardized approach to building more truly inclusive play opportunities and include:

1. **Be Fair:** The play Environment promotes equitable use as it is useful and marketable to people with diverse abilities. It encourages multigenerational play by supporting the active participation of individuals with diverse abilities, needs and interests.
2. **Be Included:** The play environment offers flexibility in use and accommodates everyone’s right to play by being more usable, by more people, to the greatest extent.
3. **Be Smart:** The design is simple and intuitive, making it easy to understand, allowing individuals to be successful and gain confidence through play.
4. **Be Independent:** The design communicates perceptive information and allows individuals to effectively explore, interact and participate in sensory-rich play as independently as possible.
5. **Be Safe:** The play environment is tolerant of error by meeting current safety standards, considering unintentional actions, and promoting emotional security for personal growth and development.
6. **Be Active:** The play environment can be used efficiently, supporting diverse opportunities for children to engage in sustained, healthy physical activity with an emphasis on social participation and cooperation.
7. **Be Comfortable:** Appropriate size and space is provided for approach and use so that the play environment is comfortable for individuals with diverse sensory needs, body size, posture, mobility, environment sensitivity, and motor control.¹

¹ PLAYCORE/Utah State University (2025), *7 Principles of Inclusive Playground Design*, Retrieved (February, 2, 2025) from <https://www.playcore.com/programs/me2>

Sensory Playground

August 11, 2025

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A truly inclusive play experience addresses the developmental needs of the whole child by providing opportunities for physical, sensory, cognitive, communicative, and social/emotional development.

Manzo Park has become a destination for families. The splash pad, outdoor pool, and courts provide families with a variety of play experiences. The site has parking, which would be expanded to accommodate accessible parking spaces, paved pathways, and washrooms. These features make it an ideal location for an inclusive playground for all abilities, allowing more children with diverse abilities to participate in active play opportunities.

Financial Implications

Staff were successful in securing a grant through the Enabling Accessibility Fund Small Projects in the amount of \$125,000. Additional funds are required to complete this project, and a capital request will be brought forward for consideration during the 2026 budget deliberations.

Strategic Plan / Policy Impact / Climate Impact

This item supports the Corporate Strategic Plans Focus Area:

- Quality of Life: Maintain an affordable community with exceptional four-season recreational opportunities and invest in recreational infrastructure.
- Infrastructure: Ensure community parks, green spaces and recreational needs are met.
- Service Delivery: Remove physical and digital barriers to enhance accessibility.

This project also aligns with the *Accessibility for Ontarians with Disabilities Act, 2005* ("AODA") and the City's Accessibility Policy respecting the four core principles of: Dignity, Independence, Integration, Equality of Opportunity

The redevelopment of Manzo Park playground would utilize a recycled rubber surface which supports climate action by reducing the need for new raw materials and using resources more sustainably. This project aligns with the City's sustainability goals and supports both environmental and community benefits.

Recommendation

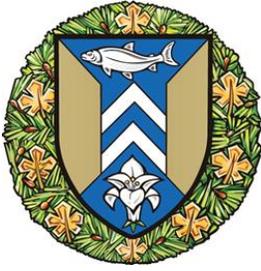
It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Recreation and Culture and the Accessibility Coordinator dated August 11, 2025, concerning the Sensory Playground be received as information.

Respectfully submitted,

Virginia McLeod
Manager of Recreation and Culture
705.759.5311
v.mcleod@cityssm.on.ca

Diane Morell
Accessibility Coordinator
705.759.7310
d.morell@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Emily Cormier, Sustainability Coordinator
DEPARTMENT: Community Development and Enterprise Services
RE: Community Development Fund – Green Initiatives Program
Applications 2025 Q2 Intake

Purpose

The purpose of this report is to seek Council approval of recommendations from the Environmental Sustainability Committee for the distribution of Community Development Fund (CDF) – Green Initiatives Program funds.

Background

The purpose of the Green Initiatives Program of the Community Development Fund (CDF) is to support green initiatives that result in reduced greenhouse gas emissions (GHGs), improve water quality/rehabilitation, increase energy efficiency, healthy and resilient ecosystems, including habitat restoration, active transportation, and waste reduction. The City of Sault Ste. Marie's Environmental Sustainability Committee (ESC) is responsible for making recommendations for the allocation of funds for eligible projects or programs that support the City's environmental plans and practices. Funding applications are reviewed by the ESC in accordance with the CDF – Green Initiatives Program guidelines and are accepted in four quarterly intakes throughout the year. Total remaining annual funds available for all projects under the CDF – Green Initiatives Program in 2025 is \$46,828. Eligible applicants include not-for-profit organizations, unincorporated organizations/collectives, local school or schools groups / committees, and City departments.

Analysis

At the ESC meeting on Tuesday, July 15, 2025, two projects received the following recommendations:

Resolved that the Environmental Sustainability Committee supports the request for funding from the CDF Green Initiatives Program for the Sault Ste. Marie Museum – Environmentalism Database & Consortium Project and recommends that Council approve \$11,800 in project funding.

Resolved that the Environmental Sustainability Committee supports the request for funding from the CDF Green Initiatives Program for Tourism Sault Ste. Marie Floating Wetland Project and recommends that Council approve \$9,002 in project funding.

1. Sault Ste. Marie Museum Environmentalism Database and Consortium Project

The Sault Ste. Marie Museum proposes to conduct a three-phase project to: A) develop a digital database that will document local environmental action, assets, and the history of environmental activity in Sault Ste. Marie and Algoma. This database will serve as a comprehensive resource and will also be the foundation for B) two interactive, portable exhibits designed for community outreach. The exhibits will feature digital screens, banner ups, and other display materials, and will be used to educate the public, particularly youth, about current and past environmental activity in the City and encourage involvement in ongoing environmental initiatives.

The project will be rolled out in phases, starting with the creation of the database and surveys to gather data on local environmental actions. The next phase will involve designing and building the interactive exhibits, followed by outreach to schools, colleges, and community organizations to display the exhibits at various public events. Both the database and exhibit development phases of the project will be used to bring the environmental organizations, businesses, and government departments together to determine the need and support for C) a new incorporated, not-for-profit consortium similar to ones in other cities in Ontario (e.g., Thunder Bay, Sudbury, and Ottawa). A post-project evaluation will assess the environmental impact and community engagement achieved through the project.

2. Tourism Sault Ste. Marie – Floating Wetland Project

The St. Marys River is a vital natural asset in the heart of the Great Lakes, where Lake Superior flows into Lake Huron. As part of the City's Waterfront Masterplan, approved by Council in June 2025, maintaining the river's water quality is a top priority. One key initiative within the plan is the installation of a floating wetland, which Tourism Sault Ste. Marie (TourismSSM) aims to implement early in the waterfront redevelopment.

The river is crucial for local ecosystems, supporting biodiversity and holding cultural significance. Improving water quality will reduce harmful algae blooms caused by excess nutrients, which pose risks to aquatic life and human health. The floating wetland, measuring 2m x 2m, will be installed in the river channel next to City Hall to enhance water quality and strengthen ecosystems (see Figure 1 for the proposed location).



The wetland will be maintained year-round by TourismSSM, in partnership with the Sault Naturalists and Sault College’s School of Natural Environment, with tasks such as annual trimming and general upkeep. The system will remain in place through the winter months. An interpretive sign in English, French, and Anishinaabemowin will educate the public on the wetland's purpose and ecological value. The pilot project will be monitored monthly for plant health, structural integrity, and wildlife use. Observations will include water clarity, root growth, and interactions with aquatic species. Findings will guide potential expansion of the project to other areas of the river.

Financial Implications

The 2025 Community Development Fund – Green Initiatives Fund currently has an uncommitted balance of \$50,906 available to support the two projects in this report totaling \$20,812, leaving \$30,094 for the rest of the year.

Strategic Plan / Policy Impact / Climate Impact

The project recommendations support the sustainable growth value and quality of life and infrastructure focus areas of the Community Strategic Plan for 2024 – 2027 by encouraging sustainable options, enhancing green spaces, investing in recreation, and seeking opportunities to implement sustainable solutions.

In addition, the applications support actions in the Sault Ste. Marie Community GHG Reduction Plan: 2020 – 2030, including:

- Encouraging the preservation of natural areas
- Environmental Stewardship
- Energy Efficiency

Recommendation

It is therefore recommended that Council take the following action:

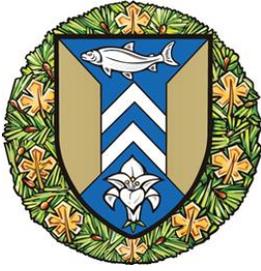
Community Development Fund – Green Initiatives Program Applications 2025
Q2 Intake
August 11, 2025
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Resolved that the report of the Sustainability Coordinator dated August 11, 2025 concerning Community Development Fund – Green Initiatives Program Applications 2025 Q1 Intake be received and that the recommendations of the Environmental Sustainability Committee to support the two projects as follows be approved:

1. Sault Ste. Marie Museum – Environmentalism Database and Consortium Project \$11,800
2. Tourism Sault Ste. Marie – Floating Wetland Project \$9,002

Respectfully submitted,

Emily Cormier
Sustainability Coordinator
705.989.8748
e.cormier2@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Emily Cormier, Sustainability Coordinator
DEPARTMENT: Community Development and Enterprise Services
RE: Deep Energy Retrofit Feasibility Study Project Report

Purpose

The purpose of this report is to provide Council with a summary of the Deep Energy Retrofit Feasibility Study Project conducted at six major City owned facilities.

Background

Greenhouse gases (GHG) originating from utilizing fossil fuels to power and heat buildings are a substantial source of municipal corporate emissions, accounting for 35% of the City's corporate GHG emissions in 2023¹. Reducing energy use in City facilities is a key action in the City's GHG Reduction Plan and essential to reaching Council's net-zero target by 2050².

To support this goal, staff applied for funding from the Federation of Canadian Municipalities to conduct a feasibility study for deep energy retrofits. The grant covered 80% of the study costs. In 2023, the City hired consultant WalterFedy to analyze six City facilities and recommend cost estimates as well as practical upgrades that will reduce emissions and energy costs. The study outlines options to significantly reduce greenhouse gas (GHG) emissions from these buildings by 50% in 10 years, 80% in 20 years and reaching net zero by 2050.

The assessed buildings include:

1. John Rhodes Community Centre;
2. GFL Memorial Gardens;
3. East End Water Treatment Plant;
4. Fire Hall 4 / RESC Centre;
5. Public Works; and,
6. Transit Administration

Analysis

This report does not request funding at this time, but provides the foundation for future capital planning, grant applications, and climate action initiatives. Staff are

¹ https://saultstemarie.ca/Cityweb/media/Community-Services/FutureSSM/Sault-Ste-Marie-Sustainability-Report-2023-2024_FINAL.pdf

² <https://saultstemarie.ca/Cityweb/media/Community-Services/FutureSSM/GHG/2021-07-12-GHG-Reduction-Plan-Final.pdf>

seeking Council support to pursue funding opportunities and to explore financing tools that will help implement these upgrades over time. WalterFedy proposed energy conservation measures after completing the facility site investigations. Individual measures were presented to the City's facility teams and selected for measure analysis modeling. Once the financial and GHG impact for each energy conservation measure was determined, the City team nominated the measures that were the best opportunity for each facility. WalterFedy then completed the scenario level analysis that identified which GHG reduction pathway (50% in 10 years, 80% in 20 years or net zero by 2050) each energy conservation measure should be placed.

The recommended path is the Net Zero Roadmap, which combines efficiency upgrades, fuel switching, carbon offsets³, and renewable energy. If implemented, all measures will reduce emissions by 3,530 tCO₂e annually. They would also cut facility natural gas use by over 1.3 million m³/year and increase electricity use (aligned with provincial grid decarbonization) as well as deliver annual utility savings of approximately \$687,913 by 2050.

The retrofits will need to be phased over many years as funding becomes available. Each facility has a tailored roadmap. For example, the John Rhodes Community Centre has the highest energy use but also the highest potential for utility savings (\$107,000 annually). The GFL Gardens offers a strong emissions impact but requires substantial investment, whereas Transit and RESC buildings can achieve full natural gas phase-out with relatively modest capital costs. Full details for each facility, including lifecycle costs and technical recommendations, are available in the attached presentation and technical reports are available upon request.

While the GHG Net Zero Roadmap aligns with the City's 2050 net zero target and offers long-term environmental and financial benefits, its successful implementation will require significant upfront investment and ongoing collaboration between various City departments, including Facilities, Sustainability, Senior Management, and City Council. Integration of the deep energy retrofit measures has been incorporated into Council's recently approved City Facility Asset Management Plan and will help ensure long-term viability and cost-effectiveness. The measures will help inform future capital budgets and identify grant opportunities as they arise. See slide 16 in the attached presentation for the facility savings breakdown.

There are options for the City to consider to advance energy retrofit initiatives which staff are recommending for further investigation. These include:

³ This study highlights the estimated carbon offsets needed to reduce remaining emissions and meet the City's sustainability targets. Across Ontario and Canada, carbon offset programs are gaining traction as governments and businesses align with ambitious climate goals, integrating renewable energy contracts and offset mechanisms into their climate action plans.

- Climate Action Reserve - A Climate Action Reserve would leverage energy savings from retrofit projects available resources to fund future energy conservation projects aimed at reducing greenhouse gas emissions from municipal facilities, aligning with both financial and environmental objectives. Other municipalities have developed innovative approaches to reduce operational costs while meeting sustainability goals which the City can evaluate to adopt best practices.⁴
- Energy Service Company (ESCO) Financing - This performance-based approach eliminates upfront costs by using energy savings to cover the investment, ensuring optimal results and alignment with the City's purchasing policy. Issuing an RFI for competitive bids will ensure the best value, while partnering with ESCOs or aggregators allows municipalities to accelerate project timelines, maximize grants, and maintain full asset ownership without impacting debt capacity.

Financial Implications

No new funds are requested at this time; however funding may be requested in the future on a phased approach, based on available funding and grants to support the implementation of the projects.

Strategic Plan / Policy Impact / Climate Impact

This report directly supports the following objectives from the 2024–2027 Corporate Strategic Plan:

- Environmental Stewardship by promoting emissions reduction and sustainable infrastructure.
- The energy conservation measures recommended by WalterFedy will directly lower the carbon intensity of selected facilities to achieve net zero by 2050

As well, the Deep Energy Retrofit Feasibility Study provides City staff with valuable insight into how GHG emissions can be mitigated at facilities. The estimated costs and expected timeline for implementing each energy conservation measure afford City staff the ability to develop capital budgets accordingly. Lastly, prior to the study commencing, City staff had limited understanding of which energy conservation measure should be pursued, the mitigation potential of the measure, and the overall financial ramifications of the measure to achieve net zero GHG emission reductions.

Recommendation

It is therefore recommended that Council take the following action:

⁴ The Town of Caledon, Ontario, provides a relevant example with its Corporate Energy Revolving (CER) Fund, established in 2015. The fund, which began with an initial seed investment of \$147,000 derived from solar installation revenue and repurposed funds from another energy project, has proven to be an effective tool for financing energy upgrades across the town. <https://greenmunicipalfund.ca/case-studies/caledons-corporate-energy-revolving-fund-sustaining-itself>

Resolved that the report of the Sustainability Coordinator dated August 14, 2025 concerning Deep Energy Retrofit Feasibility Study Report be received and that;

- a. Council authorize City staff to seek funding opportunities from external agencies or other levels of government to supplement approved budgets in support of priority initiatives; and
- b. That the Deep Energy Retrofit Feasibility Studies be used to inform future budget requests for energy efficiency and emission reduction projects; and
- c. That staff be requested to explore and report back to Council on the creation of a Climate Action Reserve as a source of eligible funding, under the delegated authority of the CAO, for energy conservation measures to decarbonize corporate facilities; and
- d. That staff be requested to explore the use of the Energy Service Company (ESCO) financing model and/or a retrofit aggregator for future projects.

Respectfully submitted,

Emily Cormier
Sustainability Coordinator
705.989.8748
e.cormier2@cityssm.on.ca



**SAULT
STE. MARIE**

Sault Ste Marie Net Zero Pathway Feasibility Study

SUMMARY

KITCHENER | HAMILTON | TORONTO | CALGARY

WALTERFEDY

Project Summary

Overview

- WalterFedy was engaged by the City of Sault Ste. Marie to complete a Net Zero Pathway Feasibility Study at six (6) of the City's facilities
- **Objectives:** Identify and analyze measures that reduce utility use, greenhouse gas (GHG) emissions and utility costs.
- The analysis evaluated multiple GHG reduction pathways, ultimately recommending the **GHG Net Zero Roadmap** as the preferred pathway.
- **The GHG Net Zero Roadmap** seeks to achieve a **50% reduction in operational GHG emissions within 10 years, 80% within 20 years and net zero emissions by 2050.**

Facilities

- John Rhodes Community Centre (JRCC)
- GFL Memorial Gardens (GFL)
- Public Works Centre
- Transit Admin Building
- East End Wastewater Treatment Plant (EEWWTP)
- Fire Hall 4 RESC Centre

2021 GHG EMISSIONS

Building	Electricity use (kWhr/yr)	Natural gas use (m3/yr)	GHG emissions (tCO2e/yr)
JRCC	3,243,771	422,498	964
GFL	2,578,276	327,295	751
Fire Hall	530,200	118,279	252
EEWWTP	4,838,148	353,187	913
Public Works Centre	899,908	210,262	444
Transit Admin Building	217,481	102,542	206
Total	12,307,784	1,534,063	3,530

Results: John Rhodes Community Centre

Recommended Measures:

Capital measures:

- Envelope upgrades
- HVAC low GHG alternatives

Renewable energy measures:

- Adding on-site renewable energy generation sources

Carbon offsets:

- Purchase of carbon offsets or renewable energy contracts (RECs)

Measure category	Measure name	Project costs	Lifecycle costs	Emissions reduction	Implementation year
-	-	[\$]	[\$]	[tCO2e/yr]	-
Envelope	Add insulation to exterior walls	2,147,179	19,614,736	19.3	2031
	Add insulation to roof	9,634,068	30,158,342	9.6	2032
	Replace exterior windows and doors	968,437	19,540,337	-21.2	2032
Energy conservation	Interior lighting LED retrofit	77,361	18,300,322	-29	2029
	Pool Cover	153,128	18,388,144	35.6	2029
	Install VFD on competition pool filter circulation pump	51,043	18,290,757	3	2025
Fuel switch	Gas fired boiler to WSHP with existing boiler backup	535,950	19,147,377	359.5	2025
	Gas fired RTU to WSHP with electric backup	1,592,217	19,924,507	193.7	2034
	MTHL- Gas-fired DHW heater to WSHP	382,821	18,822,805	15.4	2035
	MTHL- WSHP for primary heating	803,924	19,362,693	-	2034
	Gas Fired Furnace to WSHP	112,294	18,253,272	154	2035
	Dehumidification system upgrade	1,276,070	21,045,618	13.5	2034
	Geothermal Infrastructure	2,647,846	19,890,335	-	2034
Renewables	Rooftop PV solar	662,281	18,388,144	10.6	2032
	Carbon offsets 80	0	18,729,825	771.2	2044

Results: John Rhodes Community Centre

Results Summary:

- **Utility use:** The GHG Net Zero Roadmap will result in higher electricity usage but a substantial reduction in natural gas consumption (remaining natural gas use is due to backup heat)
- **Utility costs:** Despite an increase in electricity consumption, the GHG Net Zero Roadmap leverages higher efficiencies and renewable energy measures in conjunction with reduce natural gas use which results in reduced total annual utility costs.
- **GHG emissions:** The GHG Net Zero Roadmap results in net zero emissions by the timeline set out in this study. Note Carbon Offsets can be used to offset the emissions that result from increased electricity use.
- **Financial impact:** The project costs for the GHG net zero roadmap shows an initial investment of \$1.3 million more than the “Business as usual” (BAU) case. BAU represents like-for-like replacements as indicated by the City’s capital management plan.

Section	Description	Unit	Business as usual	GHG net zero roadmap	Variance
Utility use final	Electricity use	[kWh/yr]	3,243,771	3,995,287	751,516
	Natural gas use	[m3/yr]	422,498	56,689	-365,809
Utility cost final	Total utility cost	[\$/yr]	1,362,990	1,255,130	-107,860
GHG emissions	Total GHGs	[tCO2e/yr]	1,101	0	1,101
Financial cumulative	Project cost	[\$]	19,008,305	21,636,169	2,627,864
	Life cycle cost	[\$]	30,944,130	31,078,716	1,345,86

Results: GFL Memorial Gardens

Recommended Measures:

Capital measures:

- Envelope upgrades
- HVAC low G

Renewable energy measures:

- Adding on-site renewable energy generation sources

Carbon offsets:

- Purchase of carbon offsets or renewable energy contracts (RECs)

Measure category	Measure name	Project costs [\$]	Lifecycle costs [\$]	Emissions reduction [tCO2e/yr]	Implementation year
-	-	-	-	-	-
Envelope	Add insulation to exterior walls	1,383,350	11,327,726	15	2028
	Add insulation to roof	9,851,184	22,064,504	50	2033
	Replace exterior windows and doors	7,318,787	11,070,814	33	2026
Energy conservation	Interior lighting LED retrofit	868,668	12,996,829	-3.8	2026
	Medium temperature heating loop	810,000	11,571,998	0	2030
	MTHL - Primary heating load and backup	1,620,000	12,082,483	0	2030
	Gas-fired MUA to hydronic	240,975	11,330,974	3.8	2026
	Ice plant upgrade (CIMCO)	3,037,500	14,622,597	14	2028
	Ductwork Condensation Mitigation	66,000	11,103,109	62	2025
Fuel switch	Gas fired boiler to WSHP with existing boiler backup	2,399,625	13,340,769	383	2031
	Gas fired RTU to WSHP with electric backup	717,863	11,822,630	203	2030
	Geothermal Infrastructure	5,791,500	14,711,480	0	2030
	Gas fired DHWH to WSHP	1,032,750	12,229,579	26	2032
Renewables	Rooftop solar PV	789,345	11,888,740	0.0	2034
	Carbon offsets 80	0	11,325,528	601	2044
	Carbon offsets 100	0	11,391,532	100	2044

Results: GFL Memorial Gardens

Results Summary:

- **Utility use:** The GHG Net Zero Roadmap will result in lower electricity usage as well as a substantial reduction in natural gas consumption (remaining natural gas use is due to backup heat)
- **Utility costs:** Despite an increase in electricity consumption, the GHG Net Zero Roadmap leverages higher efficiencies and renewable energy measures in conjunction with reduce natural gas use which results in reduced total annual utility costs.
- **GHG emissions:** The GHG Net Zero Roadmap results in net zero emissions by the timeline set out in this study. Note Carbon Offsets can be used to offset the emissions that result from increased electricity use.
- **Financial impact:** The project costs for the GHG net zero roadmap shows an initial investment of \$23 million more than the “Business as usual” (BAU) case. BAU represents like-for-like replacements as indicated by the City’s capital management plan

Section	Description	Unit	Business as usual	GHG net zero roadmap	Variance
Utility use final	Electricity use	[kWh/yr]	2,578,276	2,248,737	-329,539
	Natural gas use	[m3/yr]	327,295	42,515	-284,780
Utility cost final	Total utility cost	[\$/yr]	885,878	587,093	-298,785
GHG emissions	Total GHGs	[tCO2e/yr]	859	0	-859
Financial cumulative	Project cost	[\$]	20,065,415	43,435,231	23,369,816
	Life cycle cost	[\$]	25,159,350	40,159,951	15,000,601

Results: Fire Hall RESC Centre

Recommended Measures:

Capital measures:

- Envelope upgrades
- HVAC low GHG alternatives

Renewable energy measures:

- Adding on-site renewable energy generation sources

Carbon offsets:

- Purchase of carbon offsets or renewable energy contracts (RECs)

Measure category	Measure name	Project costs [\$]	Lifecycle costs [\$]	Emissions reduction [tCO2e/yr]	Implementation year
-	-				-
Envelope	Add insulation to exterior walls - Auxiliary	9,481,050	9,252,383	11	2029
	Add insulation to roof - Primary building	2,606,175	5,885,171	15	2027
	Replace exterior windows and doors	129,600	3,264,407	4	2029
Energy conservation	LED lighting retrofit	1,081,350	5,691,942	-2	2034
Fuel switch	Gas-fired RTU to GSHP with electric backup	751,022	3,922,887	60	2034
	Gas-fired boiler to GSHP with existing boiler backup	1,074,263	4,337,729	65	2044
	Gas-fired radiant heaters to electric	300,713	3,851,077	59	2031
	Gas-fired DHWH to ASHP	85,050	3,094,716	20	2034
	Geothermal Infrastructure	1,559,250	3,691,942	-	2033
Renewables	Rooftop solar PV	162,000	3,199,217	3	2034
	Carbon offsets 80	-	3,237,260	202	2044
	Carbon offsets 100	-	3,260,559	252	2048

Results: Fire Hall RESC Centre

Results Summary:

- **Utility use:** The GHG Net Zero Roadmap will result in higher electricity usage however, natural gas use would be eliminated.
- **Utility costs:** Despite an increase in electricity consumption, the GHG Net Zero Roadmap leverages higher efficiencies and renewable energy measures in conjunction with reduce natural gas use which results in reduced total annual utility costs.
- **GHG emissions:** The GHG Net Zero Roadmap results in net zero emissions by the timeline set out in this study. Note Carbon Offsets can be used to offset the emissions that result from increased electricity use.
- **Financial impact:** The project costs for the GHG net zero roadmap shows an initial investment of \$17 million more than the “Business as usual” (BAU) case. BAU represents like-for-like replacements as indicated by the City’s capital managemen

Section	Description	Unit	Business as usual	GHG net zero roadmap	Variance
Utility use final	Electricity use	[kWh/yr]	530,200	846,316	314,330
	Natural gas use	[m3/yr]	118,279	0	-118,279
Utility cost final	Total utility cost	[\$/yr]	230,245	212,520	-17,725
GHG emissions	Total GHGs	[tCO2e/yr]	273	0	-273
Financial cumulative	Project cost	[\$]	2,664,861	19,716,601	17,051,740
	Life cycle cost	[\$]	5,028,812	13,207,826	8,179,014

Results: East End Wastewater Treatment Plant

Recommended Measures:

Capital measures:

- Envelope upgrades
- HVAC low GHG alternatives

Renewable energy measures:

- Adding on-site renewable energy generation sources

Carbon offsets:

- Purchase of carbon offsets or renewable energy contracts (RECs)

Measure category	Measure name	Project costs	Lifecycle costs	Emissions reduction	Implementation year
-	-	[\$]	[\$]	[tCO2e/yr]	-
Envelope	Add insulation to exterior walls	2,423,925	18,941,064	24	2036
	Replace exterior windows and doors	1,014,525	18,591,071	3.7	2036
Energy conservation	LED lighting retrofit	261,225	17,786,530	-0.91	2025
	UV light replacement	5,040,000	24,342,096	24	2026
	IT Room HVAC Replacement	20,250	17,568,521	0	2026
Fuel switch	Gas-fired equipment to ASHP with existing natural gas backup	6,341,288	24,983,741	361	2030
	Gas-fired unit heater to electric	405,000	18,612,794	55	2030
	Gas-fired water heater to ASHP	182,250	17,336,639	69	2030
Renewables	Ground mount PV solar	797,040	17,960,401	11	2034
	Carbon offsets 50	0	17,746,060	456	2034
	Carbon offsets 100	0	17,867,081	913	2044

Note: a negative (1) value denotes an increase

Results: East End Wastewater Treatment Plant

Results Summary:

- **Utility use:** The GHG Net Zero Roadmap will result in higher electricity usage however, there would be a substantial reduction in natural gas use.
- **Utility costs:** Despite an increase in electricity consumption, the GHG Net Zero Roadmap leverages higher efficiencies and renewable energy measures in conjunction with reduce natural gas use which results in reduced total annual utility costs.
- **GHG emissions:** The GHG Net Zero Roadmap results in net zero emissions by the timeline set out in this study. Note Carbon Offsets can be used to offset the emissions that result from increased electricity use.
- **Financial impact:** The project costs for the GHG net zero roadmap shows an initial investment of \$18.3 million more than the “Business as usual” (BAU) case. BAU represents like-for-like replacements as indicated by the City’s capital management plan. *Note: The facility lacks a useable building condition assessment at the time of the study, thus BAU financial metrics appear much lower than what would likely be the case for this facility.*

Section	Description	Unit	Business as usual	GHG net zero roadmap	Variance
Utility use final	Electricity use	[kWh/yr]	4,838,148	5,206,484	368,336
	Natural gas use	[m3/yr]	353,187	63,443	-289,744
Utility cost final	Total utility cost	[\$/yr]	1,332,215	1,216,797	-115,418
GHG emissions	Total GHGs	[tCO2e]	1,116	0	-1,116
Financial cumulative	Project cost	[\$]	369,205	18,855,715	18,486,510
	Life cycle cost	[\$]	17,440,328	39,332,431	21,892,103

Results: Public Works Centre

Recommended Measures:

Capital measures:

- Envelope upgrades
- HVA

Renewable energy measures:

- Adding on-site renewable energy generation sources

Carbon offsets:

- Purchase of carbon offsets or renewable energy contracts (RECs)

Measure category	Measure name	Project costs	Lifecycle costs	Emissions reduction	Implementation year
-	-	[\$]	[\$]	[tCO2e/yr]	-
Envelope	Add insulation to exterior walls	1,137,848	6,731,419	13	2025
	Add insulation to roof	2,730,713	8,929,948	2.2	2025
	Replace windows and doors	12,810,555	14,134,600	3.6	2025
Energy conservation	Shops - Interior lighting retrofit	48,000	5,915,326	5	2026
Fuel switch	Admin - Gas-fired RTU to GSHP with electric backup	211,613	6,032,626	128	2025
	Shops - Gas-fired boiler to GSHP with existing boiler backup	1,074,263	7,345,173	7	2030
	Shops - Gas fired unit heaters to hydronic	331,500	6,530,339	9	2025
	Shops - NG heated pressure washers to electric	22,200	6,159,810	8	2027
	Geothermal Infrastructure	5,649,750	9,637,569	0	2025
	Gas fired DHWH to ASHP	43,200	5,978,802	104	2030
Renewables	Rooftop solar PV	1,255,500	6,927,996	15	2028
	Carbon offsets 100	0	6,272,048	444	2034

Note: a negative (1) value denotes an increase

Results: Public Works Centre

Results Summary:

- **Utility use:** The GHG Net Zero Roadmap will result in lower electricity usage as well as a substantial reduction in natural gas consumption (remaining natural gas use is due to backup heat)
- **Utility costs:** Despite an increase in electricity consumption, the GHG Net Zero Roadmap leverages higher efficiencies and renewable energy measures in conjunction with reduce natural gas use which results in reduced total annual utility costs.
- **GHG emissions:** The GHG Net Zero Roadmap results in net zero emissions by the timeline set out in this study. Note Carbon Offsets can be used to offset the emissions that result from increased electricity use.
- **Financial impact:** The project costs for the GHG net zero roadmap shows an initial investment of \$25 million more than the “Business as usual” (BAU) case. BAU represents like-for-like replacements as indicated by the City’s capital management plan.

Section	Description	Unit	Business as usual	GHG net zero roadmap	Variance
Utility use final	Electricity use	[kWh/yr]	899,908	848,441	-51,467
	Natural gas use	[m3/yr]	269,882	64,368	-205,514
Utility cost final	Total utility cost	[\$/yr]	531,492	377,892	-153,600
GHG emissions	Total GHGs	[tCO2e/yr]	444	0	-444
Financial cumulative	Project cost	[\$]	500,680	26,020,353	25,519,673
	Life cycle cost	[\$]	7,096,345	23,286,749	16,190,404

Results: Transit Admin Building

Recommended Measures:

Capital measures:

- Envelope upgrades
- HVAC

Renewable energy measures:

- Adding on-site renewable energy generation sources

Carbon offsets:

- Purchase of carbon offsets or renewable energy contracts (RECs)

Measure category	Measure name	Project costs	Lifecycle costs	Emissions reduction	Implementation year
-	-	[\$]	[\$]	[tCO2e/yr]	-
Envelope	Add insulation to exterior walls - Admin	64,800	2,435,422	1	2028
	Add insulation to exterior walls - Maintenance	593,325	2,954,880	8	2028
	Add insulation to roof	2,794,500	5,237,948	13	2044
	Replace exterior windows and doors	340,200	2,724,678	1	2036
Energy conservation	HVAC optimization	96,000	2,724,678	2.1	2025
Fuel switch	Gas fired AHU to ASHP with electric backup	1,147,163	3,774,960	69	2029
	Fuel fired heaters to electric	614,588	3,639,529	63	2029
	Gas fired DHWH to ASHP hybrid	47,588	2,386,258	35	2025
Renewables	Rooftop PV solar	708,750	2,757,533	10	2034
	Carbon offsets 80	-	2,444,017	165	2044
	Carbon offsets 100	-	2,462,122	206	2044

Note: a negative (1) value denotes an increase Page 190 of 304

Results: Transit Admin Building

Results Summary:

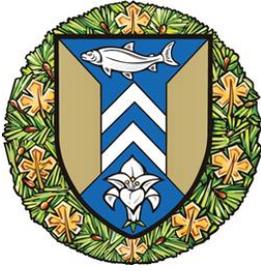
- **Utility use:** The GHG Net Zero Roadmap will result in higher electricity usage however, natural gas use at the facility would be eliminated.
- **Utility costs:** Despite an increase in electricity consumption, the GHG Net Zero Roadmap leverages higher efficiencies and renewable energy measures in conjunction with reduce natural gas use which results in reduced total annual utility costs.
- **GHG emissions:** The GHG Net Zero Roadmap results in net zero emissions by the timeline set out in this study. Note Carbon Offsets can be used to offset the emissions that result from increased electricity use.
- **Financial impact:** The project costs for the GHG net zero roadmap shows an initial investment of \$3.8 million more than the “Business as usual” (BAU) case. BAU represents like-for-like replacements as indicated by the City’s capital management plan.

Section	Description	Unit	Business as usual	GHG net zero roadmap	Variance
Utility use final	Electricity use	[kWh/yr]	217,481	529,676	312,195
	Natural gas use	[m3/yr]	102,542	0	-102,542
Utility cost final	Total utility cost	[\$/yr]	180,869	186,344	5,475
GHG emissions	Total GHGs	[tCO2e/yr]	215	0	-215
Financial cumulative	Project cost	[\$]	4,285,922	8,105,405	3,819,483
	Life cycle cost	[\$]	3,753,925	6,116,499	2,362,574

Conclusion

The objective of this project was to assess the facility and create a utility use baseline to identify and analyze various measures that reduce utility use, greenhouse gas (GHG) emissions, and utility costs. The recommended GHG reduction pathway for this project was the **Net Zero Roadmap** which with a combination of capital energy conservation measure, renewable energy measures and carbon offsets was able to achieve net zero GHG emissions by 2050 and reducing natural gas use by 1.3 million m³/yr.

Building	Electricity use (kWhr/yr)	Natural gas use (m ³ /yr)	GHG emissions (tCO ₂ e/yr)
JRCC	3,995,287	56,589	0
GFL	2,248,737	42,515	0
Fire Hall	846,316	0	0
EEWWTP	5,206,484	63,443	0
Public Works Centre	848,441	64,368	0
Transit Admin Building	529,676	0	0
Total	13,674,941	226,915	0
Variance	1,367,157	-1,307,148	-3,530



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Travis Anderson, Director of Tourism and Community
Development
DEPARTMENT: Community Development and Enterprise Services
RE: City Share Tourism Expenditures 2025

Purpose

The purpose of this report to provide Council with an overview on how staff is planning to allocate the 'City Share' of funds generated from the collection of the Municipal Accommodation Tax (MAT) in 2024.

Background

In 2017, the Province of Ontario passed Bill 127, *Stronger, Healthier, and Ontario Act 2017* that, among other things amended the *Municipal Act, 2006* to provide municipalities with the legislative authority to levy a tax on transient accommodations of 30 days or less.

All municipalities that adopted an accommodation tax but also had an existing destination-marketing fee were required to share their hotel tax revenue with the appropriate not-for-profit tourism organization in an amount that matches the total revenue generated by the Destination Marketing Fund (DMF) program in place prior to the new tax being implemented. In Sault Ste. Marie, the pre-existing not-for-profit is Tourism Sault Ste. Marie (TSSM). Since 2020, the funds collected through the Municipal Accommodation Tax funds (MAT) are distributed to TSSM and the City per the calculation provided in provincial regulation O.Reg.437/17.

In 2024, a total \$1,830,991.00 in Municipal Accommodation Tax funds was collected. Using the model laid out in O.Reg. 437/17, TSSM will receive \$835,497 and the City will receive \$995,494. The City's portion of the MAT is split evenly between the Tourism Development Fund (TDF) and the City's Tourism department, to be used exclusively for the purpose of tourism promotion and product development. Based on the above the TDF and the City's Tourism department share will each receive \$497,747 in new funds.

Staff are proposing to utilize the funds collected in 2024 to support investments that align with the strategic priorities identified in TSSM's five-year strategic plan (2023 -2028), including waterfront improvements, sports tourism, festivals and events, and outdoor adventure.

Analysis

The City of Sault Ste. Marie has long been a supporter of the tourism industry and continues to do so through annual investments through funds raised by the collection of the MAT. The MAT funds are generated from a 4% charge (increasing to 6% on September 1st), on hotel night stays and has no impact on the local tax rate. By way of provincial regulation, the MAT must be invested in tourism product development and/or tourism marketing.

In 2023, staff from the City's Tourism department supported the development of Tourism Sault Ste. Marie's new strategic plan. The plan provides a road map to diversify tourism products, promote the development of new tourism drivers, continue to expand Sault Ste. Marie's winter tourism season, and increase visits and visitor spending.

The strategic plan for TSSM identified three strategic priorities:

- Sports tourism, festivals and events;
- Outdoor adventure; and
- Downtown/waterfront improvements

TSSM's strategic priorities are proven destination drivers and align with priorities established by Destination Canada and Destination Northern Ontario. These priorities include embracing outdoor adventure, trails, attracting more international events, and investing in tourism assets. As such, it is the recommendation of staff that the City's 2025 tourism budget align with the priorities of the strategic plan, with further investments being made to support the sports tourism, festivals and events, outdoor adventure, and setting aside funds in reserve for future downtown/waterfront improvements. Staff is recommending that the \$497,747, be allocated as follows:

- \$10,944: Tourism Event Coordinator
- \$37,500: 2028 Ontario Winter Games Bid
- \$375,248: Detailed Design – Phase One Waterfront Master Plan
- \$60,000: Wishart Park Playground Equipment and Lighting
- \$14,055: Miscellaneous Tourism Initiatives

Tourism Event Coordinator

Identified as a priority in Tourism SSM's strategic plan, the Tourism Event Coordinator supports local event organizers by coordinating event growth plans and promoting tourism-focused events, such as the Skeeter Slam, Bon Soo, Queen Street Cruise, etc., that attract visitors to the community. The position will assist in developing a series of home-grown events from being focused on community to larger, more attractive events that entice visitors to travel.

In recognition of the importance of this position, TSSM has committed to fund the position up to \$75,000/year for a five-year period (currently in year two), at which point the effectiveness of the position will be re-evaluated. While substantial, the funding commitment of \$75,000/year leaves a shortfall of \$10,944 due to the

additional costs of benefits for the position, which staff are proposing to fund through the City's share of the MAT.

Ontario Winter Games

In December 2024, Tourism Sault Ste. Marie submitted a bid to host the 2028 Ontario Winter Games. As a requirement of the bid, Tourism Sault Ste. Marie was required to provide an operating budget for the games, detailing financial contributions from partner organizations, including the City of Sault Ste. Marie. At the time of submission, Council approved staff's recommendation that \$37,500 per year (2025 -2028) be allocated from the Tourism Community Development budget for a total contribution of \$150,000.

Detailed Design- Phase One Waterfront Master Plan

The Waterfront Master Plan — a Council-endorsed vision for revitalizing the City's most valuable public asset, is a transformative project, which will unlock the economic and community development potential of our waterfront.

Designed to allow for a phased approach, Phase One of the plan is centred in Clergue and John Rowswell Park, and includes items listed among the top five that residents want to see in the waterfront: a destination playground, urban beach, and river pool. These features will establish Sault Ste. Marie as a leading waterfront destination in Northern Ontario and beyond.

The next stage of the project is detailed design, including landscape architecture, engineering, environmental permitting, and refinement of the cost estimate. This work is required prior to any future provincial or federal grant applications, and to increase the precision of the cost estimate. Activities undertaken as part of this scope will include:

Landscape Architecture:

- Detailed design of promenade and shoreline features, playground landscaping, and urban beach and pool;
- Tender ready package and specifications; and
- Updated cost estimate.

Engineering:

- Civil assessment retaining structures;
- Hydrological studies, including water velocity, bathymetry, wave action.

Environmental Permitting

- Provincial and Federal permits could include MNR, Transport Canada, DFO.

Staff are recommending that \$375,248 of the City's share of the MAT be allocated to detailed design for Phase One of the Waterfront Master Plan.

Wishart Park Playground Equipment and Lighting

In early March 2025, Tourism Sault Ste. Marie, with support from the City, installed a new bridge at Wishart Park. Included with the installation of the bridge is a natural surface multi-use recreation trail linking the downtown and waterfront by way of the Hub Trail, with Hiawatha Highlands, Kinsmen Park, and Wishart Park. Once complete, the trail will support mountain biking, hiking, dog-walking, snowshoeing, and backcountry skiing.

In addition to the bridge and trail, the project includes, the installation of outdoor adventure play equipment, interpretative signage, a lookout platform for wildlife viewing, and multi-use trails at Wishart Park. These features will create an immersive, educational, and family-friendly outdoor adventure environment.

To accommodate all users, staff is recommending allocating funds from the City's share of the MAT for the purchase of play equipment that will support all range of abilities, including sensory and accessible features.

Staff is also proposing installation of solar lighting in the park to increase safety. The play equipment and lighting are anticipated to cost \$60,000.

Miscellaneous Tourism Initiatives:

Given the limited dollar value remaining, the potential projects support positive visitor experience. Staff are recommending allocating the remaining \$14,055 of the City share to general tourism projects, such as the allocation of funds to support items like the Vivid Festival, seasonal banners in the downtown, and other miscellaneous tourism related initiatives.

Financial Implications

No new funds are required, as the City's share of the MAT allocation for 2025 would cover all expenses listed in the report.

Strategic Plan / Policy Impact / Climate Impact

This item supports the Corporate Strategic Plans Focus Area:

- Community Development and Partnership focus of Maximizing Economic Development and Investment with the commitment to maintain financial viability.
- Community Development – Develop partnerships with key stakeholders and reconciliation.

There are no climate change related impacts associated with this report.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Tourism and Community Development dated August 11, 2025 concerning City Share Tourism Expenditures 2025 be received and that Council approve the use of \$497,747 towards the following initiatives:

- Tourism Event Coordinator – \$10,944

City Share Tourism Expenditures 2025

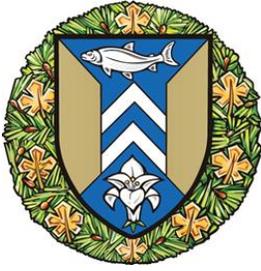
August 11, 2025

Page 5.

- 2028 Ontario Winter Games Bid – \$37,500
- Detailed Design – Phase One Waterfront Master Plan – \$375,248
- Wishart Park Playground Equipment and Lighting – \$60,000
- Miscellaneous tourism initiatives – \$14,055

Respectfully submitted,

Travis Anderson
Director of Tourism and
Community Development
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The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Travis Anderson, Director of Tourism and Community
Development
DEPARTMENT: Community Development and Enterprise Services
RE: Tourism Development Fund Applications – August 2025

Purpose

The purpose of this report is to provide recommendations to Council from City staff and the Tourism Sault Ste. Marie Board of Directors for the distribution of Tourism Development Funds.

Background

The Tourism Development Fund (TDF) was implemented on June 1, 2021, to provide financial support to the broader tourism sector in two different streams - Festivals and Special Events and Attractions and Product Development. The funds for both streams of the TDF are generated from revenue collected by the Municipal Accommodation Tax (MAT).

Consideration is given to support initiatives that produce positive results in at least one of the following criteria:

- Development of quality tourism products and events;
- Increase in overnight stays and visitor spending in Sault Ste. Marie;
- Enhancement of the Sault's tourism product offerings;
- Support of the city's reputation and position as a first-rate visitor destination;
- Fulfill a gap in the tourism visitor experience landscape; and
- Encourage private sector tourism investment in Sault Ste. Marie.

Upon receipt of a TDF application, Tourism staff review it for eligibility and assessment criteria and makes recommendations to the Tourism Sault Ste. Marie Board of Directors. The Tourism Sault Ste. Marie Board of Directors further evaluates the applications and makes recommendations to Council for distribution of grant funds.

Analysis

Tourism Development Fund applications are permitted on an ongoing intake and are reviewed monthly at the Tourism Sault Ste. Marie Board of Directors meetings.

The recipient expends the funds and claims them through the Tourism Development Fund after the event is completed.

At the Tourism Sault Ste. Marie Board of Directors' meeting held on June 17, 2025, three applications were reviewed with the following recommendations:

1. Superfly Racing Epic 8 – \$5,000
2. Bawating Babes Pride Cruise and After Party – \$4,500

Superfly Racing Epic 8

On August 23, 2025, organizers will reintroduce a classic endurance mountain biking event to Sault Ste. Marie with a refreshed name and expanded appeal. The Epic 8 is part of a well-established series of 8-hour relay races that have taken place across Ontario since 2000. Superfly Racing, a key partner in the Epic 8 series and host of the biannual Crank the Shield race, is supporting the event. Superfly is providing equipment and technical expertise to help deliver a high-calibre experience for participants and spectators alike. With their strong network and reputation in Southern Ontario's cycling community, organizers anticipate more than 200 participants. The full-day festival will include the endurance relay race, a youth ride, a community BBQ, entertainment for spectators, and an after-party to celebrate the day's achievements.

Previous Tourism Development Fund (TDF) Support

2022 and 2024 – Superfly Racing received \$5,500 in both 2022 and 2024 to host Crank the Shield Mountain Bike stage race. Both events were held successfully.

Visitor Projections and Economic Impact

The 2025 event Epic 8 is anticipated to attract:

225 local participants

110 Ontario participants

20 US participants

130 out of town visitors (participants) x 2 days x \$175pp/pd = \$45,500

Recommendation

The return of the Epic 8 revives a legacy event, aligning well with the City's investment in trail-based tourism. The event benefits from strong industry recognition, which is expected to support marketing efforts and drive participation.

Importantly, the event strategically uses the Hiawatha trail network, reinforcing the value of recent tourism investments aimed at positioning Sault Ste. Marie as a premier mountain biking destination. Its timing adds to a robust summer race calendar, with one mountain biking event per month from June through August, helping to maintain momentum and grow interest in the sport locally and regionally.

In support of the Epic 8, the Tourism Sault Ste. Marie Board of Directors passed the following resolution "Be it resolved that the Tourism Sault Ste. Marie Board of

Directors recommend a contribution of \$5,000 through the Tourism Development Fund Conferences and Special Events Stream to support the 8 Hours of Epic Superior Singletrack to be hosted August 23 2025 and that a report be submitted to City Council for consideration and approval.”

Pride Cruise and After Party

Now in its third year, the Pride Cruise and After Party has become a standout event in Sault Ste. Marie’s 2SLGBTQIA+ and Indigenous cultural calendar. Hosted by the Bawating Babes, the 2Spirit Organizing Committee of Bawating, and community partners, this unique celebration takes place aboard the Miss Marie tour boat over Labour Day weekend. The highlight of the evening is a drag show performed on the water, as guests cruise along the scenic St. Marys River. After the cruise, the celebration continues with a high-energy two-hour drag show and after party – this year at the Delta Waterfront Hotel. The event will feature four celebrated Indigenous Canadian drag artists performing either on the boat, at the after party, or both.

In response to growing attendance and enthusiasm, organizers are introducing a VIP experience and incorporating more Indigenous-led contributions in the event’s décor, catering, and entertainment. The Pride Cruise and After Party continues to draw strong support from the local and regional 2SLGBTQIA+, drag, and Indigenous communities, and is proudly establishing itself as a must-attend event in Sault Ste. Marie. The goal is to continue to grow this event and attract increased attendance from across the North.

Visitor Projections and Economic Impact

Based on 2024 attendance, the following projections are estimated

81 Local participants

35 Regional visitors

21 from across Ontario

4 from other parts of Canada

15 from the United States

85 out of town visitors x 2 days x \$175= \$29,750

Recommendation

The Pride Cruise and After Party is a growing, culturally significant event that celebrates the 2SLGBTQIA+ and Indigenous communities in Sault Ste. Marie. Now in its third year, the event is expanding in scope and impact, introducing a VIP experience and enhancing Indigenous-led contributions in décor, catering, and entertainment. The event is expected to attract over 150 attendees, including 85 out-of-town visitors, resulting in an estimated economic impact of nearly \$30,000.

Its unique format—a drag show aboard the Miss Marie tour boat followed by a high-energy after-party at the Delta Hotel—creates a memorable experience that highlights the City’s waterfront assets. The event has demonstrated year-over-year

growth and has garnered financial support from multiple organizations beyond the Tourism Development Fund. Supporting this event helps position Sault Ste. Marie as an inclusive and vibrant cultural destination while generating tourism and economic benefits for the city.

In support of the Pride Cruise, the Tourism Sault Ste. Marie Board of Directors approved the following resolution: “Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$4,500 through the Tourism Development Fund – Conferences and Special Events Stream to support the Pride Cruise to be hosted August 29, 2025 and that a report be submitted to City Council for consideration and approval.”

Financial Implications

No new funds would be required. The Tourism Development Fund currently has \$728,065 uncommitted for the purposes of financial assistance within the tourism sector.

Strategic Plan / Policy Impact / Climate Impact

This item supports the Corporate Strategic Plans Focus Area:

- Community Development and Partnership focus of Maximizing Economic Development and Investment with the commitment to maintain financial viability.
- Community Development – Develop partnerships with key stakeholders and reconciliation.

There are no climate change-related impacts associated with this report.

Recommendation

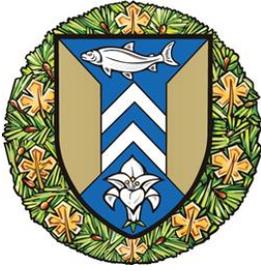
It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Tourism and Community Development dated August 11, 2025 concerning Tourism Development Fund Applications – August 2025 be received and that the recommendation of the Tourism Sault Ste. Marie Board of Directors to allocate \$9500 as detailed below be approved.

1. Epic 8 – \$5,000
2. Pride Cruise and Afterparty – \$4,500

Respectfully submitted,

Travis Anderson
Director, Tourism and
Community Development
705.989.7915
t.anderson@cityssm.on.ca



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

C O U N C I L R E P O R T

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Graham Atkinson, Manager Business Development
DEPARTMENT: Community Development and Enterprise Services
RE: Canal Drive Development Project

Purpose

The purpose of this report is to seek Council approval for Grant Program 1 – Municipal Tax Increment Rebate in Economic Development Community Improvement Plan in support of the Canal Drive Development Project by the applicant 11880004 Ontario Limited at 00000 Canal Drive, Sault Ste. Marie, ON.

Background

Program Overview

The purpose of the Economic Development Community Improvement Plan (CIP) support is to diversify the local economy and stimulate job growth by attracting new businesses and expanding existing ones.

As part of the Community Development Fund, Economic Development CIP program support is designed to reduce business costs by providing financial incentives for improvements to land or buildings of targeted industry sectors. The approval of an application and the amount of municipal tax increment rebate received is determined on a discretionary basis according to the program's criteria.

The key program criteria are as follows:

Criteria 1: Targeted Industry Sector

Criteria 2: Building and/or Land Related

Criteria 3: Economic Impacts

Proposed Project

The Canal District Background

As outlined in the application, the proponents (operating as the THC/SIS Group) highlight their ongoing role in the redevelopment of the Canal District in Sault Ste. Marie. The area has undergone a significant transformation from a former industrial site into a prominent destination for dining, entertainment, and tourism. Since acquiring the historic Machine Shop property in 2016, the applicant states that they have introduced a range of amenities intended to support economic

revitalization in the downtown core. These include hospitality and recreational offerings such as a microbrewery, several restaurants, a climbing wall, a skating rink, and event venues that have hosted a variety of festivals and community events. The group emphasizes a focus on heritage preservation alongside new development intended to enhance the visitor experience and contribute to local economic activity.

The Canal Drive Development Project Overview

In the application, the proponents describe a multi-phase tourism development project intended to expand year-round recreational offerings within the Canal District. The initiative is positioned as a strategic response to a current gap in extended visitor engagement, particularly during seasonal events such as the Agawa Canyon Tour Train in the fall and Bon Soo in the winter. According to the applicant, the proposed development—titled *The Ice Slides*—is intended to provide a consistent, weather-independent attraction that enhances the City's existing tourism infrastructure.

Analysis

Increased Capacity/Improved Tourism Amenities

As outlined in the submission, Stage 1 involves the installation of a four-lane, chiller-equipped ice slide designed to serve as both a stand-alone draw and a complementary feature for festivals and community events. The applicant notes that the project aligns with broader municipal goals to promote tourism and support economic growth by positioning Sault Ste. Marie as a leading adventure destination in Northern Ontario. The Ice Slides are expected to attract local, regional, and cross-border visitors, with promotional efforts to be supported through strategic partnerships.

Stage 2 of the project includes construction of a two-storey facility that will feature a range of family-oriented interactive activities, including climbing walls, simulators, and an indoor putting course. The building will also incorporate interpretive exhibits highlighting the city's history in rail and automotive industries. A second-storey lookout will offer views of the St. Marys River, and landscaped outdoor spaces are planned to support casual recreation and picnicking opportunities.

Stage 3 involves development of a second building that will house a butterfly emporium, where visitors can observe live butterflies in a controlled environment designed to showcase their life cycle and natural beauty. The applicant indicates that each phase of the project is intended to enrich the visitor experience, extend overnight stays, and contribute to the city's tourism economy by offering wholesome and engaging attractions for a wide range of audiences. The full scope of business activities after all three stages are executed will include the following:

- Refrigerated ice slides (Bon Soo and other community events)
- Infrastructure upgrades/leasehold improvements

- Family-oriented interactive activities
- Climbing wall
- Simulators
- Interpretive exhibits (rail museum)
- Car museum
- River observatory (to view marine activity)
- Butterfly emporium
- Bakery
- Restaurant
- Indoor putting park
- Market
- Outdoor adventure elements

Key Activities and Costs

The project’s key activities will include:

- Environmental Site Assessment (ESA)
- Site Preparation and Civil Work
- Stage 1 – Ice Slides Installation
- Stage 2 – Construction of Family Activity Centre (Two-Story Building)
- Stage 3 – Construction of Butterfly Emporium

Breakdown of Project Costs

Site Preparation	Environmental Site Assessment	Initial site review to evaluate conditions and confirm suitability for redevelopment	\$1,500,000
Site Preparation	Civil Work	Groundwork, installation of utilities, servicing, grading, drainage, and foundational work.	
Leasehold Improvements	New facility and infrastructure	Staged construction of proposed installations and new buildings	\$5,000,000
Leasehold Improvements	Upgrades to existing infrastructure		\$1,000,000
Equipment			\$500,000
Operational Costs			\$2,000,000
Total			\$10,000,000

Job Creation

The proposed development is expected to generate substantial employment opportunities within the community. During the construction and development phases, the project is anticipated to create more than 50 direct jobs at start-up and

approximately 100+ with growth. These positions are expected to span a range of sectors and skill levels, including trades, general labour, professional services, and student employment.

The applicant has indicated a commitment to engaging local businesses and vendors wherever possible, supporting the retention of local dollars and reinforcing broader community economic benefits. Job opportunities are expected to evolve across the project's multiple phases, from initial site work through to construction of facilities and attraction installation.

Further details on job types, timing, and duration will be confirmed through continued dialogue with the applicant as project planning progresses.

The Canal District anticipates that the following fifty job areas at start-up will be directly attributable to this upgrade and expansion:

- Trades
- General Labour
- Professional Services
- Student Employment

The applicant further notes that local businesses will be engaged throughout all phases of the development, with plans to establish partnerships with hotels and other tourism operators to offer "stay and play" packages in coordination with other nearby attractions.

The following analysis summarizes the criteria of the Economic Development Fund and how the proposed project aligns with the requirements of the EDF.

Economic Development Fund Key Criteria

The proposed project aligns well with the Economic Development Program.

Significant Investment	Yes, \$10,000,000 to be spent on the project
Located in the City	Yes, Canal Drive
Good Financial Standing	Yes, attestation to be provided from accountant
Target Industry	Yes, Tourism
Building Related	Yes, New Development/Leasehold Improvements
Economic Benefits	Yes, Job Creation/Retention 100 FTE and Part-Time

Staff recommended that the rebate be provided conditionally, subject to the following:

- Confirmation that funding from the Northern Ontario Heritage Fund Corporation (NOHFC), applied for independently from this request, is approved;

- Demonstration that job creation targets identified in the application are substantially met, with a minimum threshold of 80% of the proposed 50 additional direct jobs realized;
- Evidence of meaningful partnerships with other local businesses (tourism operators, hoteliers, etc.) and community stakeholders, as outlined in the project proposal.

These conditions align with the commitments described in the applicant's submission under the Economic Growth Community Improvement Plan and are intended to ensure public investment supports measurable economic outcomes.

Financial Implications

The financial implication of this request will be realized through a rebate of the municipal property tax increment resulting from the project's development. The rebate represents a temporary reduction in the additional tax revenue that would otherwise accrue to the City as a result of increased property assessment values following redevelopment. This tax incentive is intended to support private investment aligned with the City's strategic economic development goals, with the expectation of long-term gains to the overall tax base once the rebate period concludes.

The financial implication will be the loss of a portion of the incremental municipal property tax revenue over the proposed three-year rebate term. This incentive is intended to stimulate private investment that aligns with the City's strategic goals for economic growth and long-term tax base expansion.

Strategic Plan / Policy Impact / Climate Impact

While the project has alignment with the Economic Development CIP, it also has strong alignment with the City of Sault Ste. Marie's existing Strategic Plan.

The following identifies four key areas of the Strategic Plan and how the proposed Economic Development Fund project aligns with it:

1. Quality of Life – Vibrant Downtown Area;
2. Community Development – Catalyzing partnerships with other stakeholders and local businesses;
3. Community Development – Create Social and Economic Activity;
4. Community Development – Maximize Investment.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Business Development dated August 11, 2025 concerning Canal Drive Development be received and that Council approve a Municipal Tax Increment Rebate in the amount of \$100,000/year over a three-year term through the Economic Growth Community Improvement Plan, utilizing the Economic Development Program to support the expansion project

Canal Drive Development

August 11, 2025

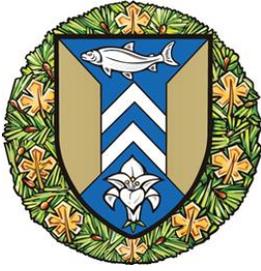
Page 6.

proposed by 11880004 Ontario Limited subject to the following conditions being met:

- Confirmation that funding from the Northern Ontario Heritage Fund Corporation (NOHFC), applied for independently from this request, is approved;
- Demonstration that job creation targets identified in the application are substantially met, with a minimum threshold of 80% of the proposed 50 additional direct jobs realized;
- Evidence of meaningful partnerships with other local businesses (tourism operators, hoteliers, etc.) and community stakeholders, as outlined in the project proposal.

Respectfully submitted,

Graham Atkinson
Manager Business Development
g.atkinson@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Dan Perri, Director of Public Works
DEPARTMENT: Public Works and Engineering Services
RE: Goose Management

Purpose

The purpose of this report is to address a Council resolution from July 15, 2024, which reads:

Whereas it is important to maintain a healthy balance of wildlife and people in our community; and

Whereas according to Environment Canada temperate-breeding Canada geese can damage grass, plants, parks, crops, and other green spaces, while goose droppings foul footpaths, docks, beaches, lawns, parks and contribute to contamination of nearby water with parasites and coliform bacteria; and

Whereas both geese with nests or young are known to be aggressive toward humans and pets; and

Whereas geese are particularly attracted to grass near water, which leads to conflict between humans and geese at places like the boardwalk, Bellevue Park, Clergue Park and many other main City attractions; and

Whereas these attractions have been put in place for the use of citizens and to encourage tourism to our city, but the presence of geese and goose droppings deters people from being able to utilize these areas to their full potential; and

Whereas municipalities such as Orillia, Barrie, Simcoe, and Ramara have successfully implemented goose management plans;

Now Therefore Be It Resolved that staff be requested to report back to Council regarding the cost and feasibility of a goose management plan in Sault Ste Marie;

Further Be It Resolved that the report include the current amount being spent to manage geese, including clean-up, and any current tactics being used to curb goose and human interaction.

Background

Canada geese are migratory birds that are protected under Canadian law by the *Migratory Birds Convention Act, 1994*. This Act prohibits the killing or capturing of Canada geese, as well as any actions that damage, destroy, remove, or disturb their nests. Exceptions to these prohibitions are only permitted under conditions set out in the *Migratory Birds Regulations, 2022*.

Most Canada geese migrate between remote northern breeding areas and southern regions for the winter, making them typically migratory; however, some geese have become permanent residents in several areas of southern Canada, including Sault Ste. Marie. These resident geese often remain year-round, though many may still move south briefly during the coldest winter months. These resident geese are the product of locally established breeding populations. Young geese usually return to their birthplace to nest, and since migration behaviours are taught by parents, these resident populations continue to expand each generation, resulting in a higher number of Canada geese residing in the City.

Analysis

Staff have adopted strategies recommended by Environment and Climate Change Canada for the management and population control of Canada geese. Currently, staff are performing the following activities to curb Canada geese and human interaction on City property:

- Installation of natural barriers between the shoreline and land, such as large cut limestone blocks, large stones, and various shrubs;
- Where ecologically beneficial vegetation is present, installation of 0.6m green snow fencing between the shoreline and the land;
- Installation of signage advising the public not to feed the birds; and
- The provision of deterrent strategies such as reflectors, coyote decoys, and electronic goose distress calls.

Landscape modification through the installation of natural barriers and snow fencing has proven to be the most effective strategy. This is likely due to the fact that there are insufficient staff resources available to consistently provide the deterrent strategies noted above. The cost to perform these activities is approximately \$1,500 per year, but does not include the staff time needed to accomplish these tasks, which could be dedicated to providing other much-needed services across the community.

In addition to the costs associated with the strategies listed above, there is also significant staff time and resources dedicated to the cleanup and restoration of City property as a result of the presence of Canada geese. During the spring and

summer months, there are two full time equivalents (FTEs) dedicated to the maintenance of the Boardwalk and the walkways through Clergue and Bellevue Parks respectively. The majority of the time is dedicated to cleaning goose droppings along pedestrian facilities and restoring damaged vegetation.

Rather than using their own forces for goose management, many municipalities across Ontario have opted to engage qualified service providers to implement a Goose Management Program. These programs are intended to significantly reduce goose populations that are feeding, congregating, nesting, and leaving droppings on public spaces.

Typically, as part of the Goose Management Program, a qualified service provider will use a combination of varied methods to control Canada geese. Examples of such methods include canine patrol, predator decoys, pyrotechnics, egg and nest depredation, laser devices, distress calls, and relocation initiatives. Many of the initiatives listed require a permit under the *Migratory Birds Regulations, 2022* and are outside the expertise of City staff.

Examples of Goose Management Plans can be found at the following links:

- Township of Ramara: <https://www.ramara.ca/en/municipal-office/goose-management-program.aspx>
- City of Orillia: <https://www.orillia.ca/en/living-here/goose-management.aspx>
- City of Barrie: <https://www.barrie.ca/community-recreation-environment/parks-trails-waterfront/living-wildlife>
- City of Guelph: <https://guelph.ca/living/pets-and-animals/goosemanagement/>
- City of Pickering: <https://www.pickering.ca/property-roads-safety/animal-services/wildlife/goose-program/>

It is recommended that a qualified service provider be retained to provide this service. It is anticipated that a Goose Management Program for the City's waterfront parks and the Boardwalk would cost upwards of \$70,000 per year.

Financial Implications

There are no financial implications associated with this report; however, a service level increase request of \$70,000 will be included as part of the 2026 budget deliberations to fund this program.

Goose Management

August 11, 2025

Page 4.

Strategic Plan / Policy Impact / Climate Impact

This report is linked to the Quality of Life focus area 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 dated August 11, 2025 concerning Goose Management be received and that Council direct staff to refer operating costs required to support a Goose Management Program to 2026 budget.

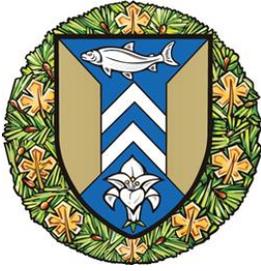
Respectfully submitted,

Dan Perri, P.Eng.

Director of Public Works

705.759.5206

d.perri@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Peter Tonazzo, Director of Planning
DEPARTMENT: Community Development and Enterprise Services
RE: Drinking Water Source Protection – Appointment of Risk Management Inspector

Purpose

The current Risk Management Inspector (RMI) retired on August 1, 2025, and it is recommended that Council appoint Gerard Lavoie as the new RMI. Mr. Lavoie currently fills the roles of GIS Applications Specialist and Drinking Water Source Protection Manager with the Sault Ste. Marie Region Conservation Authority.

Background

The *Clean Water Act 2006* and Drinking Water Source Protection is an outcome of the Walkerton Tragedy, which occurred in 2000. The resulting Walkerton Commission, led by Chief Justice O'Connor, recommended a 'multi-barrier approach' to protect Ontario's drinking water resource. The intent of the *Clean Water Act* is to protect existing and future drinking water sources. Part of the 'multi-barrier approach' included the creation of a Sault Ste. Marie Region Source Protection Committee¹, a SSM Region Source Protection Plan², and the establishment of Risk Management Official (RMO) and Risk Management Inspector (RMI) positions, to oversee the implementation of the Source Protection Plan. Municipal Councils are required to appoint the RMO and RMI positions.

On December 2, 2013, Council appointed Peter Tonazzo, Director of Planning as the Risk Management Official (RMO) and Marlene McKinnon from the Sault Ste. Marie Conservation Authority as the Risk Management Inspector. The RMI reports to the RMO.

Analysis

The main role of the RMO is one of oversight and approval. The RMO is ultimately responsible for the RMI and the implementation of the Sault Ste. Marie Region Source Protection Plan. The role of the RMI is one of technical support, site inspections, monitoring, and reporting to the RMO and Source Protection Committee.

¹ [Source Protection Committee - Sault Ste. Marie Region Conservation Authority \(SSMRCA\)](#)

² [Approved Updated Source Protection Plan April 2021](#)

The current RMI retired on August 1, 2025, and it is recommended that Council appoint Gerard Lavoie, who currently fills the roles of GIS Applications Specialist and Drinking Water Source Protection Manager with the Sault Ste. Marie Region Conservation Authority. Mr. Lavoie completed the required Provincial Training in November and December 2024.

Financial Implications

The RMI position is currently funded through the Public Utilities Commission of the City of Sault Ste. Marie; therefore, appointing a new RMI will not have any impacts to municipal finances.

Strategic Plan / Policy Impact / Climate Impact

The RMI position plays a key role in implementing the Sault Ste. Marie Region Source Protection Plan, which manages land uses in vulnerable areas that could pose a threat to the city’s drinking water system; therefore, appointment of the RMI is linked to Focus Area 3: Infrastructure, monitoring, and maintaining existing infrastructure.

This report is not directly linked to any climate change policies.

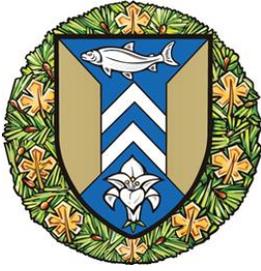
Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Planning dated August 11, 2025 concerning Appointment of Risk Management Inspector be received and that Gerard Lavoie be appointed as the Drinking Water Source Protection Risk Management Inspector.

Respectfully submitted,

Peter Tonazzo
Director of Planning
705.759.2780
p.tonazzo@cityssm.on.ca



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

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Peter Tonazzo, Director of Planning and Steve Zuppa,
Junior Planner

DEPARTMENT: Community Development and Enterprise Services

RE: Building Faster Fund Year 2 Investment Plan

Purpose

The purpose of this report is to request Council approval of the City's Building Faster Fund (BFF) Year 2 Investment Plan.

Background

On April 5, 2024 the Provincial government announced that the City of Sault Ste. Marie would receive \$600,000 in BFF funding for exceeding its 2023 housing target, having broken ground on a total of 213 new housing units. As a condition of receiving this funding, the City was required to submit an Investment Plan to the Province.

On July 15, 2024 Council approved the BFF Investment Plan, allocating \$300,000 to the Per-Door Grant program under the Housing Community Improvement Plan (CIP) and \$300,000 to the Peoples Road reconstruction project.

On July 30, 2025 the Provincial government announced that the City of Sault Ste. Marie will be provided an additional \$600,000 in BFF funding for exceeding its 2024 housing target with a total of 189 housing starts. To receive this funding, the City must submit a Year 2 Investment Plan to the Province.

Analysis

BFF Investment Plans must specify each activity/initiative to be undertaken with both new and reserve BFF funding. The Year 1 Investment Plan allocated \$300,000 each to the Housing CIP Per-Door Grants and the Peoples Road reconstruction project; however, since neither project began until 2025, Year 1 BFF funding was reserved for use in 2025. Therefore, the Year 2 Investment Plan includes the Year 1 funding of \$600,000 plus \$16,546.09 in earned interest, in addition to the Year 2 funding of \$600,000.

Based on conversations with staff from the Ministry of Municipal Affairs and Housing (MMAH), it is now recommended that the City allocate all reserved Year

1 BFF funding, Year 2 BFF funding, and all interest received to the City's portion of the Peoples Road reconstruction project. MMAH staff have indicated that the fund is primarily intended for capital expenditures on housing-enabling core infrastructure and site servicing to accommodate future residential development. While operating or capital expenditures that support the creation of new affordable housing is an eligible expenditure of BFF funding, BFF eligibility criteria are restrictive on when and how funding can be used.

Allocating these funds to an eligible housing-enabling infrastructure project, such as Peoples Road, enables the City to fully use the funding within its permitted parameters. This approach also frees up more flexible municipal funds, which can then be redirected to other priorities without the constraints associated with the BFF funding. These could include housing-related initiatives that fall outside the BFF's eligibility criteria, such as Housing CIP grants for market-rate units, the Sault Foundations program, or other initiatives within the City's Housing Action Plan.

The revised BFF Year 2 Investment Plan, attached as an Appendix, details this information.

Financial Implications

Approval of this revised investment plan allows for the City to be flexible in respect to funding opportunities. Given the eligibility criteria of the BFF funding, it is recommended to use BFF funds to reduce the City's share of Peoples Road.

The funds available as a result of this funding plan will return to Council in future budgets.

Strategic Plan / Policy Impact / Climate Impact

Funding from the Building Faster Fund aligns with the Corporate Strategic Plan's Infrastructure: Leverage funding opportunities goal. As the Peoples Road reconstruction project is housing-enabling, it also aligns with the goal of Exceeding Provincial housing targets annually.

There is no climate impact.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Planning and the Junior Planner, dated August 11, 2025 concerning the Building Faster Fund Year 2 Investment Plan be received and that Council:

1. Approve the municipal Building Faster Fund Year 2 Investment Plan for 2025; and
2. Authorize staff to submit it to the Ministry of Municipal Affairs and Housing.

Building Faster Fund Year 2 Investment Plan

August 11, 2025

Page 3.

Respectfully submitted,

Peter Tonazzo

Director of Planning

705.759.2780

p.tonazzo@cityssm.on.ca

and

Steve Zuppa

Junior Planner

705.759.5279

s.zuppa@cityssm.on.ca

2025 Building Faster Fund (BFF) Investment Plan

Introduction

Municipalities are required to submit an annual Investment Plan for review and approval by the Ministry of Municipal Affairs and Housing (Ministry) for each year in which they have BFF funds (new and/or banked) to spend. The Investment Plan is comprised of three parts:

1. Contact information.
2. Proposed BFF activities, in which you are to provide written details on the municipality's proposed use of funds, including information on the activities that will be funded by category of eligible expenditures.
3. A forecast of anticipated expenditures for current and future years, including funds to be banked.
4. An attestation that the information provided in the plan is true and correct and that funding will be spent in accordance with BFF program requirements, including those outlined in the program guidelines.

This Investment Plan must be approved by your municipal council or through delegated authority. For further information, please consult the BFF Program Guidelines.

Section A – Municipal Contact Information

Please provide the contact information of a representative from your municipality that can answer follow-up questions from the Ministry regarding any of the information provided in the Investment Plan.

Municipality Name	The Corporation of the City of Sault Ste. Marie
Contact Name (First & Last)	Steve Zuppa
Title	Junior Planner
E-mail	s.zuppa@cityssm.on.ca
Phone	705-759-5279

Section B – Proposed BFF Activities

For each proposed activity, please provide a brief description, including its purpose, scope, and status. Clearly explain how the activity supports housing supply, housing development, or housing affordability in your municipality, and how it is expected to contribute to achieving the municipality's housing target. Indicate how the activity aligns with the eligible expenditure categories outlined in the BFF program guidelines.

Please include relevant performance metrics, such as the number of units expected to be created, supported, or enabled by each activity. Updates must also be provided for activities identified in the investment plan for Program Year 1 that were not completed by the end of 2024 and/or have planned spending from January 1, 2025 to March 31, 2028.

This information must be provided for all BFF funding awarded to date, including any new funding awarded for the current program year, previously banked/unspent funding (including interest earned), and any previously banked/unspent funds not yet allocated to an eligible activity.

If applicable, describe how the activity complements other municipal or government-led housing initiatives. Please also outline any anticipated risks to delivering the activity or achieving your housing targets, and how these risks will be managed.

Municipalities may submit additional supporting documentation as needed.

Activity: [Peoples Road Reconstruction]

This project involves the reconstruction of approximately 1.4 km of sanitary sewer on Peoples Road, including sewer lateral replacement to the property line and road restoration. The existing sewer on Peoples Road is undersized for current flow conditions. This causes periodic basement flooding and has put a hold on development of lands north of Third Line between Peoples Road and Old Goulais Bay Road. Construction began in 2025.

Calculations have shown that this project will enable approximately 400 new residential units in the immediate area. The funds will be applied to the road restoration portion of this project. This project will assist the City in meeting the Provincially assigned target of 1,500 new homes by 2031.

The City has received funding of \$7,424,321 from the Province through the Housing-Enabling Water Systems Fund (HEWSF), representing 73% of eligible project costs. The remaining 27% will be funded by the City, with a portion of that contribution supported by BFF funds.

Section C – Proposed BFF Expenditures

Please complete the tables below with detailed information for each activity that will be supported using your BFF funding. This includes (A): banked/unspent BFF funds from Program Year 1 including any interest earned as of December 31, 2024 (should match amount identified in the 2024 year-end report; (B): interest earned on banked BFF funds from January 1, 2025 to June 30, 2025; and (C): Program Year 2 BFF funding awarded based on your municipality’s 2024 housing performance (if any).

For each proposed activity, specify the eligible expenditure category. If the activity is for a future year and the eligible activity has not yet been determined, enter “TBD” in that column; however, you must still indicate whether the funding is intended for **capital or operating** use and provide your best estimate for the timing of expenditures. Identify the projected spending of Program Year 2 BFF funding across the following years: (D) January 1 – December 31, 2025; (E) January 1 – December 31, 2026; and (F) January 1, 2027 – March 31, 2028. Please also include any activities that were identified in 2024 that are not yet complete and/or have spending planned from January 1, 2025 to March 31, 2028.

The sum of (A) + (B) + (C) must equal the total planned expenditures across (D) + (E) + (F). Banked/unspent funds to be carried forward must equal (E) + (F). Also indicate any other sources of funding contributing to each activity, including the amount and source.

The investment plan must cover the full period from January 1, 2025, to March 31, 2028. The ministry reserves the right to request auditable details of BFF expenditures. Any BFF funds not spent on eligible activities by March 31, 2028, must be returned to the ministry.

(A) 2024 Banked/Unspent Funds (as of December 31, 2024, including any interest earned)	(B) Additional Interest Earned (from January 1, 2025 to June 30, 2025)	(C) Year 2 (New BFF Funding)
\$607,421.14	\$9,124.95	\$600,000

Proposed Activity Enter each activity identified in Section B	Eligible Expenditure Category (Housing-Enabling Infrastructure, Affordable Housing, Attainable Housing, Homelessness Centres, To Be Determined*)	Funding Type (Capital/Operating)	Planned BFF Expenditures			Other Sources of Funding (specify \$ and sources)
			(D) 2025 (Jan 1 – Dec 31)	(E) 2026 (Jan 1 – Dec 31)	(F) Jan 1, 2027 – March 31, 2028	
Peoples Road Reconstruction	Housing-Enabling Infrastructure	Capital	\$1,216,546.09	\$0	\$0	\$7,424,321 from the Housing-Enabling Water Systems Fund (HEWSF)

Total Proposed Banked / Unspent Funds (E+F)	\$0
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*Any funds allocated to activities that are yet to be determined must be detailed in a future investment plan and are subject to ministry approval.

Section D – Attestation

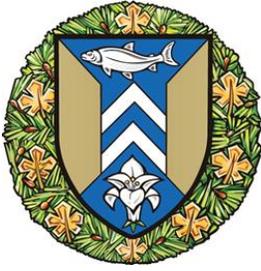
I attest that, to the best of my knowledge and belief, the information provided in this investment plan is true and correct; that funding will be spent in accordance with the BFF program requirements, including those outlined in the program guidelines; and that this investment plan has been approved/authorized by the council of the municipality or through delegated authority.

Name and Title: Steve Zuppa

Date: July 21, 2025

Signature: 

Questions on the Building Faster Fund and Building Faster Fund implementation can be directed to: **BuildingFasterFund@ontario.ca**



The Corporation of the
City of Sault Ste. Marie
COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, CAO
DEPARTMENT: Chief Administrative Officer
RE: Light-Duty Fleet Management Services

Purpose

The purpose of this report is to seek Council approval to enter into an agreement with Enterprise Fleet Management to provide fleet management services for light-duty vehicles operated by the City.

Background

City staff undertook a review of marketplace solutions to better manage its light-duty fleet. The goal is to reduce the municipality's cost and achieve efficiencies in the procurement, sale, and management of light-duty vehicles operated by the City.

Over 50% of the City's light-duty fleet is ten years or older, with an average age of 9.1 years. Moving to an effective vehicle life cycle will maximize the potential equity at the time of resale. At the current acquisition rate, it would take over 17 years to cycle the entire fleet. Older vehicles have higher fuel and maintenance costs, and can become unreliable, causing increased risk and downtime.

Newer vehicles also have advanced safety features that help to increase employee safety. Within the current City fleet, 22 vehicles predate Electronic Stability Control standardization (2012), and 60 vehicles predate the standardization of backup cameras (2018).

A competitive bid process for suppliers RFP#030122 – Fleet management Services was conducted under the LAS/Canoe Procurement Group of Canada, which contained a roster of two (2) potential providers:

- Enterprise Fleet Management Inc.
- Element Fleet Corporation

Following a review of vendor offerings and service, it is the consensus of the project team, comprised of staff from Corporate Services - Finance, Community Development and Enterprise Services, and Public Works and Engineering

Services, that the solution best suited to meet the City's requirements is from Enterprise Fleet Management (Enterprise).

This request is in accordance with Purchasing By-law item (28) Cooperative Purchasing, where a competitive process was conducted, and participation is in the best interest of the City.

Enterprise provides a leasing model for vehicles that will allow the City to stretch its dollars further in the initial phase to address the significant backlog of older vehicles within the light-duty fleet. Enterprise also brings a number of advantages to modernize fleet management within the Corporation (Attachment A – City of SSM Fleet Synopsis; Attachment B – City of SSM Fleet Planning Analysis).

Up to eleven vehicles are proposed to be purchased in the first year (2025), utilizing approved capital dollars earmarked for light-duty fleet replacement, along with reserve re-allocations. The agreement for services provided by Enterprise Fleet Management would include approximately 107 light-duty vehicles across the Corporation.

Analysis

The Enterprise Fleet Management service is, in essence, a form of financing (leasing model) that also provides expert procurement, delivery, and resale services for vehicles.

The total cost of the sample Enterprise leasing model versus a City purchase with debt was compared. Overall, even with a higher interest rate, the total cost over a 60-month term is about \$2,000 less than if the City purchased the vehicle with debt. A high-level model from Enterprise indicates that the City could save up to \$1M over a ten-year period utilizing their services. The definitive return will depend on the rate and type of vehicle acquisition.

Several qualitative factors have been considered in making the recommendation to proceed with Enterprise. Having a company with deep knowledge of the vehicle market providing light-duty fleet management services provides a number of benefits.

Enterprise manages its own fleet of two million vehicles and has a dedicated team of fleet managers. Their company has expertise in the performance of different vehicle types, awareness of all available incentives, relationships with vehicle manufacturers, software solutions for managing/tracking maintenance and warranties, and provides analysis of total cost per kilometre to assist the City in ensuring it is optimizing the management of its fleet.

Other considerations for fleet management services include:

- Leasing preserves the City's limited capital resources and debt availability over time. Initially, the lease costs would be moved from capital allocations, or for some areas, an additional levy. Once established, future upgrades are not dependent on or in competition with other capital budget priorities, nor is the capital budget required for the replacements.
- Enterprise proactively monitors the marketplace to evaluate the timing of the resale of vehicles for optimal return.
- Purchasing vehicles with the resale market in mind will provide a better return for the City (e.g., a crew-cab pickup truck will obtain a much higher resale value than a single-bench pickup truck).
- Enterprise will help ensure that available government fleet discounts are provided.
- Enterprise has direct relationships with auto manufacturers, leading to better pricing and discounts.
- Reduced lifecycles for vehicle replacements typically provide better fuel economy and safety technology.
- Leasing provides tax savings as it is paid over the term of the lease and not upfront as with a purchase. The City's non-rebateable HST rate is 1.76% of the vehicle cost. This would be a small amount of cash flow savings.

Council passed a resolution on February 22, 2021 mandating that all light-duty vehicle purchases should be electric vehicles:

"Resolved that main motion be amended by deleting the words "as information" and inserting the words:

"and that Council direct staff to acquire Battery Electric Vehicle for any new light class unit vehicles that are acquired for the City fleet on a go-forward basis with continuing monitoring of options for electrification of other classes of vehicles, including the transit and public works fleet."

Staff have worked with Enterprise to model the costs associated with purchasing electric vehicles for the entire light-duty fleet moving forward. Consideration needs to be provided for the installation of the charging stations and the relevant facility's electrical capacity required to enable a significantly larger fleet of electric vehicles. Balancing the timing of installing this infrastructure with the purchase of new electric vehicles will be important moving forward.

Staff seek Council approval to acquire electric vehicles to maximize existing charging infrastructure, but then extend the purchase of internal combustion engine (ICE) vehicles until sufficient charging infrastructure is deployed to accommodate the purchase of an all-electric fleet. As part of the transition to an electric fleet, staff will seek opportunities to acquire plug-in hybrid vehicles and evaluate other new technologies as they emerge. Enterprise provides a number of

resources for the electrification of fleets and brings expertise to assist the City with future vehicle evaluation, given the rapidly changing technology environment.

Enterprise's leasing model allows users to utilize existing budgets for light-duty vehicle purchases, but additional levy increases will be required for some areas without a designated funding source.

Enterprise provides fleet management services to several municipalities, including Kingston, Parry Sound, Vaughan, Orangeville, Carleton Place, and Smiths Falls.

In summary, engaging fleet management services will modernize the City's approach to fleet management, resulting in cost savings over time and providing a more efficient and effective way to manage light-duty vehicles across the Corporation.

Financial Implications

The total cost of the sample Enterprise Fleet Management leasing model versus a City purchase with debt was compared (Appendix B). Overall, even with higher interest rate, the total cost over a 60-month term is about \$2,000 less than if the City purchased the vehicle with debt. The rate of interest used for the City debt was the Infrastructure Ontario five-year amortization and not a bank lending rate. As the level of debt required for the replacement schedule would vary, the rates may be higher or lower depending on how the vehicle replacement is funded for a purchase.

The estimated reserve transfer and levy increases required over the next five years are included in the chart below. The estimate can fluctuate depending on the impact of future tariffs, interest rates, and other financial changes within the vehicle market. After five years, all light-duty vehicle leasing requirements will be included in the operating budget, and future years will reflect only inflationary changes. Entering into the agreement will require a levy increase of approximately \$245,000 over the next 4 years (2026-2029). These costs do not include maintenance.

	No. of Vehicles	Estimated Cost	Reserve Transfer	Levy Increase
2025	11	119,975.04	119,975.04	-
2026	53	602,280.57	492,047.13	110,233.43
2027	15	188,014.38	157,218.59	30,795.79
2028	11	140,343.44	125,764.99	14,578.45
2029	17	217,810.12	127,440.05	90,370.07
Total	107	1,268,423.54	1,022,445.80	245,977.74

It should be noted that Public Works will be updating their fleet replacement requirement prior to the 2026 budget deliberations. The 2025 budget included a request for an additional \$450,000 to fully fund the heavy and light-duty fleet, which was not approved. The impact of the light-duty fleet replacement services will be included in the update, and, if required, funding options will be presented for Council consideration in the 2026 budget.

It is also understood that this model may result in revenue from the sale of vehicles at the end of the lease and/or at the end of use by the City. It is recommended that any revenue obtained through this model be invested back into the assets of the particular Division/Department.

Strategic Plan / Policy Impact / Climate Impact

The shift to utilize fleet management services is an operational matter not articulated in the corporate Strategic Plan.

Climate Impact

It is recommended that the City purchase electric vehicles to maximize the current charging infrastructure that is installed. Beyond this, the delay in converting all light-duty fleet vehicles to electric vehicles will result in the use of internal combustion engine vehicles for an extended period. This recommendation is made to enable the City to prepare and implement sufficient charging infrastructure to accommodate a greater number of electric vehicles. In addition, one of the hurdles the City needs to address is upgrading its facilities' electrical capacity to accommodate the charging infrastructure.

The immediate conversion to electric vehicles would eliminate greenhouse gas emissions, however, a substantial improvement will also be made due to improved emissions and newer technologies in the operation of more modern vehicles.

It should be noted that an anticipated 20% (\$43,245) reduction in annual fuel expenses will result simply by upgrading the fleet with vehicles with new fuel technologies.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the CAO, dated August 11, 2025 regarding fleet management services be received and that Council authorize staff to enter into an agreement with Enterprise Fleet Management, with the estimated required levy increase and reserve re-allocations included in future budgets

Further that Council authorize staff to proceed with the purchase of electric vehicles to maximize current charging infrastructure and then purchase internal combustion engines or hybrid vehicles until such time as charging infrastructure can accommodate the conversion to an all-electric fleet of light-duty vehicles.

Further that Council resolve that the revenue from the sale of vehicles at the end of the lease be invested back into the assets of the Division/Department.

The relevant By-laws 2025-122, 2025-123, 2025-124, and 2025-125 are listed under item 12 of the Agenda and will be read with all by-laws under that item.

Light-Duty Fleet Management Services
August 11, 2025
Page 6.

Respectfully submitted,

Tom Vair
CAO
705.759.5347
cao.vair@cityssm.on.ca



FLEET MANAGEMENT

PREPARED FOR:



SAULT STE. MARIE

Nathan Bielaski

FLEET CONSULTANT

705-207-9582

PHONE

nathan.a.bielaski@efleets.com

EMAIL



FLEET SYNOPSIS | CITY OF SSM

THE SITUATION

Current fleet age is negatively impacting the overall budget and fleet operations

- 59 vehicles or 45% of the light duty fleet is currently 10 years or older
- 93 vehicles or 71% of the light duty fleet is currently 5 years or older and out of manufacturer warranty
- 9-10 years is the current average age of the fleet
- 19 years – time it would take to cycle the entire fleet at current acquisition rates
- Older vehicles have higher fuel costs, maintenance costs and tend to be unreliable, causing increased downtime and loss of productivity.

THE OBJECTIVES

Identify an effective vehicle life cycle that maximizes potential equity at time of resale

creating a conservative savings of over \$1,125,820 in 10 years while replacing multiples of current acquisition rates

- Shorten the current vehicle life cycle from 15+ years to about 5 years
- Provide a lower sustainable fleet cost that is predictable year over year
- Replace 10 vehicles in year 1 for less annual capital than current acquisition plan for 2.5 vehicles
- Significantly reduce Maintenance to an average monthly cost to \$53.00 vs. current \$193.92
- Reduce the overall fuel spend through more fuel-efficient vehicles
- Benchmark carbon emissions and through right-typing vehicle classes we can significantly reduce carbon emissions
- Leverage an open-ended lease to maximize cash flow opportunities and recognize equity.

Increase employee safety with newer vehicles

- 33 vehicles predate Electronic Stability Control standardization (2012)
ESC is the most significant safety invention since the seatbelt
- 74 vehicles predate standardization of back up camera (2018)

Local Authority Services (LAS/AMO/Canoe) awarded RFP #030122-EFM that addresses the following:

- Access to all fleet management services as applicable to the needs of the city
- Supports the city's need for fleet evaluation on a quarterly basis assessing costs and reviewing best practices



ENTERPRISE FLEET MANAGEMENT

BC AB SK MB ON NB PE NS NL YT NT NU

efleets.ca

- Fleet management services
- Open end leases
- Maintenance management programs
- Managed fuel card programs
- Commercial vehicle leasing
- Telematics
- Vehicle performance data reporting
- Vehicle tracking technology
- Driver safety programs
- Vehicle accident management solutions
- Fleet planning technology
- License, title, and registration services

Contract: 030122-EFM

Contract Valid Until: 14 Apr 2026

Invoiced Direct Through Supplier

Contract Documents:

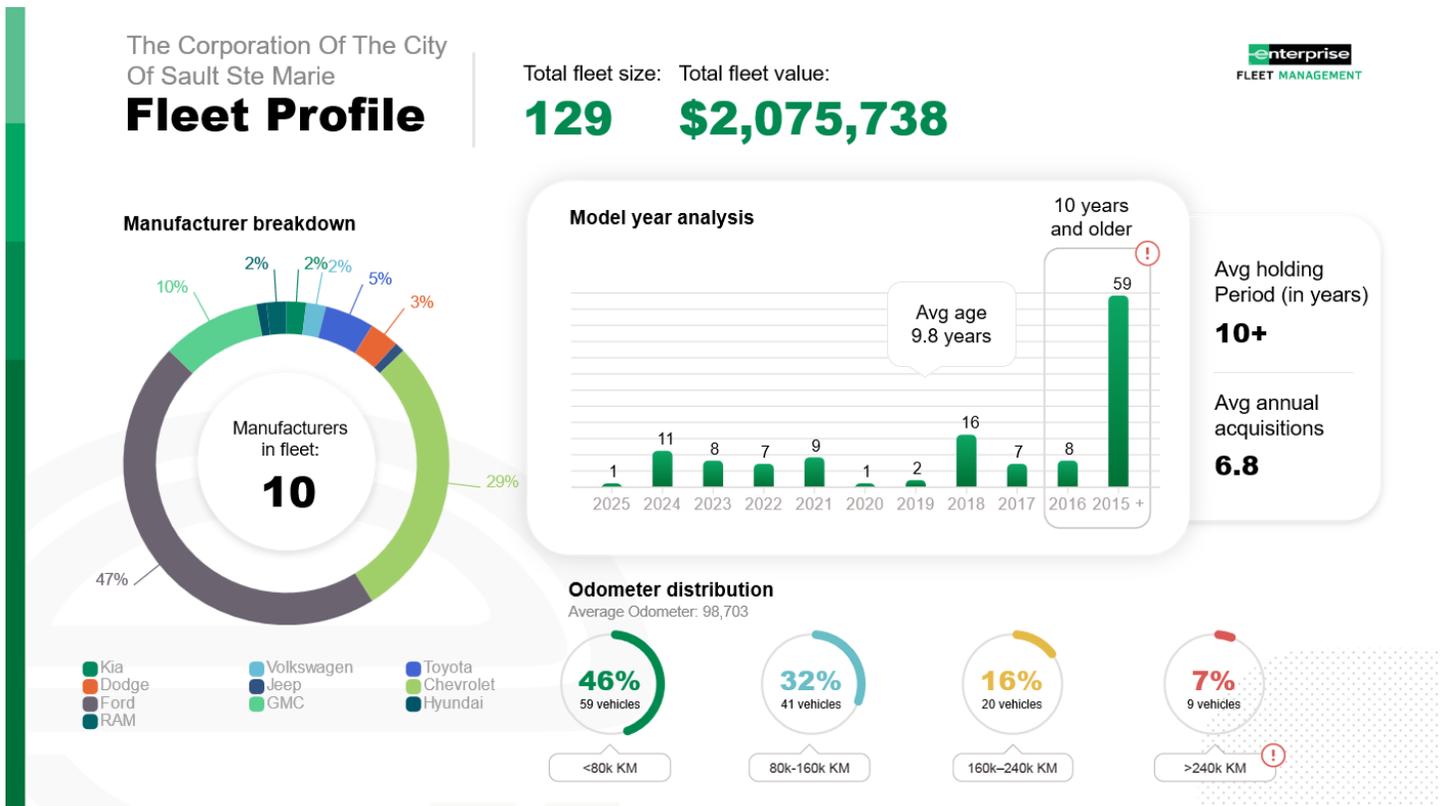
[RFP](#) | [Contract](#) | [Evaluation Summary](#)



THE RESULTS

By partnering with Enterprise Fleet Management, City of SSM will be better able to leverage its buying power, implement a tighter controlled resale program to lower total cost of ownership and in turn minimize operational spend. City of SSM will reduce fuel costs by about 20% and reduce monthly maintenance costs from \$193.92 on average to \$53.00 per unit. Leveraging an open-end lease maximizes cash flow and recognizes equity from vehicles sold creating an internal replacement fund. Furthermore, City of SSM will leverage Enterprise Fleet Management's ability to sell vehicles at an average of 109% above Black Book value. By shifting from reactively replacing inoperable vehicles to proactively planning vehicle purchases.

FLEET STATISTICS | CITY OF SSM



VEHICLE COMPARISON | CITY OF SSM

	2025 Chevrolet Silverado 1500 Work Truck 4x2 Regular Cab 6.6 ft. box 126.5 in. WB CC10703	2025 Ford F-150 XL 4x2 Regular Cab 6.5 ft. box 122 in. WB F1K	2025 Chevrolet Silverado 1500 Work Truck 4x4 Crew Cab 6.6 ft. box 157 in. WB CK10743	2025 Ford F-150 XL 4x4 SuperCrew Cab 6.5 ft. box 157 in. WB W1L	2025 RAM 1500 Tradesman 4x4 Crew Cab 144.5 in. WB DT6L98
Vehicle Type	1/2 Ton Pickup	1/2 Ton Pickup	1/2 Ton Pickup	1/2 Ton Pickup	1/2 Ton Pickup
Engine	2.7L TurboMax	5.0L V8	2.7L TurboMax	3.5L V6 EcoBoost	3.6L Pentastar VVT V6 w/eTorque
L/100 km City	13	14	14	14	12
L/100 km Highway	11	10	12	10	10
Acquisition Cost	\$44,184	\$48,761	\$44,506	\$49,665	\$53,815
Total Actual Depreciation	\$15,909	\$18,190	\$10,937	\$14,800	\$22,700
Total Fuel Cost	\$5,984	\$5,834	\$6,250	\$5,761	\$5,321
Total Maintenance Cost	\$1,894	\$1,144	\$1,144	\$1,144	\$1,144
Holding Period	3 Years	3 Years	3 Years	3 Years	3 Years
Annual Kilometers	10,750	10,750	10,750	10,750	10,750
Cost per km	\$1.00	\$1.06	\$0.83	\$0.96	\$1.21
RBV at Term	\$12,372	\$13,653	\$12,462	\$13,906	\$15,068
Expected Sales Price at Holding End	\$28,275	\$30,571	\$33,569	\$34,865	\$31,115
Estimated Equity at Term	\$15,904	\$16,918	\$21,107	\$20,959	\$16,046

GAS vs Hybrid vs EV

	2025 Ford F-150 XL 4x4 SuperCrew Cab 6.5 ft. box 157 in. WB W1L	2025 Ford F-150 XL Hybrid 4x4 SuperCrew Cab 6.5 ft. box 157 in. WB W1F	2025 Ford F-150 Lightning Pro All-Wheel Drive SuperCrew Cab 5.5 ft. box 145 in. WB W1B	2026 Chevrolet Equinox LT 4dr Front-Wheel Drive 1PT26	2025 Chevrolet Equinox EV LT 4dr 1MB48
Vehicle Type	1/2 Ton Pickup	1/2 Ton Pickup	Electric	SUV	Electric
Engine	3.5L V6 EcoBoost	3.5L PowerBoost Full-Hybrid V6	Dual eMotor - Standard Battery	1.5L Turbo DOHC 4- Cylinder SIDI VVT	None
L/100 km City	14	10	3	10	2
L/100 km Highway	10	10	3	8	3
Acquisition Cost	\$51,807	\$55,763	\$57,058	\$31,821	\$48,224
Total Actual Depreciation	\$20,045	\$21,984	\$29,038	\$15,355	\$25,404
Total Fuel Cost	\$9,232	\$7,578	\$2,145	\$6,831	\$1,348
Total Maintenance Cost	\$2,929	\$2,929	\$2,461	\$2,929	\$2,461
Holding Period	5 Years	5 Years	5 Years	5 Years	5 Years
Annual Kilometers	11,000	11,000	11,000	11,000	11,000
Cost per km	\$0.85	\$0.87	\$0.89	\$0.62	\$0.76
RBV at Term	\$9,843	\$10,595	\$10,841	\$6,046	\$9,163
Expected Sales Price at Holding End	\$31,762	\$33,779	\$28,020	\$16,466	\$22,820
Estimated Equity at Term	\$21,918	\$23,184	\$17,179	\$10,420	\$13,657

FLEET PLANNING ANALYSIS | CITY OF SSM

FLEET ANALYSIS

Assumptions

Fleet Analyzed 97
 Current Cycle 13.86
 Current Maintenance \$193.92
 Maint. Cents Per KM \$0.26

Fleet Growth 0.00%
 Annual KM 9,100
 Current L/100KM 15.5
 Price/Liter \$1.50

Proposals

Proposed Fleet 97
 Proposed Cycle 5.00
 Proposed Maintenance \$53.00

Fiscal Year	Fleet Mix				Fleet Cost						Annual	
	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Equity (Owned)	Equity (Leased)	Maintenance	Fuel	Fleet Budget	Net Cash
Average	97	7.0	97	0	350,000	0	-10,718	0	225,723	205,228	770,232	0
Year 1 (*26)	97	20	77	20	0	148,152	-75,125	0	191,902	196,765	461,694	308,538
Year 2 (*27)	97	18	59	38	0	279,456	-202,600	0	161,463	189,148	427,467	342,765
Year 3 (*28)	97	18	41	56	0	542,624	-312,496	0	131,025	181,531	542,684	227,549
Year 4 (*29)	97	20	21	76	0	725,753	-267,329	0	97,204	173,068	728,696	41,536
Year 5 (*30)	97	21	0	97	0	918,908	-192,092	-208,932	61,692	164,182	743,758	26,474
Year 6 (*31)	97	20	0	97	0	918,908	0	-192,513	61,692	164,182	952,269	-182,037
Year 7 (*32)	97	18	0	97	0	918,908	0	-402,351	61,692	164,182	742,431	27,801
Year 8 (*33)	97	24	0	97	0	918,908	0	-303,362	61,692	164,182	841,421	-71,189
Year 9 (*34)	97	20	0	97	0	918,908	0	-356,488	61,692	164,182	788,294	-18,063
Year 10 (*35)	97	22	0	97	0	918,908	0	-208,932	61,692	164,182	935,850	-165,619

YEAR	2026	2027	2028	2029	2030	Under-Utilized
QTY	20	18	18	20	21	0
Est \$	\$3,756	\$11,256	\$17,361	\$13,366	\$9,147	\$0
TOTAL	\$75,125	\$202,600	\$312,496	\$267,329	\$192,092	\$0
\$1,049,641						
E stimated Current Fleet E quity**						

* Lease Rates are conservative estimates

**Estimated Projected Fleet Equity is based on the current fleet "light unseen" based on replacement year

and can be adjusted after physical inspection and may change based on market factors, these are not guaranteed values

Lease Maintenance costs are exclusive of tires unless noted on the lease rate quote.

ANALYSIS IS BASED ON ORIGINAL RECOMMENDATIONS FOR CONCEPTUAL SAVINGS AND MAY CHANGE BASED ON FINAL PROPOSAL, CHANGES TO THE MARKET AND OTHER FACTORS

Prepared on 7/30/2025

10 Year Savings* **\$1,125,820**

*includes total unrealized equity of \$588,064

Key Objectives

- Lower average age of the fleet**
48% of the current light and medium duty fleet is over 10 years old
Resale of the aging fleet is significantly reduced
- Reduce operating costs**
Newer vehicles have a significantly lower maintenance expense
Newer vehicles have increased fuel efficiency with new technology implementations
- Maintain a manageable vehicle budget**
Challenged by inconsistent and underfunded yearly budgets

The Corporation Of The City Of Sault Ste Marie

FLEET PROFILE

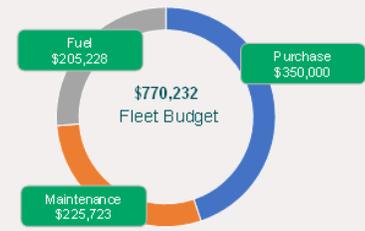
Fleet Replacement Schedule

Vehicle Type	# of Type	Average Age (years)	Average Annual Mileage	Fleet Replacement Schedule						Under-Utilized	Excluded
				2026	2027	2028	2029	2030			
Vehicle Type(s)	101	10.1	9,400	20	18	18	20	21	0	4	
Sedan	19	14.1	6,992	9	5	3	1	1	0	0	
Minivan	1	15.7	6,136	1	0	0	0	0	0	0	
Passenger Van	1	7.5	5,973	0	0	0	1	0	0	0	
Cargo Van	1	18.7	6,205	0	0	1	0	0	0	0	
Compact SUV	5	6.1	6,833	1	3	1	0	0	0	0	
Mid SUV	3	8.9	14,711	1	2	0	0	0	0	0	
Full SUV	3	11.3	22,763	1	0	0	0	0	0	2	
1/2 Ton Pickup	48	9.2	10,376	5	8	2	15	18	0	0	
3/4 Ton Pickup	18	7.7	7,875	2	0	11	3	2	0	0	
Cab Chassis	2	19.2	5,311	0	0	0	0	0	0	2	

Replacement Criteria

- * Fiscal Year 2026 = 20 years old and older, or odometer over 170,000
- * Fiscal Year 2027 = 18 years old and older, or odometer over 150,000
- * Fiscal Year 2028 = 16 years old and older, or odometer over 130,000
- * Fiscal Year 2029 = 14 years old and older, or odometer over 110,000
- * Underutilized = Annual Mileage less than 10,000

Vehicle Type	Quantity	Avg Age	Avg Annual Mileage
TRUCK	68	9.1	9,565
CAR	19	14.1	6,992
SUV	11	8.3	13,326
VAN	3	13.9	6,105
Totals/Averages:	101	10.1	9,388



MODEL YEAR ANALYSIS



CASE STUDY | CLEARVIEW TOWNSHIP



Clearview Township replaces vehicles and saves \$200,000 on acquisition costs.

Stayner, ON, Canada • Government | Township • 39 vehicles

THE CHALLENGE

Clearview Township needed to improve the management of their aging fleet vehicles and reduce costs. The pandemic presented budgeting constraints impacting the township's ability to replace vehicles.

THE SOLUTION

Clearview Township partnered with Enterprise Fleet Management, which was referred by an affinity program with the LAS and the Canoe Procurement Group. The Enterprise team presented a proactive vehicle replacement plan to build fleet equity, also incorporating a vehicle maintenance program to reduce administrative strain on the township.

KEY RESULTS

Average fleet age improved by
7 YEARS

OVER
\$125K
VEHICLE RESALE VALUE

OVER
\$200K
IN ACQUISITION SAVINGS



When the Enterprise Fleet Management program was introduced to the Township of Clearview, there was some skepticism on my part, *'how can we turn our entire light duty fleet over in just 1 year?'* Our Enterprise team has strategically demonstrated how the fleet program works and its impact to the township. Faced with vehicles at various ages and high mileage, this was an easy way to modernize our fleet and lower maintenance and capital costs. The township now has a long-term plan to continually modernize the fleet to provide excellent service to our community."

— Dan Perreault, Dep. Director of Public Works



THE RESULTS

Through the Enterprise Fleet Management plan, Clearview Township was able to recognize over \$200,000 in acquisition savings while also unlocking over \$120,000 in vehicle resale equity. Because vehicles are replaced more frequently, the average age of the fleet has improved by 7 model years, and the average odometer reading improved by 90%. Enterprise's proactive strategy long-term will help the township improve cash flow and provide peace of mind for their employees and vehicles through the effective management of maintenance, fuel, and depreciation costs.

WE HAVE OVER 100 CLIENT SUCCESS STORIES. VISIT [EFLEETS.COM/CASE-STUDIES](https://efleets.com/case-studies) TO DISCOVER MORE.

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PROGRAM RESOURCES | CITY OF SSM

SAFETY

SAFETY
Benefits and effects of crash avoidance technologies

Forward Collision Warning plus Autobrake - 2018

- ▼ 50% Front-to-rear crashes
- ▼ 56% Front-to-rear crashes with injuries
- ▼ 24% Claim rates for injuries to other people in vehicles
- ▼ 14% Claim rates for damage to other vehicles

Blind Spot Detection - 2018

- ▼ 14% Lane-change crashes
- ▼ 23% Lane-change crashes with injuries

Rear Automatic Braking - 2016

- ▼ 78% Backing crashes (when combined with rearview camera and parking sensors)
- ▼ 29% Claim rates for damage to other vehicles

Lane Departure Warning - 2012

- ▼ 11% Single-vehicle, sideswipe and head-on crashes
- ▼ 21% Injury crashes of the same type

Source: Insurance Institute for Highway Safety, Highway Loss Data Institute

KEY OBSERVATIONS

- 73 vehicles predate standardization of back up camera (2018) 72% of Total Fleet
- 48 vehicles predate Rear Automatic Braking (2016) 48% of Total Fleet
- 31 vehicles predate Electronic Stability Control standardization (2012) 31% of Total Fleet
- 7 vehicles predate Anti-Lock Brake standardization (2007) 7% of Total Fleet

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enterprise
FLEET MANAGEMENT

ACCOUNT MANAGEMENT

The City of SSM will have a dedicated, local account team to proactively manage and develop your fleet while delivering the highest level of customer service to facilitate your day-to-day needs.

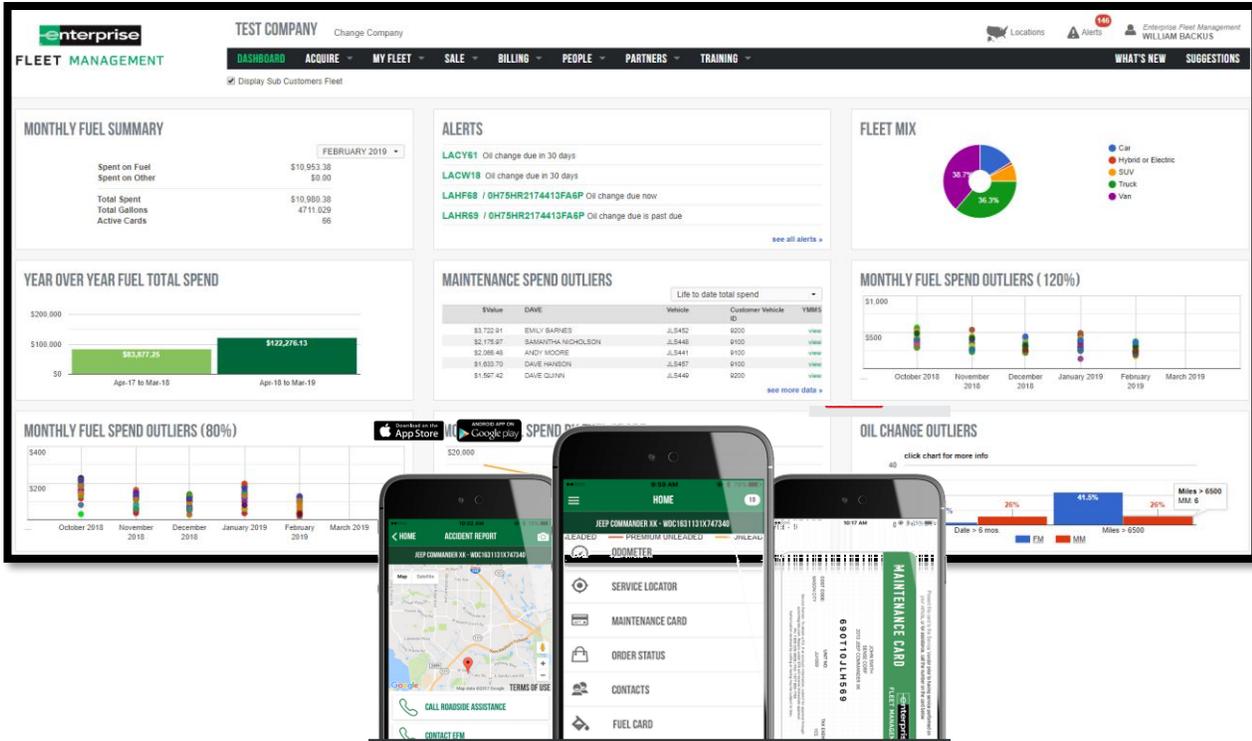
- Your dedicated Account Manager meets with you 3-4 times a year for both financial and strategic planning.
- Your Account Manager will provide on-going analysis – this will include most cost-effective vehicle makes/models, cents per km, total cost of ownership, and replacement analysis.

TECHNOLOGY

Enterprise Fleet Management’s website provides vehicle tracking, reporting, and metrics. Our website can be customized to view a wide range of data so that you may have a comprehensive and detailed look at all aspects of your fleet and the services provided. Our Mobile App gives drivers all of the convenience and functionality they need.

- **Consolidated Invoices** - Includes lease, maintenance, and any additional ancillaries
- **Maintenance Utilization** - Review the life-to-date maintenance per vehicle
- **Recall Information** - See which units have open recalls
- **License & Registration** - See which plate renewals are being processed by Enterprise and view status
- **Alerts** - Set customizable alerts for oil changes, lease renewals, license renewals, and billing data

- **Lifecycle Analysis** - See data regarding all transactions for the lifecycle of the entire fleet, with drill-down capability to any specific lease or transaction



REFERENCES | CITY OF SSM

CURRENT PARTNERS

- Clearview Township
- City of Temiskaming Shores
- Municipality of Meaford
- City of Vaughan
- Municipality of Greenstone
- Town of Elliot Lake
- Town of Parry Sound
- City of Kingston
- Town of Orangeville
- Town of Hawkesbury
- Town of Smith Falls
- Town of Carleton Place
- Town of Tillsonburg
- Town of Blue Mountains

REFERENCE

Below is a list of two client references including company name, contact person, and telephone number.

Township of Clearview – Partner for 4+ Years

Business Phone #: 705-424-0140 ex. 606

Contact Person: Dan Perreault, Director of Public Works

Town of Carleton Place – Partner for 3+ Years

Business Phone #: (613) 257 6255

Contact Person: Diane Smithson– CAO

COOPERATIVES

- LAS/AMO – CANOE PROCUREMENT GROUP OF CANADA
- SOURCEWELL

FLEET ANALYSIS

Assumptions	Fleet Analyzed	97	Fleet Growth	0.00%
	Current Cycle	13.86	Annual KM	9,100
	Current Maintenance	\$193.92	Current L/100KM	15.5
	Maint. Cents Per KM	\$0.26	Price/Liter	\$1.50

Proposals	Proposed Fleet	97
	Proposed Cycle	5.00
	Proposed Maintenance	\$53.00

Fiscal Year	Fleet Mix				Fleet Cost						Annual	
	Fleet Size	Annual Needs	Owned	Leased	Purchase	Lease*	Equity (Owned)	Equity (Leased)	Maintenance	Fuel	Fleet Budget	Net Cash
Average	97	7.0	97	0	350,000	0	-10,718	0	225,723	205,228	770,232	0
Year 1 ('26)	97	20	77	20	0	148,152	-75,125	0	191,902	196,765	461,694	308,538
Year 2 ('27)	97	18	59	38	0	279,456	-202,600	0	161,463	189,148	427,467	342,765
Year 3 ('28)	97	18	41	56	0	542,624	-312,496	0	131,025	181,531	542,684	227,549
Year 4 ('29)	97	20	21	76	0	725,753	-267,329	0	97,204	173,068	728,696	41,536
Year 5 ('30)	97	21	0	97	0	918,908	-192,092	-208,932	61,692	164,182	743,758	26,474
Year 6 ('31)	97	20	0	97	0	918,908	0	-192,513	61,692	164,182	952,269	-182,037
Year 7 ('32)	97	18	0	97	0	918,908	0	-402,351	61,692	164,182	742,431	27,801
Year 8 ('33)	97	24	0	97	0	918,908	0	-303,362	61,692	164,182	841,421	-71,189
Year 9 ('34)	97	20	0	97	0	918,908	0	-356,488	61,692	164,182	788,294	-18,063
Year 10 ('35)	97	22	0	97	0	918,908	0	-208,932	61,692	164,182	935,850	-165,619

Projected Fleet Equity Analysis						
YEAR	2026	2027	2028	2029	2030	Under-Utilized
QTY	20	18	18	20	21	0
Est \$	\$3,756	\$11,256	\$17,361	\$13,366	\$9,147	\$0
TOTAL	\$75,125	\$202,600	\$312,496	\$267,329	\$192,092	\$0
\$1,049,641						
Estimated Current Fleet Equity**						

* Lease Rates are conservative estimates

**Estimated Projected Fleet Equity is based on the current fleet "sight unseen" based on replacement year

and can be adjusted after physical inspection and may change based on market factors, these are not guaranteed values

Lease Maintenance costs are exclusive of tires unless noted on the lease rate quote.

ANALYSIS BASED ON ORIGINAL RECOMMENDATIONS FOR CONCEPTUAL SAVINGS AND MAY CHANGE BASED ON FINAL PROPOSAL, CHANGES TO THE MARKET AND OTHER FACTORS

Prepared on 7/30/2025

SAVINGS

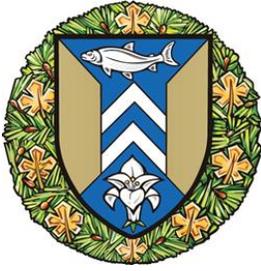
10 Year Savings*

\$1,125,820

*includes total unrealized equity of \$588,064

Key Objectives

- Lower average age of the fleet**
48% of the current light and medium duty fleet is over 10 years old
Resale of the aging fleet is significantly reduced
- Reduce operating costs**
Newer vehicles have a significantly lower maintenance expense
Newer vehicles have increased fuel efficiency with new technology implementations
- Maintain a manageable vehicle budget**
Challenged by inconsistent and underfunded yearly budgets



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 11, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicholas Cicchini, Junior Planner
DEPARTMENT: Community Development and Enterprise Services
RE: A-7-25-Z Housekeeping Amendments – Installment One

PURPOSE

The purpose of this report is to obtain Council approval of a City-initiated application of housekeeping amendments to Zoning By-law 2005-150 to clarify technical language and improve implementation. The proposed amendments will be City-wide unless otherwise specified.

PROPOSED CHANGE

The proposed zoning by-law amendments are administrative and technical in nature and include the following:

- Including an administrative section that allows for minor grammatical and formatting changes without public notice or council approval;
- Clarifying frontage and buffer requirements;
- Increasing maximum fence heights from 1.8m (6') to 2.43m (8ft) within rear yards;
- Modifications to provisions related to accessory buildings;
- Simplifying setback language;
- Including “retail trade” as a permitted use in the Highway Zone (HZ); and
- Site-specific technical zoning amendment for the area known as Block 2 of the Fox Run Subdivision, to include residential structures containing 1 dwelling unit (single detached dwellings) as a permitted use.

A complete list of amendments is attached in Appendix A.

BACKGROUND

In October 2005 City Council passed Zoning By-law 2005-150. At the time, Planning Staff noted that periodic reviews and subsequent minor amendments would be required to ensure that the By-law remains current.

Continually reviewing the By-law ensures an accurate reflection of the community's changing development requirements. Most of the proposed amendments are intended to more clearly communicate the intent of the regulations or respond to changing development trends.

This is the first of three planned installments of housekeeping amendments. The second will address further technical refinements, and the third will review current zones with the intent of ensuring they remain consistent with neighbourhood character.

ANALYSIS

Conformity with Official Plan

Housekeeping amendments are typically minor, technical changes intended to clarify, correct, or align zoning regulations with current practices, legislation, and policy. These types of actions are supported by the OP's overall direction of streamlining implementation tools and supporting an efficient, user-friendly planning framework.

Other amendments, such as adjustments to performance standards, such as maximum heights and minimum setbacks are supported by the Plan's provisions that reinforce urban design and neighbourhood compatibility.

Adding retail sales as a permitted use within the Highway Zone is supported by the economic-development intent along the Great Northern Road and Trunk Road corridors.

Collectively, these technical amendments improve clarity, expedite developments, and ensure zoning standards remain aligned with the Official Plan's direction for orderly, compatible and economically vibrant development. These amendments are consistent with the Official Plan.

Conformity with Provincial Planning Statement 2024

The proposed housekeeping amendments enhance the zoning framework and ensure an accurate reflection of the municipality's development trends to accommodate growth and development.

PPS Policy 6.1.6 requires Planning authorities to keep zoning by-laws up to date with official plans and the Provincial Planning Statement by establishing permitted uses, minimum densities, heights and other development standards to accommodate growth and development.

Therefore, the proposed amendments do not conflict with the PPS 2024.

Conformity with Growth Plan for Northern Ontario 2011 (GPNO)

The housekeeping amendments do not conflict with the GPNO.

COMMENTS

AMENDMENT 1 – Clerical Corrections

Amendment 1 introduces a new section (3.3.8) to Zoning By-law 2005-150 that authorizes minor clerical corrections, such as grammatical and formatting edits,

without the need for Council approval or public notice. Such changes are strictly limited and do not permit any alterations to land use permissions, development standards or zoning schedules.

The purpose of this amendment is to support the ongoing maintenance and usability of the Zoning By-law by enabling staff to promptly correct minor errors as they are identified, examples include spelling mistakes and misnumbering of provisions.

AMENDMENT 2 – Condominium Lot Frontage and Application of Building Regulations

Add a new section (4.3.2) to Zoning By-law 2005-150 that provides direction on determining lot frontages for parcels within a Plan of Condominium.

Currently, individual parcels within Plans of Condominium are not required to meet frontage provisions under the Zoning By-law, which can lead to inconsistencies in parcel divisions and create uncertainty in how yard and setback requirements are applied. Amendment 2 addresses this gap by clarifying that, within a registered Plan of Condominium, lot frontage is to be measured along the common element roadway. In effect, the internal common element road will be treated as the functional equivalent of a municipal right-of-way for zoning purposes. This clarification aligns with standard practice in other Ontario municipalities, where internal private roads serve the same role as public streets in organizing lots and orienting buildings.

The amendment further establishes that each parcel must independently comply with the building regulations of its designated zone, ensuring that zoning performance standards such as setbacks, height, and lot coverage, apply on a per-parcel basis. This amendment improves clarity and promotes development patterns that are compatible with the intent of the zone.

AMENDMENT 3 – Buffering Requirements

Add the text “excluding sight triangles” and “Parks and Recreation Zone” to section 4.9 (Buffer Requirements).

The first paragraph of the provision for amendment 3 will read as:

“Where a Residential, Rural, and/or Parks and Recreation zoned lot abuts a Commercial, Industrial, and/or an Institutional zoned lot; the development shall provide and maintain buffering along the full extent, excluding sight triangles, of the common boundary of such lots.”

The addition of “Parks and Recreation Zone” ensures that lands zoned for open space and recreation, which are recognized as 'sensitive uses', benefit from the same buffering provisions provided to residential and rural zones. This amendment

enhances land use compatibility by mitigating potential visual and functional impacts from adjacent Commercial, Industrial or Institutional development.

The addition of the terminology of “excluding sight triangles” will ensure that required buffers do not obstruct sight lines, particularly at road and driveway intersections.

AMENDMENT 4 – Fence Height and Front Yard Fence Controls

This amendment proposes to increase the maximum fence heights in residential areas from 1.8m (6’) to 2.43m (8’). An exception is provided for the required front yard to prevent visual barriers that disrupt the character of residential neighbourhoods.

The proposed fence height amendment responds to a consistent pattern of Minor Variance applications submitted to the Committee of Adjustment, most commonly for rear yard privacy purposes. These applications, often associated with backyards used for decks, patios, or pools, have been regularly approved by the Committee with little to no opposition. In many cases, property owners cited that 1.8m (6’) fences were insufficient given the elevation of decks or neighbouring grade changes. By raising the as-of-right limit, the City can reduce unnecessary variance applications, enhance regulatory flexibility, and improve homeowner privacy in active rear-yard amenity areas.

AMENDMENT 5 – Accessory Buildings and Structures

Amendment 5 initially proposed a series of changes to Section 9.1.7, which regulates the placement of accessory buildings and structures. Upon further review, it is recommended that council not proceed with any changes to Section 9.1.7 at this time.

AMENDMENT 6 – Repeal of Maximum Size Provision for Accessory Buildings

Amendment 6 proposes the repeal of Section 9.1, which currently restricts the gross floor area of any one accessory building or structure from exceeding the gross floor area of the main building on the same lot.

This provision has been identified as a recurring barrier for homeowners, particularly those with modestly sized dwellings who require larger accessory buildings for storage. Since its implementation, the Committee of Adjustment has received a significant number of Minor Variance applications requesting relief from this size restriction. In practice, these applications are routinely approved, indicating that the existing provision does not align with the functional needs of property owners nor raise significant planning concerns.

The current regulation may unintentionally penalize homeowners with smaller houses by limiting their ability to construct proportionate and functional accessory buildings. This often occurs on larger rural area lots where additional built form can

be accommodated without any impact. Repealing this provision will shorten approval timelines for homeowners and developers and eliminate the need for variances that are consistently approved by the Committee of Adjustment.

Other zoning provisions, such as maximum lot coverage, height restrictions, and setback requirements remain in effect and continue to provide the necessary controls over the scale and siting of accessory buildings.

AMENDMENT 7 – Setbacks for Accessory Buildings in the R1 Zone

Amendment 7 proposes to remove the clause “*Despite any other provision in this by-law*” from Section 9.5.3.1 of the Zoning By-law, which regulates setbacks for accessory buildings and structures within the R1 Zone. The revised section will simply state: “*Accessory buildings and structures in the R1 zone shall adhere to the same yard regulations set out for the main building.*”

The removal of this phrase improves clarity and internal consistency within the by-law. The original wording created confusion as it implied that Section 9.5.3.1 overrode all other provisions in the by-law, including general regulations for accessory structures established in Section 9.1. In practice, this led to uncertainty for both staff and applicants regarding which standards applied in cases where accessory structures in R1 zones might otherwise be regulated by more permissive provisions elsewhere in the by-law.

By eliminating this override clause, the revised wording ensures that accessory buildings in the R1 zone are subject to the same yard requirements as the principal dwelling. This reinforces the intent of low-density residential zones to maintain consistent building placement, privacy, and neighbourhood character, while simplifying interpretation of the setback standards. It also aligns with the broader housekeeping objective of improving regulatory clarity without altering development permissions.

AMENDMENT 8 – Permitting Retail Trade in the Highway Zone

Add “Retail Trade” to the list of permitted uses in the Highway Zone (HZ), under Section 13.7.1 – Permitted Uses.

The Highway Zone serves as the key corridor for commuters and travelers to the municipality and is applied to the majority of lots fronting Great Northern Road between Second Line and Fourth Line, as well as numerous lots along Trunk Road, between Boundary Road and the east City Limit. Retail uses within the Highway Zone will provide convenient access to the local community and support travelers’ needs.

In addition, integrating retail uses into the Highway Zone can make efficient use of lands that are less suitable for sensitive uses (such as residential), or industrial development, as well as meet the land use demands of retail that are forecasted to grow in the future.

AMENDMENT 9 – Site Specific Amendment

Amendment 9 corrects a zoning oversight by rezoning Block 2 of the Fox Run Subdivision from R4.306 to R4.306 (amended) to permit single-detached homes as a permitted use. At present, the existing zone prohibits any residential use containing less than two dwelling units per lot.

Although the original subdivision was intended for single detached homes, the existing R4 zone restricts them. This amendment seeks to permit single-detached homes and will therefore align the zoning with the overall intent of the subdivision approvals.

CONSULTATION

Public notices for the site-specific special exception amendment (S.306) were mailed to all neighbouring properties within 120m (400') of the subject property on Friday, July 18, 2025. The notice that was mailed to property owners is attached to this report.

The notice for all proposed housekeeping amendments was advertised on the City website and in the Sault Star on Saturday, July 19, 2025.

Public Comments

At the time of drafting this report, no public comments were received by Planning Staff.

Application Circulation

As part of the application review, this proposal was circulated to City divisions and external agencies for detailed technical review and comment. At the time of drafting this report no city departments and external agencies had comments or concerns with the list of proposed housekeeping amendments.

FINANCIAL IMPLICATIONS

Approval of this application will not result in any incremental changes to municipal finances.

STRATEGIC PLAN / POLICY IMPACT

Housekeeping amendments keep the zoning by-law relevant and streamlined to ensure ease of the development approvals process. This complements the service delivery focus area of the strategic plan. The proposed amendments do not have any climate change impacts.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Junior Planner dated August 11, 2025 concerning City-initiated *Planning Act* application A-7-25-Z Housekeeping Amendments be received and that Council approve the housekeeping amendments listed in appendix A; and that the Legal Department be requested to prepare the necessary by-law(s) to effect the same.

Respectfully submitted,

A-7-25-Z Housekeeping Amendments – Installment One
August 11, 2025
Page 7.

Nicholas Cicchini
Junior Planner
705.759.5375
n.cicchini@cityssm.on.ca

APPENDIX A – LIST OF HOUSEKEEPING AMENDMENTS

AMENDMENT 1

Add the following new provision (3.3.8) to revise minor errors to Zoning By-law 2005-150.

3.3.8 MINOR REVISIONS

Public notice and Council approval procedures, pursuant to the *Planning Act*, may be waived when the amendment does not affect the provisions or intent of this By-law, including:

- A. Formatting changes, including the alteration, numbering or arrangement of provisions.
- B. Correcting punctuation or altering language to obtain a uniform mode of communication.
- C. Correcting clerical, grammatical, dimensional or typographical errors.
- D. Amending references to other legislation or authority, where such legislation or authority is altered or amended in any way.

AMENDMENT 2

Add a new paragraph under Section 4.3 (Frontage Requirement). This new provision will read as follows:

4.3.2 DETERMINING LOT FRONTAGE FOR PLAN OF CONDOMINIUM

Within a Plan of Condominium, the *lot frontage* is determined to be measured across the *lot line* that abuts the common element road right-of-way. All *lots* within the Plan of Condominium shall adhere individually to the Building Regulations of the zone in which the *lot* is situated.

APPENDIX A – LIST OF HOUSEKEEPING AMENDMENTS

AMENDMENT 3

Add the text “Parks and Recreation Zone” and “excluding sight triangles” to section 4.9 (Buffer Requirements). Section will therefore read as:

4.9 BUFFER REQUIREMENTS

Where a Residential, Rural, and/or Parks and Recreation zoned lot abuts a Commercial, Industrial, and/or an Institutional zoned lot; the development shall provide and maintain a buffering along the full extent, excluding sight triangles, of the common boundary of such lots.

Buffering may be setback from the common *lot lines* so long as no part of the Commercial, Industrial, and/or an Institutional use occurs on those lands between the buffer and the abutting Residential, Rural, and/or Parks and Recreation zoned lot.

Such buffers are in addition to the minimum landscaping requirements outlined in each zone, and shall have a minimum width of:

- A. 0m, wherever there is a 100% visually solid fence of at least 1.8m above *established grade*.
- B. 3m, wherever there is a continuous hedgerow of evergreens, bushes, shrubs, or a berm, which shall reach at least 1.8m above *established grade* upon maturity.
- C. {2010-74}15m wherever such a strip contains existing vegetation of at least 1.8m above *established grade* that provides an effective visual barrier

APPENDIX A – LIST OF HOUSEKEEPING AMENDMENTS

AMENDMENT 4

1. Amend the Maximum Fence Heights table (Section 7.2) by increasing maximum fence heights from 1.8m (6') to 2.43m (8ft) in all *yards*, excluding the *front yard*. The amended table will read as follows:

7.2 MAXIMUM FENCE HEIGHTS				
Zones	Location of Fence			
	Front Yard	Exterior Side Yard	Any other Yard Adjacent to a Public Street	All other Yards
Residential Zones	0.9m	<u>2.43m</u>	<u>2.43m</u>	<u>2.43m</u> (No Limit for Hedges)
Commercial, Institutional, Light & Medium Industrial Zones	0.9m	No Limit	No Limit	No Limit
Heavy Industrial, Parks and Recreation, Rural Area, Airport Development, Rural Precambrian Upland and Rural Aggregate Extraction Zones	No Limit	No Limit	No Limit	No Limit

2. Add a new Section 7.2.1 which reads as follows:

7.2.1 Fences in Residential Zones

Notwithstanding the maximum fence heights outlined in Section 7.2, on residentially zoned lots, a fence, 2.43m above established grade is permitted along the *interior side lot lines*, save and except within the *required front yard* of the *lot* in which it is situated.

AMENDMENT 5

Repeal Section 9.1.7 (All Other Accessory Buildings and Structures). Upon further review, Planning staff have withdrawn this recommendation.

APPENDIX A – LIST OF HOUSEKEEPING AMENDMENTS

AMENDMENT 6

Repeal Section 9.1.8 (Maximum Size for All Accessory Buildings and Structures) in its entirety.

Provision to be Repealed

9.1.8 {2014-6} MAXIMUM SIZE FOR ALL ACCESSORY BUILDINGS AND STRUCTURES

The *gross floor area* of any one *accessory building or structure* shall not exceed the *gross floor area* of the main building located on the same *lot*.

AMENDMENT 7

Remove the text “*Despite any other provision in this by-law*” from Section 9.5.3.1 (Setbacks for Accessory Buildings and Structures in the R1 Zone). Section will therefore read as:

9.5.3.1 SETBACKS FOR ACCESSORY BUILDINGS AND STRUCTURES IN THE R1 ZONE

Accessory buildings and structures in the R1 zone shall adhere to the same *yard* regulations set out for the main building.

AMENDMENT 8

Add “*Retail Trade*” to the list of permitted uses in the Highway Zone (HZ), under Section 13.7.1 – Permitted Uses.

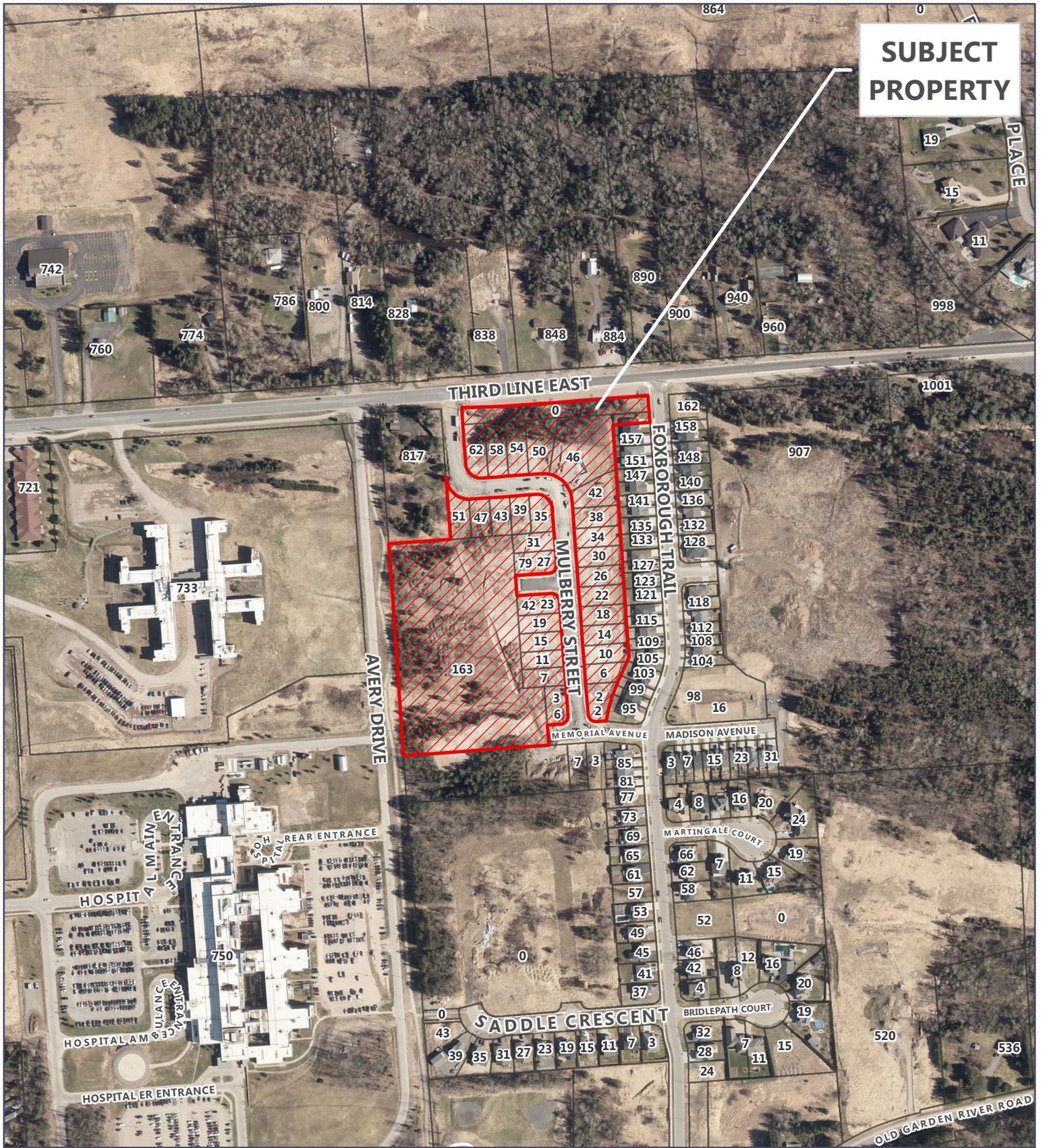
AMENDMENT 9 (SITE SPECIFIC)

Rezone Block 2 of the Fox Run Subdivision from R4.306 to R4.306 (amended) to include “Residential Structures containing one or more dwelling units” among the permitted uses listed in subsection 1 of Special Exception 306. The subject properties included are:

- 163 Memorial Ave
- 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 St.
- 159 Foxborough Trail



Subject Property Map: Fox Run Subdivision



SUBJECT PROPERTY

Application A-7-25-Z: Aerial Image

Property Information



Planning and Enterprise Services

Community Development and Enterprise Services Department

99 Foster Drive, Sault Ste Marie, ON P6A 5X6

saultstearie.ca | 705-759-5368 | planning@cityssm.on.ca

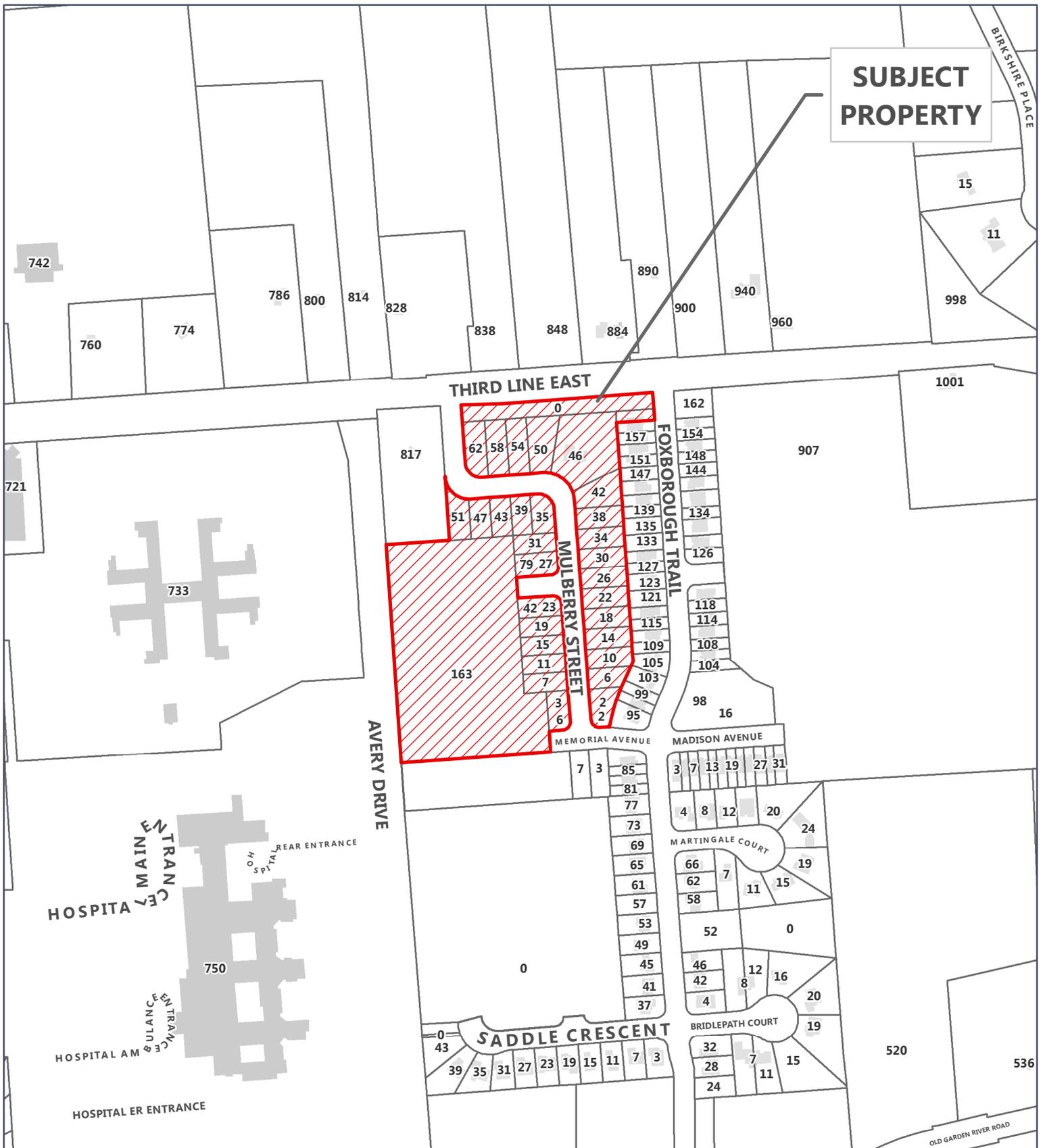
-  Subject Property
-  Parcel Fabric

Civic Address: 817A Third Line East (Block 2)
 Roll No.: N/A
 Map No.: N/A
 Date Created: July 17, 2025

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This map is for general reference only
 Orthophoto: 2022





**SUBJECT
PROPERTY**

Application A-7-25-Z: Subject Property

Property Information



Planning and Enterprise Services

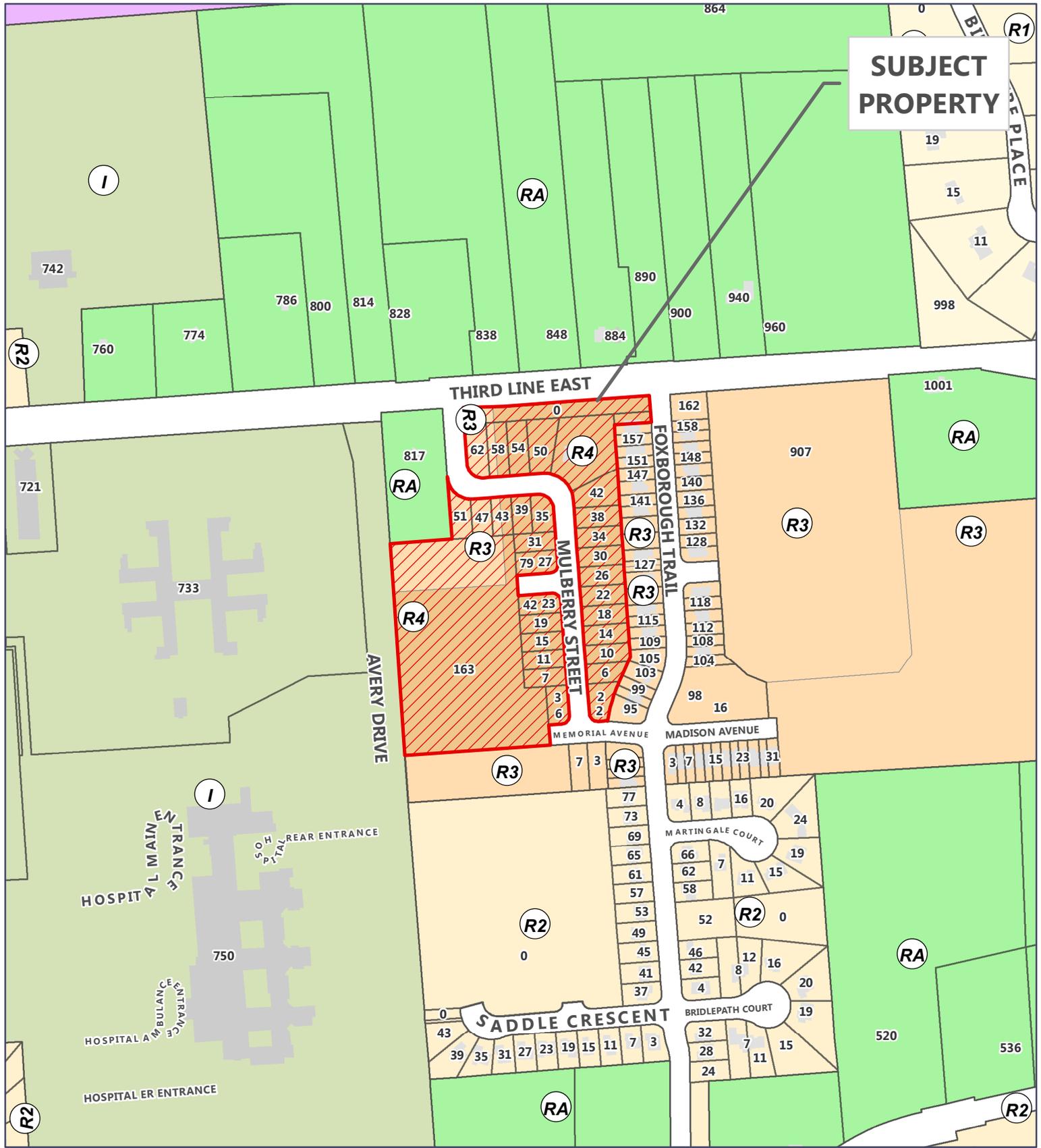
Community Development and Enterprise
Services Department
99 Foster Drive, Sault Ste Marie, ON P6A 5X6
saultstearie.ca | 705-759-5368 | planning@cityssm.on.ca

- Parcel Fabric
- Subject Property
- Residential
- Commercial/industrial

Civic Address: 817A Third Line East (Block 2)
Roll No.: N/A
Map No.: N/A
Date Created: July 17, 2025

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This map is for general reference only.





**SUBJECT
PROPERTY**

Application A-7-25-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

- Subject Property
- C1 - Traditional Commercial Zone
- C2 - Central Commercial Zone
- CT2 - Commercial Transitional Zone
- C3 - Riverfront Zone; C3hp
- C4 - General Commercial Zone; C4hp
- C5 - Shopping Centre Zone
- HZ - Highway Zone
- M1 - Light Industrial Zone
- M2 - Medium Industrial Zone; M2hp
- M3 - Heavy Industrial Zone
- R1 - Estate Residential Zone
- R2 - Single Detached Residential Zone; R2hp
- R3 - Low Density Residential Zone
- R4 - Medium Density Residential Zone
- R5 - High Density Residential Zone
- R6 - Mobile Home Residential Zone
- I - Institutional Zone
- EM - Environmental Management Zone
- PR - Parks and Recreation Zone
- RA - Rural Area Zone
- RP - Rural Precambrian Uplands Zone
- REX - Rural Aggregate Extraction Zone
- AIR - Airport Zone
- NAMED USE - Commercial Dock

Civic Address: 817A Third Line East (Block 2)

Roll No.: N/A

Map No.: N/A

Date Created: July 17, 2025



This map is for general reference only.

NOTICE OF APPLICATION AND PUBLIC MEETING

Date: August 11, 2025

Civic Centre, Council Chambers

Time: 5:00 p.m.

99 Foster Drive

TAKE NOTICE THAT the Council of The Corporation of the City of Sault Ste. Marie will hold a Public Meeting on Monday, August 11, 2025, at 5:00 p.m. to consider a proposed amendment to Zoning By-Law No. 2005-150 under Section 34 of The Planning Act, Chap. P.13, R.S.O.1990, as amended. Rogers TV will broadcast this meeting and may be viewed on Rogers TV Community Programming 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.

SUBJECT PROPERTY

Address: City-wide

Application: A-7-25-Z

Applicant: City of Sault Ste. Marie

PURPOSE

To obtain Council approval of a City-initiated application of housekeeping amendments to Zoning By-law 2005-150 to clarify technical language and improve implementation. This change is part of a series of City-led technical updates to the Zoning By-law to ensure consistency and improved implementation across affected sites. The proposed amendments will be citywide unless otherwise specified.

PROPOSED CHANGE

The proposed zoning by-law amendments are administrative and technical in nature and include the following:

- Delegating authority for the Planning Director to make grammatical, formatting, and typological changes without public notice or council approval.
- Clarifying frontage and buffer requirements.
- Updating fence height regulations to permit up to 2.43m (8ft) inside and rear yards.
- Modifications to provisions related to accessory building.
- Simplifying setback language.
- Permitting "Retail Trade" to be located within Highway Zoned properties.

For the full list of city-wide amendments, you may contact the Planner listed below or visit the City's website at www.saultstemarie.ca.

SUBJECT PROPERTIES

Address: Fox Run Subdivision

Application: A-7-25-Z

Applicant: City of Sault Ste. Marie

PURPOSE

The City is initiating a site-specific technical zoning amendment for the area known as Block 2 of the Fox Run Subdivision. This amendment is intended to update the wording related to special conditions on the site so that it aligns with the intent of the in-force Zoning By-law.

At present, the zoning of the area includes a requirement that establishes a minimum of two residential dwelling units per parcel. The proposed amendment will remove this minimum unit requirement.



This change is part of a series of City-led technical updates to the Zoning By-law to ensure consistency and improved implementation across affected sites.

PROPOSED CHANGE

Rezone Block 2 of the Fox Run Subdivision from R4.306 to R4.306 (amended) to include "one or more Residential Structures" among the permitted uses listed in subsection 1 of Special Exception 306. The subject properties include are:

- 163 Memorial Ave
- 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 St.
- 159 Foxborough Trail

HAVE YOUR SAY

Input on the proposed applications are welcome and encouraged. You can provide input by speaking at the public meeting or by making a written submission.

MORE INFORMATION

The applications may be reviewed in the Planning Division, Level 5, Civic Centre, 99 Foster Drive. The Report of the Planning Division will be available for review on **Friday, August 8, 2025**, during regular office hours in the Planning Division. Inquiries should be directed to Nicholas Cicchini, Planning Division, at 705.759.5375 or n.cicchini@cityssm.on.ca. Please refer to the application file number.

WRITTEN SUBMISSION

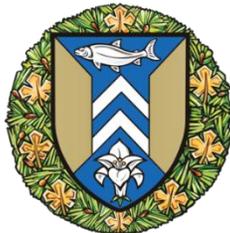
To provide input in writing, or request notice if the proposed application is approved, please submit a letter to Nicholas Cicchini, Planning Division, 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6, or e-mailed to n.cicchini@cityssm.on.ca with your name, address and application file number on or before **Monday, August 11, 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 Pursuant to Section 34 of the Planning Act, 1990

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 entitled to appeal the decision of the Council of the City of Sault Ste. Marie to the Local Planning Appeal 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 Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.



NOTICE OF APPLICATION & PUBLIC MEETING

Date: Monday, August 11, 2025

Time: 5:00 PM

Location: City of Sault Ste. Marie, Civic Centre (99 Foster Drive), Council Chambers

SUBJECT PROPERTY

Address: City Wide Amendments

Application: A-7-25-6

Applicant: City of Sault Ste. Marie

PURPOSE

To obtain Council approval of a City-initiated application of housekeeping amendments to Zoning By-law 2005-150 to clarify technical language and improve implementation. The proposed amendments will be citywide unless otherwise specified.

LIST OF PROPOSED AMENDMENTS

AMENDMENT 1

Add the following new provision (3.1.4) to permit the Director of Planning or their designate to revise minor errors without Public Notice or City Council Approval when the amendment does not affect the provisions or intent of the zoning by-law.

3.1.4 MINOR REVISIONS BY DIRECTOR

Public notice procedures, pursuant to the Planning Act, may be waived by the Director of Planning and Enterprise Services or their designate when the amendment does not affect the provisions or intent of this By-law, including:

- Formatting changes, including the alteration, numbering or arrangement of provisions.
- Correcting punctuation or altering language to obtain a uniform mode of communication.
- Correcting clerical, grammatical, dimensional or typographical errors.
- Amending references to other legislation or authority, where such legislation or authority is altered or amended in any way.

AMENDMENT 2

Add a new provision under Section 4.3 (Frontage Requirement). This new provision will read as follows:

4.3.2 DETERMINING LOT FRONTAGE FOR PLAN OF CONDOMINIUM

Within a Plan of Condominium, the lot frontage is determined to be abutting the common element road right of way. All parcels within the Plan of Condominium shall adhere individually to the Building Regulations. The Zone of the subject parcel determines the Building Regulations.

AMENDMENT 3

Add the text “excluding sight triangles” and “Parks and Recreation Zone” to section 4.9 (Buffer Requirements). Section will therefore read as:

4.9 BUFFER REQUIREMENTS

Where a Residential, Rural, and/or Parks and Recreation zoned lot abuts a Commercial, Industrial, and/or an Institutional zoned lot; the developing proponent shall provide and maintain a buffering along the full extent, excluding sight triangles, of the common boundary of such lots.

Buffering may be setback from the common lot lines so long as no part of the Commercial, Industrial, and/or an Institutional use occurs on those lands between the buffer and the abutting Residential, Rural, and/or Parks and Recreation zoned lot. Such buffers are in addition to the minimum landscaping requirements outlined in each zone, and shall have a minimum width of:

- A. 0m, wherever there is a 100% visually solid fence of at least 1.8m above established grade.
- B. 3m, wherever there is a continuous hedgerow of evergreens, bushes, shrubs, or a berm, which shall reach at least 1.8m above established grade upon maturity.
- C. {2010-74}15m wherever such a strip contains existing vegetation of at least 1.8m above established grade that provides an effective visual barrier

AMENDMENT 4

Amend the Maximum Fence Heights table (Section 7.2) by permitting a maximum fence height of 2.43m (8ft) in all yards, excluding the required front yard. The amended table will read as follows:

7.2 MAXIMUM FENCE HEIGHTS				
Zones	Location of Fence			
	Require Front Yard	Exterior Side Yard	Any other Yard Adjacent to a Public Street	All other Yards
Residential Zones	0.9m	2.43m	2.43m	2.43m (No Limit for Hedges)
Commercial, Institutional, Light & Medium Industrial Zones	0.9m	No Limit	No Limit	No Limit
Heavy Industrial, Parks and Recreation, Rural Area, Airport Development, Rural Precambrian Upland and Rural Aggregate Extraction Zones	No Limit	No Limit	No Limit	No Limit

AMENDMENT 5

Add a new provision under Section 7.2 (Maximum Fence Heights). This new provision will read as follows:

<p>7.2.1 FENCE REQUIREMENTS FOR THE FRONT YARD</p> <p>A fence located within the Front Yard (outside of the required front yard), may be a maximum of 0.9m and shall not exceed more than 50% of the width of the parcel that runs parallel to the municipal right of way.</p>

AMENDMENT 6

Amend section 9.1.7 (All Other Accessory Buildings and Structures) by repealing subsection (a) and replacing it with the following text *“With the exception of garages and carports all accessory buildings or structures shall be located within the interior side and rear yards. Except where the lot abuts the water, all accessory buildings may be located within the front yard.”*. Further, that a new subsection be added immediately thereafter with the following new text *“Where lot abuts Lake Superior or St. Mary’s River, all accessory buildings may be in a front yard.*

9.1.7 ALL OTHER ACCESSORY BUILDINGS AND STRUCTURES

Unless otherwise noted in this by-law, *accessory buildings or structures* on residentially zoned *lots* shall adhere to the following regulations;

- A. With the exception of garages and carports all accessory buildings or structures shall be located within the interior side and rear yards. Except where the lot abuts the water, all accessory buildings, may be located within the front yard.
- B. Where lot abuts Lake Superior or St. Mary’s River, all *accessory buildings* may be in a *front yard*.
- C. {2006-78} Minimum distance from any *lot line* shall be **0.6m**
- D. Minimum distance from main building shall be **1m**
- E. *Maximum building height* shall be **3.6m**
- F. {2007-105} Swimming pools and hot tubs are permitted in a *rear yard* only
- G. {2007-105} The inner wall of a swimming pool or hot tub shall be setback a minimum of 1.5m from any *lot line*.

AMENDMENT 7

Repeal Section 9.1.8 (Maximum Size for All Accessory Buildings and Structures) in its entirety.

Provision to be Repealed

9.1.8 {2014-6} MAXIMUM SIZE FOR ALL ACCESSORY BUILDINGS AND STRUCTURES

The *gross floor area* of any one *accessory building or structure* shall not exceed the *gross floor area* of the main building located on the same *lot*.

AMENDMENT 8

Remove the text *“Despite any other provision in this by-law”* from Section 9.5.3.1 (Setbacks for Accessory Buildings and Structures in the R1 Zone). Section will therefore read as:

9.5.3.1 SETBACKS FOR ACCESSORY BUILDINGS AND STRUCTURES IN THE R1 ZONE

Accessory buildings and structures in the R1 zone shall adhere to the same *yard* regulations set out for the main building.

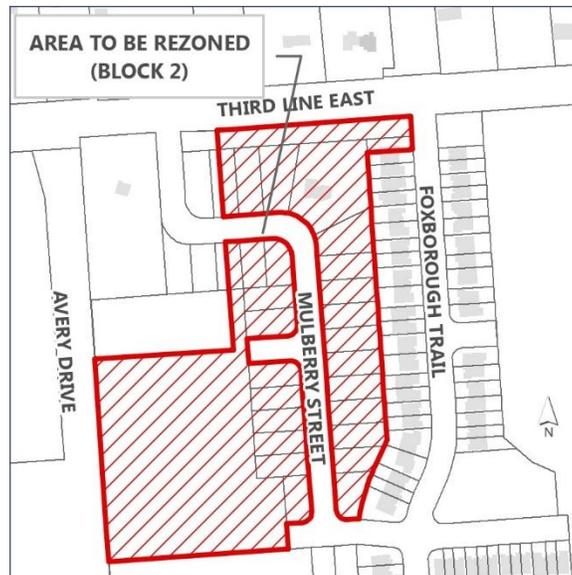
AMENDMENT 9

Add “Retail Trade” to the list of permitted uses in the Highway Zone (HZ), under Section 13.7.1 – Permitted Uses.

AMENDMENT 10 (SITE SPECIFIC)

Rezone Block 2 of the Fox Run Subdivision from R4.306 to R4.306 (amended) to include “one or more Residential Structures” among the permitted uses listed in subsection 1 of Special Exception 306. The subject properties include are:

- 163 Memorial Ave
- 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 St.
- 159 Foxborough Trail



TAKE NOTICE THAT the Council of The Corporation of the City of Sault Ste. Marie will hold a Public Meeting on Monday, August 11, 2025, at 5:00 p.m. to consider a proposed amendment to Zoning By-Law No. 2005-150 under Section 34 of The Planning Act, Chap. P.13, R.S.O.1990, as amended. Rogers TV will broadcast this meeting and may be viewed on Rogers TV Community Programming 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 attend 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 upon request. The report of the Planning Division will be available on Friday, August 8, 2025, as part of City Council's Agenda. Please contact Nicholas Cicchini at 705.759.5375 or n.cicchini@cityssm.on.ca to request a digital copy. 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 Nicholas Cicchini, 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6, or e-mail to n.cicchini@cityssm.on.ca with your name, address, and application file number on or before Monday, August 11, 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

If a person or public body 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 person or public body may not be entitled to appeal the decision of the Council of the City of Sault Ste. Marie to the Local Planning Appeal 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 Local Planning Appeal 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 NO. 2025-117

ZONING: A by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 99 Melville Road, (Mangesh Shende).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 34 of the *Planning Act*, R.S.O. 1990, c. P.13 and amendments thereto, **ENACTS** as follows:

1. **99 MELVILLE ROAD; LOCATED ON THE WEST SIDE OF MELVILLE ROAD APPROXIMATELY 230 METRES SOUTHEAST OF THE TRUNK ROAD AND DACEY ROAD INTERSECTION; CHANGE FROM R2 TO R2.S WITH A “SPECIAL EXCEPTION”**

The zone designation on the lands described in Section 2 of this by-law, which lands are shown on Map 47/1-39 of Schedule “A” to By-law 2005-150, is changed from R2 (Gentle Density Residential) zone to R2.S (Gentle Density Residential) zone with a “Special Exception”.

2. **BY-LAW 2005-151 AMENDED**

By-law 2005-151 is amended by adding section (445) and heading as follows:

“(445) – 99 Melville Road

Despite the provisions of By-law 2005-150, the zone designation on the lands located on the on the west side of Melville Road approximately 230 metres southeast of the Trunk Road and Dacey Road intersection and having civic no. 99 Melville Road and outlined and marked “Subject Property” on the map attached as Schedule 445 hereto is changed from R2 (Gentle Density Residential) zone to R2.S (Gentle Density Residential) zone with a “Special Exception” to, in addition to those uses permitted in an R2 zone:

1. Permit a Rooming House with a maximum of 12 units, in addition to those uses already permitted in an R2 Zone;
2. Require a minimum of 12 parking spaces in association with the Rooming House;

3. That a continuous hedgerow consisting of evergreen trees, bushes, or shrubs be planted along both side lot lines, but not required within the first 7.5 metres from the front lot line. The hedgerow shall reach a minimum height of 1.8 metres above established grade at maturity.”

3. **SCHEDULE “A”**

Schedule “A” hereto forms a part of this by-law.

4. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

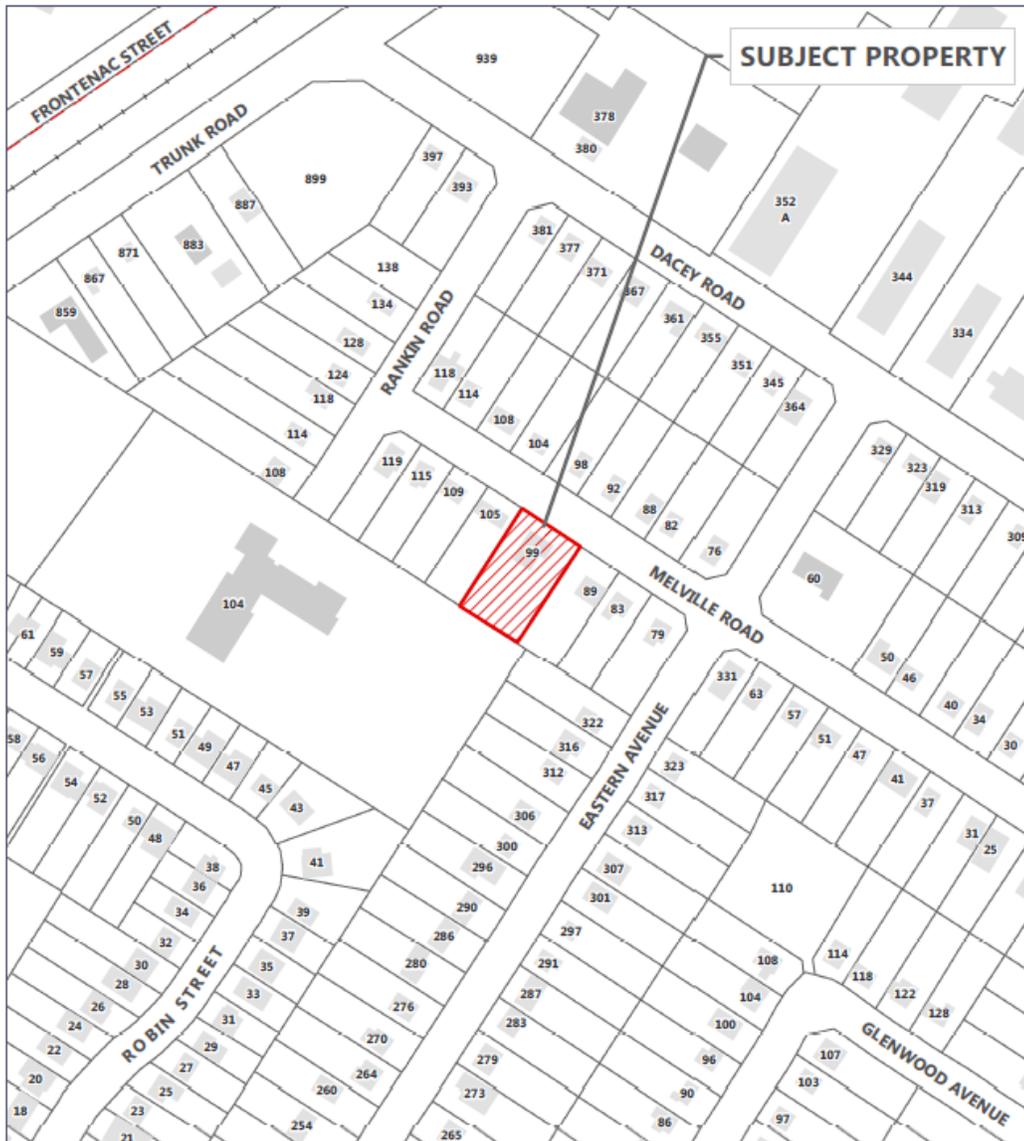
PASSED in Open Council this 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

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SCHEDULE "A" TO BY-LAW 2025-117 AND
SCHEDULE 445 TO BY-LAW 2005-151



Application A-6-25-Z: Subject Properties		Property Information
 <p>SAULT STE. MARIE 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</p>	<p>Legal Department Reference Schedule "A"</p> <p> Subject Property  Parcel Fabric</p>	<p>Civic Address: 99 Melville Road Roll No.: 010050058000000 Map No.: 47/1-39 Date Created: April 4, 2025</p>
	<p>0 25 50 m 1:2,500 This map is for general reference only.</p>	

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2025-118

DEVELOPMENT CONTROL: A by-law to designate the lands located at 99 Melville Road an area of site plan control (Mangesh Shende).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. **DEVELOPMENT CONTROL AREA**

The lands described on Schedule “A” attached hereto are hereby designated to be an area of site plan control pursuant to section 41 of the *Planning Act*, R.S.O. 1990, c. P. 13 and amendments thereto.

2. **SITE PLAN POWERS DELEGATED**

The Council hereby delegates to the Planning Director or his/her designate for the City of Sault Ste. Marie, Council’s powers to enter into a site plan agreement dealing with any of the works or matters mentioned in Section 41 of the *Planning Act* as amended, for the lands shown as Subject Property on the map attached as Schedule “A” to this by-law.

3. **SCHEDULE “A”**

Schedule “A” hereto forms a part of this by-law.

4. **PENALTY**

Any person who contravenes this by-law including the obligations pursuant to the agreement entered into under the authority of this by-law is liable upon conviction therefore to penalty provisions as contained in the *Planning Act* and the *Municipal Act, 2001*.

5. **EFFECTIVE DATE**

This by-law takes effect from the date of its final passing.

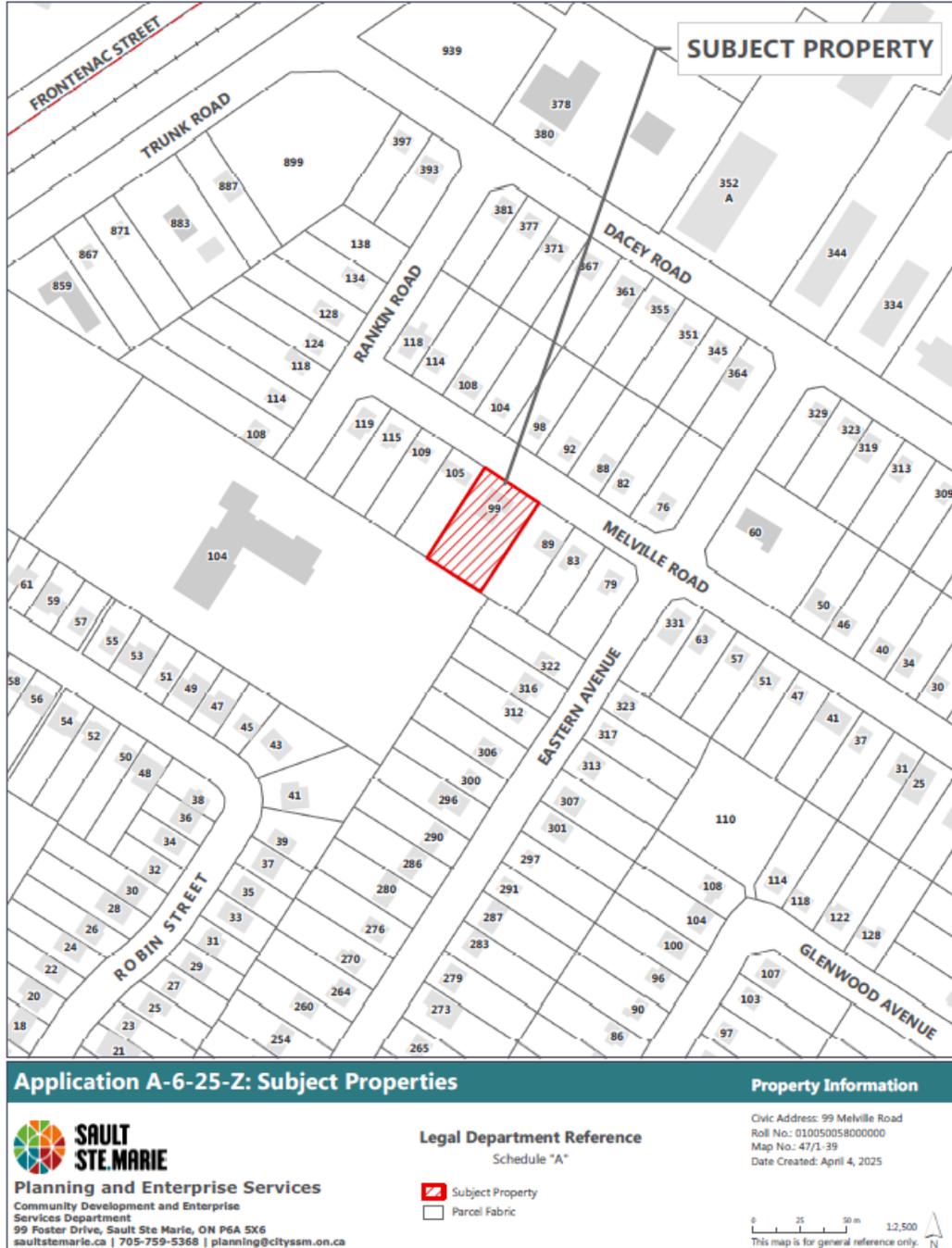
PASSED in open Council this 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

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SCHEDULE "A" TO BY-LAW 2025-118



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-119

PROCUREMENT POLICIES AND PROCEDURES: A by-law to amend By-law 2021-197 (being a by-law for Procurement Policies and Procedures).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **SECTION 7. (1) – APPROVALS FOR FINANCIAL VALUES OF BY-LAW 2021-197 AMENDED**

Section 7. (1) of By-law 2021-197 is hereby amended by deleting:

“The following approvals must be secured based on the listed Financial Values:

- (a) any Contract for a Good, Service or Construction for a Financial Value of \$10,000.00 or less may be approved by a Director; or their designate;
- (b) any Contract for a Good, Service or Construction for a Financial Value of \$15,000.00 or less may be approved by an Executive Director; or their designate;
- (c) any Contract for a Good, Service or Construction for a Financial Value of \$30,000.00 or less may be approved by a Deputy Chief Administrative Officer; or their designate;
- (d) any Contract for a Good, Service or Construction for a Financial Value of \$125,000.00 or less may be approved by the Chief Administrative Officer;”

and inserting:

“The following approvals must be secured based on the listed Financial Values:

- (a) a Low Dollar Value Purchase for a Financial Value Not Exceeding \$5,000.00 as described in 18. (1) in this by-law, may be approved by a Non-union Staff member;
- (b) any Contract for a Good, Service or Construction for a Financial Value of \$50,000.00 or less may be approved by a Senior Manager Team member; or designated up to next Approval Level;
- (c) any Contract for a Good, Service or Construction for a Financial Value of \$80,000.00 or less may be approved by an Executive Manager Team member; or designated up to next Approval Level;
- (d) any Contract for a Good, Service or Construction for a Financial Value of \$125,000.00 or less may be approved by the Chief Administrative Officer; or designated to a Deputy Chief Administrative Officer;

- (e) any Contract for a Good, Service or Construction for a Financial Value exceeding \$125,000.00 requires Council approval.”

2. **SECTION 8. (3) – RESPONSIBILITIES AND AUTHORITIES OF BY-LAW 2021-197 AMENDED**

Section 8. (3) of By-law 2021-197 is amended by deleting:

“Directors/Executive Directors may delegate their authority, to suitably qualified and approved individuals, where appropriate. Directors/Executive Directors in conjunction with the Agent shall provide evidence that the contract pricing represents fair market value.”

and inserting:

“Directors/Executive Directors may delegate their authority (with exception to Approvals for Financial Values), to suitably qualified and approved individuals, where appropriate. Directors/Executive Directors in conjunction with the Agent shall provide evidence that the contract pricing represents fair market value.”

3. **SECTION 19. (1) – REQUEST FOR QUOTATION (ACQUISITION COSTS BETWEEN \$5,001.00 AND \$125,000.00) OF BY-LAW 2021-197 AMENDED**

Section 19. (1) is amended by:

- (a) deleting “\$30,000.00” and inserting “\$50,000.00”; and
- (b) deleting “\$30,000.00” and inserting “\$50,000.00”.

4. **SECTION 22. (2) – NON-COMPETITIVE METHOD OF BY-LAW 2021-197 AMENDED**

Section 22. (2) is amended by:

- (a) deleting “\$30,000.00” and inserting “\$50,000.00”; and
- (b) deleting “\$30,000.00” and inserting “\$50,000.00”.

5. **EFFECTIVE DATE**

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

PASSED in open Council this 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

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THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-120

AGREEMENT: A by-law to authorize the execution of the Amending Contribution Agreement between the City and the Northern Ontario Heritage Fund Corporation for the John Rhodes Community Centre Roof Replacement project to formally remove the heat recovery system from the project scope.

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 Amending Agreement dated July 30, 2025 between the City and the Northern Ontario Heritage Fund Corporation, a copy of which is attached as Schedule "A" hereto. This Amending Agreement is for the John Rhodes Community Centre Roof Replacement project to formally remove the heat recovery system from the project scope.

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 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

AMENDMENT No. 1 to CONDITIONAL CONTRIBUTION AGREEMENT

This amending agreement (the "**Amendment**") made as of July 30, 2025, amends that certain conditional contribution agreement made effective as of February 7, 2025 (the "**Conditional Contribution Agreement**") between The Corporation of the City of Sault Ste. Marie (the "**Recipient**") and Northern Ontario Heritage Fund Corporation ("**NOHFC**").

RECITALS

- A. Pursuant to the Conditional Contribution Agreement, NOHFC has agreed to make a conditional contribution to the Recipient to finance Eligible Project Costs of the Project.
- B. The Recipient has requested changes to the scope of the Project due to increased costs.
- C. NOHFC has agreed to amend the Conditional Contribution Agreement to reflect the foregoing, on the terms and subject to the conditions set forth in this Amendment.

For good and valuable consideration, the receipt and sufficiency of which are acknowledged, the Recipient and NOHFC agree as follows:

- 1. **Capitalized Terms.** All capitalized terms used but not defined in this Amendment shall have the meanings given to them in the Conditional Contribution Agreement.
- 2. **Amendments.** The Conditional Contribution Agreement is hereby amended as follows:
 - (a) The content of Schedule A is deleted and replaced with the new Schedule A set out in Appendix 1 of this Amendment.
 - (b) The Project Costs Chart in Section 1 of Schedule B is deleted and replaced with the new Project Costs Chart set out in Appendix 2 of this Amendment.
 - (c) The following language is deleted from Section 2.1: "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".
- 3. **Term.** Notwithstanding Section 2.1 of the Conditional Contribution Agreement, if, under that section, the term of the Agreement would run longer than five years from the date of this Amendment, then the term of the Conditional Contribution Agreement shall expire on the fifth anniversary of the date of this Amendment.
- 4. **Representations and Warranties.** The Recipient represents and warrants to NOHFC that the Recipient's representations and warranties contained in the Conditional Contribution Agreement, as amended hereby, are true and correct as of the date of this Amendment, and that the Recipient has taken all necessary actions to authorize and has duly executed and delivered this Amendment.

5. **No Waiver.** Neither entry into this Amendment, nor anything contained herein, shall act as a waiver by NOHFC of any present or future default that may exist under the Conditional Contribution Agreement.
6. **Counterparts.** This Amendment 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.
7. **Execution by Electronic Means.** This Amendment may be executed by electronic signature and delivered by facsimile 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 Amendment 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.
8. **General.** Except for the amendments provided for herein, all provisions in the Conditional Contribution Agreement shall remain in full force and effect, unamended. This Amendment shall be governed by and interpreted in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

[Signature Page Follows]

This Amendment has been executed by the Parties as of the date first stated above.

**NORTHERN ONTARIO HERITAGE FUND
CORPORATION**

By:

John Guerard
Executive Director

**THE CORPORATION OF THE CITY OF SAULT
STE. MARIE**

By:

Name: Matthew Shoemaker
Title: Mayor

By:

Name: Rachel Tyczinski
Title: City Clerk

I/We have authority to bind the Recipient.

APPENDIX 1

Schedule A
PROJECT DESCRIPTION

1. Project Summary

The Recipient will carry out and complete the following renovations at the Recipient's John Rhodes Community Centre (the "Facility"):

- (a) replace the Facility's roof with a new roof, which will include the installation of the following: a new PVC sarniful roof membrane, curbing, aluminum flashing, and below deck roof insulation;
- (b) replace six of the Facility's HVAC roof units with six new HVAC roof units; and
- (c) replace two roof condensers at the Facility with two new roof condensers.

2. Project Location

Sault Ste. Marie, Ontario

3. Project Plan

The Recipient shall complete each of the Project milestones no later than the date set across from such milestone in the table below.

<i>Project milestones</i>	<i>Timing</i>	
	<i>Start (month/ year)</i>	<i>End (month/ year)</i>
Milestone 1: Commencement of services	July 2025	July 2025
Milestone 2: Engineering and shop drawings	Aug 2024	Feb 2025
Milestone 3: Tendering (Phase 1 Feb 2025; Phase 2 May 2025)	Feb 2025	May 2025
Milestone 4: Award Tender	June 2025	June 2025
Milestone 5: Construction	June 2025	Dec 2025

Project completion date (the "**Project Completion Date**"): December 31, 2025

APPENDIX 2

1. Project Costs Chart

<i>Project cost category</i>	<i>Eligible Project Costs</i>	<i>Ineligible Project Costs</i>	<i>Total cost</i>
Construction	\$4,481,500	\$0	\$4,481,500
Contingency	\$175,752.75*	\$0	\$175,752.75
Engineering / Design / Project Management	\$142,747.25**	\$0	\$142,747.25
TOTAL	\$4,800,000	\$0	\$4,800,000

* *Costs may be claimed under the 'Contingency' project cost category if they would otherwise be considered Eligible Project Costs under any other project cost category listed in this Project Costs Chart.*

** *Eligible Project Costs may include travel, meal, and accommodation costs to the extent that they comply with the provisions of the section entitled "Travel, meal, and accommodation costs" in Section 2.8 of this Agreement.*

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-121

AGREEMENT: A by-law to authorize the execution of the Amending Agreement between the City and the Northern Ontario Heritage Fund Corporation for the YMCA boiler replacement project to include the installation of a new HVAC unit.

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 Amending Agreement dated July 28, 2025 between the City and Northern Ontario Heritage Fund, a copy of which is attached as Schedule "A" hereto. This Amending Agreement is for the YMCA boiler replacement project to include the installation of a new HVAC unit.

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 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule "A"

AMENDMENT No. 1 to CONDITIONAL CONTRIBUTION AGREEMENT

This amending agreement (the "**Amendment**") made as of July 28, 2025 amends that certain conditional contribution agreement made effective as of November 4, 2024, as amended from time to time, (the "**Conditional Contribution Agreement**") between Young Men's Christian Association, of Sault Ste. Marie and The Corporation of the City of Sault Ste. Marie (collectively, the "**Recipient**") and Northern Ontario Heritage Fund Corporation ("**NOHFC**").

RECITALS

- A. Pursuant to the Conditional Contribution Agreement, NOHFC has agreed to make a conditional contribution to the Recipient to finance Eligible Project Costs of the Project.
- B. The Recipient has notified NOHFC of changes change to the Project, the Project Plan, and Project Budget.
- C. NOHFC has agreed to amend the Conditional Contribution Agreement to reflect the foregoing, on the terms and subject to the conditions set forth in this Amendment.

For good and valuable consideration, the receipt and sufficiency of which are acknowledged, the Recipient and NOHFC agree as follows:

- 1. **Capitalized Terms.** All capitalized terms used but not defined in this Amendment shall have the meanings given to them in the Conditional Contribution Agreement.
- 2. **Acknowledgement.** The Recipient acknowledges that, as of the date hereof, \$21,596.85 has been disbursed by NOHFC to the Recipient under the Conditional Contribution Agreement.
- 3. **Amendments.** The Conditional Contribution Agreement is hereby amended as follows:
 - (a) Schedule A is deleted and replaced with the Schedule A on Appendix A attached hereto.
 - (b) Schedule B is deleted and replaced with the Schedule B on Appendix B attached hereto.
 - (c) The following language is deleted from Section 2.1: "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".
- 4. **Term.** Notwithstanding Section 2.1 of the Conditional Contribution Agreement, if, under that section, the term of the Agreement would run longer than five years from the date of this Amendment, then the term of the Conditional Contribution Agreement shall expire on the fifth anniversary of the date of this Amendment.
- 5. **Representations and Warranties.** The Recipient represents and warrants to NOHFC that the Recipient's representations and warranties contained in the Conditional

Contribution Agreement, as amended hereby, are true and correct as of the date of this Amendment, and that the Recipient has taken all necessary actions to authorize and has duly executed and delivered this Amendment.

6. **No Waiver.** Neither entry into this Amendment, nor anything contained herein, shall act as a waiver by NOHFC of any present or future default that may exist under the Conditional Contribution Agreement.
7. **Counterparts.** This Amendment 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.
8. **Execution by Electronic Means.** This Amendment may be executed by electronic signature and delivered by facsimile 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 Amendment 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.
9. **General.** Except for the amendments provided for herein, all provisions in the Conditional Contribution Agreement shall remain in full force and effect, unamended. This Amendment shall be governed by and interpreted in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

This Amendment has been executed by the Parties as of the date first stated above.

**NORTHERN ONTARIO HERITAGE FUND
CORPORATION**

By: _____
John Guerard
Executive Director

**YOUNG MEN'S CHRISTIAN ASSOCIATION
OF SAULT STE. MARIE**

By: _____
Name: *C. Kirkis G. G. G.*
Title: *Y.M.C.A. CHAIR.*

By: _____
Name: *Dr. James Chan*
Title: *Chief Executive Officer*

I/We have authority to bind the corporation.

**THE CORPORATION OF THE CITY OF SAULT
STE. MARIE**

By: _____
Name: Matthew Shoemaker
Title: Mayor

By: _____
Name: Rachel Tyczinski
Title: City Clerk

I/We have authority to bind the municipality.

APPENDIX A

Schedule A

PROJECT DESCRIPTION

1. Project Summary

The Recipient will replace one pool boiler by installing a new 2-3 MMBtu natural gas boiler, piping, pump, controls, and venting at its recreational facility (the "Facility").

The Project activities will include:

- (a) removing the old boiler, pumps, venting and associated piping to be capped;
- (b) removing the existing HVAC unit;
- (c) resetting controls to accommodate the new, more efficient HVAC system, as needed; and
- (d) installing the new HVAC unit and ductwork, connecting it to electrical and mechanical systems, and performing system testing and calibration to ensure optimal performance.

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.

<i>Project milestones</i>	<i>Timing</i>	
	<i>Start (month/ year)</i>	<i>End (month/ year)</i>
Design / Permit / Drawings	December 2025	January 2025
Tendering	January 2025	February 2025
Construction	May 2025	December 2025

Project completion date (the "Project Completion Date"): December 31, 2025

APPENDIX B

Schedule B
PROJECT BUDGET

1. Project Costs Chart

Project cost category	Eligible Project Costs*	Ineligible Project Costs	Total cost
Boiler replacement and repairs	\$301,920	\$0	\$301,920
HVAC	\$105,304	\$0	\$105,304
Contingency (15%)*	\$71,863	\$0	\$71,863
TOTAL	\$479,087	\$0	\$479,087

* Costs may be claimed under the 'Contingency' project cost category if they would otherwise be considered Eligible Project Costs under any other project cost category listed in this Project Costs Chart.

2. Project Funding Chart

Funding sources	Financing type	Project cost category	Total funding
NOHFC	Conditional contribution	Eligible Project Costs	\$237,148
City of Sault Ste. Marie	Cash	All costs	\$241,939
TOTAL			\$479,087
Project Percentage (NOHFC % of total Eligible Project Costs)			49.5%

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-122

AGREEMENT: A by-law to authorize the execution of the Master Equity Vehicle Lease Agreement between the City and Enterprise Fleet Management Canada, Inc., to provide for the leasing of light-duty vehicles operated by the City.

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 Master Equity Vehicle Lease Agreement dated August 11, 2025 between the City and Enterprise Fleet Management Canada, Inc., a copy of which is attached as Schedule "A" hereto. This Master Equity Vehicle Lease Agreement is to provide for the leasing of light-duty vehicles operated by the City.

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 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI



MASTER EQUITY VEHICLE LEASE AGREEMENT

This Master Equity Lease Agreement is entered into this _____ day of _____, by and between Enterprise Fleet Management Canada, Inc. ("Lessor"), and the lessee whose name and address is set forth on the signature page below ("Lessee").

1. LEASE OF VEHICLES:

(a) Lessor hereby leases to Lessee and Lessee hereby leases from Lessor the vehicles ("Vehicle(s)") described in the schedules from time to time delivered by Lessor to Lessee as set forth below ("Schedule(s)") for the leases and on the terms and conditions set forth in this Agreement and in the applicable Schedule. References to this "Agreement" shall include this Master Lease Agreement and the various Schedules and addenda to this Master Lease Agreement, each of which are incorporated herein as part of a single, unitary Agreement. Lessor will, on or about the date of delivery of each Vehicle to Lessee, send Lessee a Schedule covering the Vehicle, which will include, among other things, a description of the Vehicle, the lease term and the lease and other payments due with respect to the Vehicle. The terms contained in each Schedule will be binding on Lessee unless Lessee objects in writing to such Schedule within ten (10) days after the date of delivery of the Vehicle covered by such Schedule. This Agreement is a lease only and Lessor will at all times remain the owner of the Vehicles and Lessee will have no right, title or interest in or to the Vehicles except for the use of the Vehicles as described in this Agreement. This Agreement shall be treated as a true lease for federal and applicable provincial or territorial income tax purposes with Lessor having all benefits of ownership. Notwithstanding the above, the Lessee hereby grants to the Lessor a security interest in the Vehicle(s) and any replacements, attachments, additions, or accessories thereto or proceeds thereof.

(b) This Section 1(b) will apply only when a Vehicle is located or is deemed by law to be located in the Province of Québec. The laws of the Province of Québec will apply to this Agreement. This Agreement shall constitute, in the Province of Québec, either (i) a master lease agreement as defined by the conjunction of Article 1851 and following and 2961.1 of the Civil Code of Québec ("CCQ"), or (ii) a master leasing agreement as defined by the conjunction of Articles 1842 and following and Article 2961.1 of the CCQ. It is the intention of the parties that the rights of the Lessor hereunder be subject to a single registration pursuant to Article 2961.1 of the CCQ. For the purposes of registration of a global one-time registration of this Agreement, "Vehicle" shall refer to and include the universality of all present and future vehicles together with all replacements, parts, repairs, additions, attachments, wiring, cabling, operating software, licences, and accessories incorporated which the Lessee requests the Lessor to lease to it from an existing fleet owned by Lessor or, in certain circumstances, to purchase for the purposes of Lessor leasing the same to Lessee, described in any Schedule. Where this Agreement is a master leasing agreement, in accordance with Article 1842 of the CCQ, Lessee acknowledges that the Vehicles have been acquired by the Lessor, or will be acquired by Lessor from one or more third persons at the demand of and in accordance with Lessee's instructions. Lessee further acknowledges that Lessor has disclosed or will disclose to any such third person the contract of leasing in the deed of purchase, purchase order or otherwise, in accordance with Article 1844 of the CCQ.

2. TERM: The term of this Agreement ("Term") for each Vehicle begins on the date such Vehicle is delivered to Lessee (the "Delivery Date") and, unless terminated earlier in accordance with the terms of this Agreement, continues for the "Lease Term" as described in the applicable Schedule. The non-cancelable minimum Lease term for each Scheduled Vehicle is 367 days. Thereafter, the Lease Term may be renewed monthly for the lesser of the Maximum Lease term (autos: 50 months; light trucks: 60 months; and medium-duty trucks: 60 months) or the amortization term set in the respective Vehicle Schedule. Any termination prior to the end of term as specified in the Lease Schedule is subject to all of the provisions defined in Section 3 – Rent and other Charges.

3. LEASE PAYMENTS AND OTHER CHARGES:

(a) Lessee agrees to pay Lessor the lease payments according to the Schedules, Open-End (Equity) Lease Rate Quotes, and this Agreement. The lease payments will be in the amount listed as the "Total Monthly Lease Payments Including Additional Services" on the applicable Schedule and will be due and payable in advance on the first day of each month. Lessee agrees to pay Lessor interest charges, in connection with the acquisition of a Vehicle, for the period between the date Lessor issues payment to acquire such Vehicle and the date the Vehicle is delivered to Lessee. Such interest charges shall be included in each Schedule. If a Vehicle is delivered to Lessee on any day other than the first day of a month, monthly lease payments will begin on the first day of the next month. In addition to the monthly lease payments, Lessee agrees to pay Lessor a pro-rated lease charge for the number of days that the Delivery Date precedes the first monthly lease payment date. A portion of each monthly lease payment, being the amount designated as "Depreciation Reserve" on the applicable Schedule, will be considered as a reserve for depreciation and will be credited against the Delivered Price of the Vehicle for purposes of computing the Book Value of the Vehicle under Section 3(c). Lessee agrees to pay Lessor the "Total Initial Charges" set forth in each Schedule on the due date of the first monthly lease payment under such Schedule. Lessee agrees to pay Lessor the "Service Charge Due at Lease Termination" set forth in each Schedule at the end of the applicable Term (whether by reason of expiration, early termination or otherwise).

(b) In the event the Term for any Vehicle ends prior to the last day of the scheduled Term, whether as a result of a default by Lessee, a Casualty Occurrence or any other reason, the rentals and management fees will be recalculated in accordance with the Rule of 78's and the adjusted amount will be payable by Lessee to Lessor on the termination date.

(c) As an incentive to the customer to maintain the Value of the Vehicles by good maintenance, repair and careful use during the Lease Term, the parties agree that the enhancement or reduction in value shall be compensated as follows:

Lessor agrees to pay Lessee after the end of the Term for each Vehicle, a refund of rent equal to the excess, if any, of the wholesale Value of such Vehicle as determined by Lessor in good faith over the Book value of such Vehicle, subject to Lessor's right to recoup any amounts Lessor would owe to Lessee under this Section 3(c) against any obligations of Lessee to Lessor under this Agreement.

Lessee agrees to pay Lessor within thirty (30) days after the end of the Term for each Vehicle, additional rent equal to the difference, if any, of the Book Value of such Vehicle over the wholesale value of such Vehicle as determined by Lessor in good faith.

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However, if the Net Proceeds are less than the Guaranteed Residual (defined below), this rental charge is limited to the amount of the difference between the Guaranteed Residual and the Book Value. The Guaranteed Residual is 20% of the Delivered Price at the end of the minimum lease term and thereafter, 20% of the Book Value as of the end of the prior month. The Guaranteed Residual does not apply to Vehicles that have been subject to damage or any abnormal or excessive wear and tear (as determined by Lessor in good faith).

The "Book Value" of a Vehicle means the sum of (i) the "Delivered Price" of the Vehicle as set forth in the applicable Schedule minus (ii) the total Depreciation Reserve paid by Lessee to Lessor with respect to such Vehicle plus (iii) all accrued and unpaid rent and/or other amounts owed by Lessee with respect to such Vehicle.

(d) Any security deposit of Lessee will be returned to Lessee at the end of the applicable Term, except that the deposit will first be applied to and recouped against any losses and/or damages suffered by Lessor as a result of Lessee's breach of or default under this Agreement and/or to any other amounts then owed by Lessee to Lessor.

(e) Any monthly lease payment or other amount owed by Lessee to Lessor which is not paid within 20 days after its due date will accrue interest, payable on demand of Lessor, from the date due until paid in full at a rate per annum equal to the lesser of (i) 18%, or (ii) the highest rate permitted by applicable law (the "Default Rate").

(f) If Lessee fails to pay any amount due under this Agreement or to comply with any of the covenants contained in this Agreement, Lessor or any other agent of Lessor may, at its option, pay such amounts or perform such covenants and all sums paid or incurred by Lessor in connection therewith will be repayable by Lessee to Lessor upon demand together with interest thereon at the Default Rate.

(g) Lessee's obligations to make all monthly lease payments and other amounts under this Agreement are absolute and unconditional and such payments shall be made in immediately available funds without set-off, counterclaim or deduction of any kind. Lessee acknowledges and agrees that neither any Casualty Occurrence to any Vehicle nor any defect, unfitness or lack of governmental approval in, of, or with respect to, any Vehicle regardless of the cause or consequence nor any breach by Lessor of any maintenance agreement between Lessor and Lessee covering any Vehicle regardless of the cause or consequence will relieve Lessee from the performance of any of its obligations under this Agreement, including, without limitation, the monthly lease payments and other amounts under this Agreement.

(h) In the event Lessor or any other agent of Lessor arranges for rental vehicle(s) with a subsidiary or affiliate of Enterprise Holdings, Inc., Lessee shall be fully responsible for all obligations under any applicable rental agreement.

4. USE AND SURRENDER OF VEHICLES: Lessee agrees to allow only duly authorized, licensed and insured drivers to use and operate the Vehicles. Lessee agrees to comply with, and cause its drivers to comply with, all laws, statutes, rules, regulations, orders and ordinances and the provisions of all insurance policies affecting or covering the Vehicles or their use or operation. Lessee agrees to keep the Vehicles free of all liens, charges and encumbrances. Lessee agrees that in no event will any Vehicle be used or operated for transporting hazardous substances or persons for hire, for any illegal purpose or to pull trailers that exceed the manufacturer's trailer towing recommendations. Lessee agrees that no Vehicle is intended to be or will be utilized as a school bus or taxi or in contravention of any applicable federal, provincial, territorial or municipal law. Lessee agrees not to remove any Vehicle from the province or territory in which it is first registered by Lessor without first obtaining Lessor's written consent. At the expiration or earlier termination of this Agreement with respect to each Vehicle, or upon demand by Lessor made pursuant to Section 14, Lessee at its risk and expense agrees to return such Vehicle to Lessor at such place and by such reasonable means as may be designated by Lessor. If for any reason Lessee fails to return any Vehicle to Lessor as and when required in accordance with this Section, Lessee agrees to pay Lessor additional monthly lease payments for such Vehicle at twice the normal pro-rated daily amount. Acceptance of such additional monthly lease payments by Lessor will in no way limit Lessor's remedies with respect to Lessee's failure to return any Vehicle as required hereunder.

5. COSTS, EXPENSES, FEES AND CHARGES: Lessee agrees to pay all costs, expenses, fees, charges, fines, tickets, penalties and taxes (other than federal, provincial, territorial or municipal income taxes on the income of Lessor) incurred in connection with the titling, licensing, registration, delivery, purchase, sale, lease, and Lessee's use or operation of the Vehicles or connected to this Agreement. If Lessor incurs any such costs or expenses, Lessee agrees to promptly reimburse Lessor for the same.

6. LICENCE AND CHARGES: Each Vehicle will be titled, registered, and licensed in Lessor's name at Lessee's expense. Certain other charges relating to the acquisition of each Vehicle and paid or satisfied by Lessor have been capitalized in determining the monthly lease payment, treated as an initial charge or otherwise charged to Lessee. Such charges have been determined without reduction for trade-in, exchange allowance or other credit attributable to any Lessor-owned vehicle.

7. REGISTRATION PLATES, COMPLIANCE WITH LAWS: Lessee agrees, at its expense, to obtain in the name of Lessor all registration plates, permits, inspections and/or licences required in connection with the Vehicles, except for the initial Vehicle registration plates which Lessor will obtain at Lessee's expense. The parties agree to cooperate and to furnish any and all information or documentation which may be reasonably necessary for compliance with the provisions of this Section or any federal, provincial, territorial or local law, rule, regulation, ordinance or by-law. Lessee agrees that it will not permit any Vehicle to be located in a jurisdiction other than the jurisdiction in which such Vehicle is then registered for any continuous period of time that would require such Vehicle to become subject to the registration laws of such other jurisdiction. Each party shall comply with all applicable laws, and shall be responsible for ensuring that its employees, agents and representatives comply with all applicable laws including but not limited to applicable privacy legislation. The Lessee shall be solely responsible for obtaining all necessary consents when disclosing to the Lessor personal information of drivers or other individuals pursuant to this Agreement or Schedule thereto.

8. IMPROVEMENTS AND MAINTENANCE OF VEHICLES: Lessee agrees, at its expense, to (i) maintain the Vehicles in good condition, repair, maintenance and running order and in accordance with all manufacturer's instructions and warranty requirements and all legal requirements, and to (ii) furnish all labour, materials, parts and other essentials required for the proper operation and maintenance of the Vehicles. Lessee will not make (or cause to be made) any alterations, upgrades, upfitting, additions or improvements (collectively, "Alterations") to any Vehicle which (i) could impact or impair the "motor vehicle safety" (as defined the Motor Vehicle Safety Act) of the Vehicle, or (ii) could impact, impair, void or render unenforceable the manufacturer's warranty. Without the prior written consent of Lessor, Lessee will not make (or cause to be made) any Alterations to any Vehicle which (i) detracts, impairs, damages or alters the Vehicle's nature, purpose, economic value, remaining useful life, functionality, utility, software or controls, or (ii) subjects the Vehicle or any part or component of such Vehicle to any lien, charge or encumbrance. Any Alterations of any nature to a Vehicle are made at

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Lessee's sole cost, risk and liability, including without limitation, any such Alterations approved by, or made with the assistance or at the direction of, Lessor. Any replacement parts added to any Vehicle shall be in at least as good an operating condition as the prior part before the replacement (assuming such part was, at the time of the replacement, in the condition required by the terms of this Agreement). Any Alterations to a Vehicle will become and remain the property of Lessor and will be returned with such Vehicle upon such Vehicle's return pursuant to Section 4 and shall be free of any liens, charges or encumbrances; provided, however, Lessor shall have the right at any time to require Lessee to remove any such Alteration at Lessee's sole cost, expense and liability. In no event or instance shall the value of any Alterations be regarded as rent. Lessee and Lessor acknowledges and agrees that Lessor will not be required to make any repairs, replacements or Alterations of any nature or description with respect to any Vehicle, to maintain or repair any Vehicle or to make any expenditure whatsoever in connection with any such Vehicle(s) or this Agreement.

9. SELECTION OF VEHICLES AND DISCLAIMER OF WARRANTIES:

(a) LESSEE ACCEPTANCE OF DELIVERY AND USE OF EACH VEHICLE WILL CONCLUSIVELY ESTABLISH THAT SUCH VEHICLE IS OF A SIZE, DESIGN, CAPACITY, TYPE AND MANUFACTURE SELECTED BY LESSEE AND THAT SUCH VEHICLE IS IN GOOD CONDITION AND REPAIR AND IS SATISFACTORY IN ALL RESPECTS AND IS SUITABLE FOR LESSEE'S PURPOSE. LESSEE ACKNOWLEDGES THAT LESSOR IS NOT A MANUFACTURER OF OR A DEALER IN ANY VEHICLE OR AN AGENT OF A MANUFACTURER OF OR A DEALER IN ANY VEHICLE.

(b) LESSOR MAKES NO REPRESENTATION OR WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, WITH RESPECT TO ANY VEHICLE, INCLUDING, WITHOUT LIMITATION, ANY REPRESENTATION OR WARRANTY AS TO MERCHANTABILITY, CONDITION OR FITNESS FOR ANY PARTICULAR PURPOSE, IT BEING AGREED THAT ALL SUCH RISKS ARE TO BE BORNE BY LESSEE. THE VEHICLES ARE LEASED "AS IS," "WITH ALL FAULTS." All conditions or warranties made by any supplier, vendor and/or manufacturer of a Vehicle are hereby assigned by Lessor to Lessee for the applicable Term and Lessee's only remedy, if any, is against the supplier, vendor or manufacturer of the Vehicle. No defect, unfitness or lack of governmental approval in, of or with respect to a Vehicle regardless of the cause or consequence will relieve Lessee from the performance of its obligations under this Agreement, including lease payments.

(c) Lessor will not be liable to Lessee for any liability, claim, loss, damage (direct, indirect, incidental or consequential) or expense of any kind or nature caused directly or indirectly by any Vehicle, or any inadequacy of any Vehicle for any purpose or any defect (latent or patent) in any Vehicle, or the use or maintenance of any Vehicle, or any repair, servicing or adjustment of or to any Vehicle, or any delay in providing or failure to provide any Vehicle, or any interruption or loss of service or use of any Vehicle, or any loss of business or any damage whatsoever and however caused. In addition, Lessor will have no liability to Lessee under this Agreement or under any order authorization form executed by Lessee if Lessor is unable to locate or purchase a Vehicle ordered by Lessee or for any delay in delivery of any Vehicle ordered by Lessee.

d) In no event shall Lessor, or its respective affiliates be liable for consequential, indirect, incidental, special, exemplary, punitive or enhanced damages, lost profits or revenues or diminution in value, arising out of or relating to this Agreement, including, without limitation, any breach or performance of this Agreement, regardless of (i) whether such damages were foreseeable, (ii) whether or not Lessor, or its respective affiliates were advised of the possibility of such damages and/or (iii) the legal or equitable theory (contract, tort or otherwise) upon which a claim, action, cause of action, demand, lawsuit, arbitration, inquiry, proceeding or litigation is based, and notwithstanding the failure of any agreed or other remedy of its essential purpose.

10. RISK OF LOSS: Lessee assumes and agrees to bear the entire risk of loss of, theft of, damage to, or destruction of any Vehicle from any cause whatsoever ("Casualty Occurrence"). No Casualty Occurrence to any Vehicle will relieve Lessee from its obligation to submit its lease payments or to perform any of its other obligations under this Agreement. In the event of a Casualty Occurrence, Lessee shall give Lessor prompt notice of the Casualty Occurrence and thereafter will place the applicable Vehicle in good repair, condition and working order; provided, however, that if the applicable Vehicle is determined by Lessor to be lost, stolen, destroyed or damaged beyond repair (a "Totalled Vehicle"), Lessee agrees to pay Lessor no later than the date 30 days after the date of the Casualty Occurrence the amounts owed under Sections 3(b) and 3(c) with respect to such Totalled Vehicle. Upon such payment, this Agreement will terminate with respect to such Totalled Vehicle.

11. INSURANCE:

(a) Lessee agrees to purchase and maintain in force during the Term, the following insurance policies covering each Vehicle under a government regulated motor vehicle policy or any other standard motor vehicle insurance policy satisfactory to Lessor, insuring Lessee and Lessor against any damage, claim, suit, action or liability, and that Lessor will suffer immediate and irreparable harm if Lessee fails to comply with such obligations:

(i) Third Party Liability Coverage for bodily injury or death of any person or damage to any property (including Uninsured/Underinsured Motorist Coverage and No-Fault Protection where required by law) in the amount of \$1,000,000 or such higher amounts as required by law (\$5,000,000 limits for Vehicles capable of transporting more than 8 passengers); and

(ii) Collision & Comprehensive Coverage for the actual cash value of the applicable Vehicle or any higher limits as required by law. Maximum deductible of \$1,000 per accident - Collision and \$1,000 per accident - Comprehensive).

Lessee will be liable for the deductible in all instances of claim. If the requirements of any applicable law or governmental or regulatory agency exceed the minimums stated in this Agreement, Lessee must obtain and maintain the higher limits. Lessee agrees that each required policy of insurance will by appropriate endorsement or otherwise name Lessor as an additional insured and first loss payee. Each such insurance policy must provide the following: (i) that the policy may not be cancelled, changed or modified until after the insurer has given to Lessor or its assigns at least 30 days prior written notice of such proposed cancellation, suspension, non-renewal or reduction in coverage, (ii) that no act or default of Lessee or any other person shall affect the right of Lessor to recover under such policy or policies of insurance in the event of any loss of or damage to any Vehicle, and (iii) that the coverage is "primary coverage" for the protection of Lessee and Lessor notwithstanding any other coverage carried by Lessee or Lessor protecting against similar risks. Original certificates evidencing such coverage and naming Lessor as an additional insured and loss payee shall be furnished to Lessor prior to the Delivery Date, and annually thereafter and/or as reasonably requested by Lessor from time to time. Where an Event of Default occurs, Lessee hereby appoints Lessor as Lessee's attorney-in-fact to receive payment of, to endorse all cheques and other documents, and to take any other actions necessary to pursue insurance claims and recover payments if Lessee fails to do so. Any expense of Lessor in adjusting or collecting insurance shall be borne by Lessee.

Initials: EFM _____ Customer _____

Lessee, its drivers, employees, servants, representatives and agents agree to cooperate fully with Lessor and any insurance carriers in the investigation, defence and prosecution of all claims or suits arising from the use or operation of any Vehicle. If any claim is made or action commenced for death, personal injury or property damage resulting from the ownership, maintenance, use or operation of any Vehicle, Lessee will promptly notify Lessor of such action or claim and forward to Lessor a copy of every demand, statement, notice, summons or other process received in connection with such claim or action. Lessee authorizes Lessor to complete on Lessee's behalf any proof of loss and/or any other document necessary and requested by the insurer to ensure proper indemnification following any accident, loss, theft or claim involving the Vehicle.

(b) Notwithstanding the provisions of Section 11(a) above: (i) if a Schedule includes a charge for physical damage management, Lessor agrees that (A) Lessee will not be required to obtain or maintain the minimum physical damage insurance (collision and comprehensive) required under Section 11(a) for the Vehicle(s) covered by such Schedule, and (B) Lessor will assume the risk of physical damage (collision and comprehensive) to the Vehicle(s) covered by such Schedule; provided, however, that such physical damage management shall not apply to, and Lessee shall be and remain liable and responsible for, damage to a covered Vehicle caused by wear and tear or mechanical breakdown or failure, damage to or loss of any parts, accessories or components added to a covered Vehicle by Lessee without the prior written consent of Lessor and/or damage to or loss of any property and/or personal effects contained in a covered Vehicle. In the event that this Section 11(b) applies, the parties shall ensure that the insurance coverage for each Vehicle meets or exceeds the requirements of any applicable law or governmental or regulatory agency, including any applicable government regulated motor vehicle policy. In the event of a Casualty Occurrence to a covered Vehicle, Lessor may, at its option, replace, rather than repair, the damaged Vehicle with an equivalent vehicle, which replacement vehicle will then constitute the "Vehicle" for purposes of this Agreement; and (ii) if a Schedule includes a charge for commercial automobile liability enrolment, Lessor agrees that it will, at its expense, obtain for and on behalf of Lessee (either by adding Lessee as an additional insured under a commercial automobile liability insurance policy insuring Lessor, obtaining insurance on behalf of Lessee, or otherwise) the minimum commercial automobile liability insurance required under Section 11(a) for the Vehicle(s) covered by such Schedule. Lessor may at any time during the applicable Term terminate said obligation to provide physical damage management and/or commercial automobile liability enrolment and cancel such physical damage management and/or commercial automobile liability enrolment upon giving Lessee ten (10) days written notice. Upon such cancellation, insurance in the minimum amounts as set forth in Section 11(a) shall be obtained and maintained by Lessee at Lessee's expense. An adjustment will be made in monthly lease charges payable by Lessee to reflect such insurance change and Lessee agrees to furnish Lessor with satisfactory proof of insurance coverage as set forth in Section 11(a) within ten (10) days after mailing of the notice. In addition, Lessor may change the rates charged by Lessor under this Section 11(b) for physical damage management and/or commercial automobile liability enrolment upon giving Lessee thirty (30) days prior written notice.

12. INDEMNITY: Lessee agrees to defend and indemnify Lessor from and against any and all losses, damages, liabilities, suits, claims, demands, costs and expenses (including, without limitation, reasonable legal fees and expenses) which Lessor may incur by reason of Lessee's breach or violation of, or failure to observe or perform, any term, provision or covenant of this Agreement, or as a result of any loss, damage, theft or destruction of any Vehicle or related to or arising out of or in connection with the use, operation or condition of any Vehicle. The provisions of this Section 12 shall survive any expiration or termination of this Agreement.

13. INSPECTION OF VEHICLES, ODOMETER DISCLOSURE, FINANCIAL STATEMENTS: Lessee agrees to accomplish, at its expense during the Term, all inspections of the Vehicles required by any applicable law, governmental authority, or maintenance agreement or guide relating to the Vehicle. Lessor will have the right to inspect any Vehicle at any reasonable time(s) during the Term and for this purpose to enter into or upon any building or place where any Vehicle is located. Lessee agrees to comply with all applicable odometer disclosure laws, rules and regulations and to provide such written and signed disclosure information on such forms and in such manner as directed by Lessor. Providing false information or failure to complete any odometer disclosure form as required by law may result in fines and/or other penalties. Lessee hereby agrees to ensure that any non-functioning odometer in any Vehicle is repaired as soon as Lessee becomes aware of same. Lessee also hereby agrees to promptly deliver to Lessor such financial statements and other financial information regarding Lessee as Lessor may from time to time reasonably request.

14. DEFAULT, REMEDIES: The following shall constitute events of default ("Events of Default") by Lessee under this Agreement: (a) if Lessee fails to pay when due any lease payments or other amount due under this Agreement; (b) if Lessee fails to perform, keep or observe any other term, provision or covenant contained in this Agreement; (c) any seizure or confiscation of any Vehicle or any other act (other than a Casualty Occurrence) otherwise rendering any Vehicle unsuitable for use (as determined by Lessor); (d) if any present or future guarantee in favour of Lessor of all or any portion of the obligations of Lessee under this Agreement shall at any time for any reason cease to be in full force and effect or shall be declared to be null and void by a court of competent jurisdiction, or if the validity or enforceability of any such guarantee shall be contested or denied by any guarantor, or if any guarantor shall deny that it, he or she has any further liability or obligation under any such guarantee or if any guarantor shall fail to comply with or observe any of the terms, provisions or conditions contained in any such guarantee; (e) the occurrence of a material adverse change in the financial condition or business of Lessee or any guarantor; (f) the Lessee is unable to pay its debts when due, becomes insolvent or there is filed by or against it in any court a petition for winding-up, bankruptcy, insolvency, reorganization, or a receiver or trustee is appointed to oversee all or a portion of its assets, or an assignment for the benefit of creditors, dissolution, or liquidation is made by or against the Lessee, or any lien, attachment or levy of execution becomes attached to the Vehicle; (g) if more than one (1) payment by Lessee to Lessor is returned by Lessee's bank for any reason within a twelve (12) month period; or (h) if Lessee or any guarantor is in default under or fails to comply with any other present or future agreement with or in favour of Lessor, any affiliate of Lessor, Enterprise Holdings, Inc., or a subsidiary or affiliate of Enterprise Holdings, Inc. For purposes of this Section 14, the term "guarantor" shall mean any present or future guarantor of all or any portion of the obligations of Lessee under this Agreement.

Upon the occurrence of any Event of Default, Lessor, without notice to Lessee, will have the right to exercise concurrently or separately (and without any election of remedies being deemed made), the following remedies: (a) Lessor may declare all amounts outstanding under this Agreement as well as all amounts owing until the expiry of the Term hereof to be immediately due and payable without the necessity of presentment for payment, notice of non-payment, protest or demand; (b) Lessor may demand and receive immediate possession of any or all of the Vehicles from Lessee, without releasing Lessee from its obligations under this Agreement; if Lessee fails to surrender possession of the Vehicles to Lessor on default (or termination or expiration of the Term), Lessor and its agents and independent contractors shall have the right to enter upon any premises where the Vehicles may be located and to remove and repossess the Vehicles; (c) Lessor may enforce performance by Lessee of its obligations under this Agreement; (d) Lessor may recover damages and expenses sustained by Lessor by reason of Lessee's default including, to the extent permitted by applicable law, all costs and expenses, including court costs and reasonable legal fees and expenses, incurred by Lessor in attempting or effecting enforcement of its rights under this Agreement (whether or not litigation is commenced) and/or in connection with bankruptcy or insolvency proceedings; (e) upon written notice to Lessee, Lessor may terminate Lessee's rights under this Agreement; (f) with respect to each Vehicle, Lessor may recover from Lessee all amounts owed by Lessee under Sections 3(b) and 3(c) of this Agreement and, if Lessor does not recover possession of a Vehicle, (i) the estimated wholesale value of such Vehicle for purposes of Section 3(c) shall be deemed to be \$0.00, and (ii) the calculations described in the first two sentences of Section 3(c) shall be made without giving effect to clause (ii) in each such sentence); and/or (g) Lessor may exercise any other right or remedy which may be available to Lessor under any other applicable law or in equity. In addition the Lessee expressly waives any action, claim or demand which it may

Initials: EFM_____ Customer_____

have by reason of any of the aforementioned remedies or other remedies or acts which the Lessor or its employees, agents or representatives may do or leave undone in connection with any Event of Default. Lessor has an absolute right to recoup any obligations Lessor would owe to Lessee under this Agreement against any obligations of Lessee to Lessor under this Agreement including, without limitation, under Sections 3, 5, 8, 10 and 12 of this Agreement. A termination of this Agreement shall occur only upon written notice by Lessor to Lessee. Any termination shall not affect Lessee's obligation to pay all amounts due for periods prior to the effective date of such termination or Lessee's obligation to pay any indemnities under this Agreement. All remedies of Lessor under this Agreement or at law or in equity are cumulative.

15. ASSIGNMENTS: Lessor may from time to time assign, pledge or transfer this Agreement and any or all of its rights and obligations hereunder to an affiliate of Lessor or otherwise for financial or securitization purposes. Lessee agrees, upon notice of any such assignment, pledge or transfer, to pay all amounts due or to become due under this Agreement to such assignee, pledgee or transferee. Each such assignee, pledgee or transferee will have all of the rights and obligations of Lessor under this Agreement that have been assigned to it. Lessee's rights and interest in and to the Vehicles are and will continue at all times to be subject and subordinate in all respects to any assignment, pledge or transfer now or hereafter executed by Lessor with or in favour of any such assignee, pledgee or transferee, provided that Lessee shall have the right of quiet enjoyment of the Vehicles so long as no Event of Default under this Agreement has occurred and is continuing.

This Agreement and any security interest, rights of ownership of Lessor, and/or rights resulting from the lease thereby created in any Vehicle shall be subject to and subordinate to any security interest in the Vehicle created by Lessor in favour of the holder of, and pursuant to, a deed of commercial pledge, chattel mortgage, hypothec, loan agreement or other security agreement executed heretofore or hereafter covering the Vehicle, but Lessee shall make due and timely payment to such holder of all lease payments then and thereafter due hereunder, and such payments shall have the same effect as if made to Lessor. For purposes of this Agreement such notice of default and assignment shall constitute conclusive evidence thereof, and provided further that in the event of any Event of Default by Lessee, Lessee's rights hereunder shall terminate and such holder shall have the right to take immediate possession of the Vehicle and dispose of the Vehicle in the manner provided in such security agreement, securitization arrangement and/or hypothec.

Without the prior written consent of Lessor, Lessee may not assign, sublease, transfer or pledge this Agreement, any Vehicle, or any interest in this Agreement or in and to any Vehicle, or permit its rights under this Agreement or any Vehicle to be subject to any lien, charge or encumbrance. Lessee's interest in this Agreement is not assignable and cannot be assigned or transferred by operation of law. Lessee will not transfer or relinquish possession of any Vehicle (except to duly authorized drivers or for the sole purpose of repair or service of such Vehicle) without the prior written consent of Lessor.

16. MISCELLANEOUS: This Agreement contains the entire understanding of the parties. Only an instrument in writing executed by both parties may make any modification or amendment of this Agreement. Lessor shall not by any act, delay, omission or otherwise be deemed to have waived any of its rights or remedies under this Agreement and no waiver whatsoever shall be valid unless in writing and signed by Lessor and then only to the extent therein set forth. A waiver by Lessor of any right or remedy under this Agreement on any one occasion shall not be construed as a bar to any right or remedy, which Lessor would otherwise have on any future occasion. Lessee hereby waives, to the extent permitted by law, all rights, benefits and protection given to it with respect to this Agreement and any Vehicle by (i) Section 49 of the Law of Property Act (Alberta); (ii) The Limitations of Civil Rights Act (Saskatchewan); (iii) provisions of the Civil Code of Québec pertaining to the lease and/or leasing of things (save as otherwise set out in Sections 1(b) and 18 of this Agreement; and (iv) any applicable law of any jurisdiction now or hereafter in force that is similar to the aforesaid laws. If any term or provision of this Agreement or any application of any such term or provision is invalid or unenforceable, the remainder of this Agreement and any other application of such term or provision will not be affected thereby. Without Lessor's prior written consent, Lessee shall not use or include Lessor's, or any other agent of Lessor's names or trademarks orally or in writing in any media, customer lists or marketing materials. Giving of all notices under this Agreement will be sufficient if mailed by registered mail to a party at its address set forth below or at such other address as such party may provide in writing from time to time. Any such notice mailed to such address will be effective four business days after deposit in the mail, duly addressed, by registered mail, postage pre-paid. Lessee will promptly notify Lessor of any change in Lessee's address. This Agreement may be executed in counterparts (including electronic counterparts), but the counterpart marked "ORIGINAL" by Lessor will be the original lease for purposes of applicable law. Each person designated as a Lessee under this Agreement (if more than one) is joint and severally (in Quebec, solidarily) liable for all of the representations, warranties, covenants, agreements and obligations of the Lessee set forth in this Agreement. Unless otherwise stated herein, all monetary amounts referred to in this Agreement and the Schedules shall be in Canadian funds.

17. VEHICLE REGISTRATION CHANGE: VALID CONSENT OF LESSEE: Lessee hereby expressly consents to the release and disclosure to Lessor, pursuant to clause 2(1)(p) of the Access to Motor Vehicle Information Regulation made under the Traffic Safety Act (Alberta), or any successor or similar provincial legislation, of vehicle registration search reports, copies of registration certificates, vehicle information reports, demographic information search reports, or any other similar reports directly from a registry agent, Service Alberta office, or any other similar provincial vehicle registration authority, upon request from Lessor for the purpose of locating Lessee or any Vehicle, in order to update information relating to Lessor, and to change Lessor or Lessee on the Motor Vehicle System (MOVES) vehicle registration, or any other relevant vehicle registry, for any reason including but not limited to a corporate reorganization, assignment or transfer of a Vehicle or of this Agreement and any Schedule hereunder, or a failure to meet any obligation herein. Notwithstanding Section 16, Lessee hereby expressly consents to Lessor making any change necessary to the vehicle registration or other regulatory documentation, in its sole discretion, provided Lessor provides written notification to Lessee of such change.

18. SUCCESSORS AND ASSIGNS, GOVERNING LAW: Subject to the provisions of Section 15, this Agreement will be binding upon Lessee and its heirs, executors, personal representatives, successors and assigns, and will inure to the benefit of Lessor and its successors and assigns. Subject to the vehicle registration and insurance requirements of any province or territory in which a Vehicle is located, this Agreement will be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein. Notwithstanding the preceding two sentences, the laws of the Province of Québec shall apply to the creation, validity, enforceability and registration of the rights of ownership of the Lessor and/or rights resulting from a lease in respect of any Vehicle located or deemed by law to be located in Québec, or when the Lessee is domiciled in the Province of Québec.

19. ENGLISH LANGUAGE: It is the express wish of the parties that this Agreement and any related documents and notices be drawn up in English. Ce Contrat et les documents et avis y afférant sont rédigés et exécutés en anglais à la demande expresse des parties.

Initials: EFM_____ Customer_____

IN WITNESS WHEREOF, Lessor and Lessee have duly executed this Master Equity Lease Agreement as of the day and year last below written.

LESSEE: The Corporation of the City
of Sault Ste. Marie

LESSOR: Enterprise Fleet Management Canada, Inc.

Signature: _____

Signature: _____

By: Matthew Shoemaker

By: _____

Title: Mayor

Title: _____

Signature: _____
~~Address:~~

Address: _____

By: Rachel Tyczinski

Title: City Clerk

Date Signed: _____, _____

Date Signed: _____, _____

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-123

AGREEMENT: A by-law to authorize the execution of the Full Maintenance Agreement between the City and Enterprise Fleet Management Canada, Inc., to provide maintenance services on light-duty vehicles leased and operated by the City.

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 August 11, 2025 between the City and Enterprise Fleet Management Canada, Inc., a copy of which is attached as Schedule "A" hereto. This Agreement is for Enterprise Fleet Management Canada, Inc. to provide maintenance services on light-duty vehicles leased and operated by the City.

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 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI



FULL MAINTENANCE AGREEMENT

This Full Maintenance Agreement ("Agreement") is entered into as of the ____ day of _____ by and between Enterprise Fleet Management Canada, Inc. ("Enterprise"), and _____ ("Lessee").

1. TERM AND TERMINATION. The term of this Agreement shall apply to those vehicles leased by Lessor to Lessee pursuant to the Lease to the extent Section 4 of the Schedule for such vehicle includes a charge for maintenance (the "Covered Vehicle(s)") and shall take effect upon delivery of the Covered Vehicle to Lessee and shall continue for month to month thereafter for each Covered Vehicle until terminated as set forth herein ("Term"). Enterprise and Lessee shall each have the right to terminate this Agreement effective as of the last day of any month with respect to any or all of the Covered Vehicles upon providing not less than sixty (60) days prior written notice to the other party. The termination of this Maintenance Agreement with respect to any or all of the Covered Vehicles shall not affect any rights or obligations which have previously accrued or shall thereafter arise with respect to any occurrence prior to termination, or that continue to apply to Covered Vehicles not subject to termination, and in all of the aforesaid situations, such rights and obligations shall continue to be governed by the terms of this Agreement.

2. VEHICLE REPAIRS AND SERVICE. Enterprise agrees that, during the Term, for the applicable Covered Vehicle and subject to the terms and conditions of this Agreement, Enterprise will pay for or reimburse Lessee for Lessee's payment of all costs and expenses incurred in connection with the maintenance or repair of such Covered Vehicle. This Agreement does not cover and Lessee shall remain responsible for and pay for (a) fuel, (b) oil and other fluids or filter between changes, (c) tire repair and replacement, (d) washing, (e) repair of damage due to lack of maintenance by Lessee between scheduled services (including, without limitation, failure to maintain fluid levels), (f) maintenance or repair of any alterations to a Covered Vehicle or of any after-market components (this Agreement covers maintenance and repair only of the Covered Vehicles themselves and any factory-installed components and does not cover maintenance or repair of chassis alterations, add-on bodies (including, without limitation, step vans) or other equipment (including, without limitation, lift gates and PTO controls) which are installed or modified by a dealer, body shop, upfitter or anyone else other than the manufacturer of the Covered Vehicle), (g) any service and/or damage resulting from, related to or arising out of an accident, a collision, theft, fire, freezing, vandalism, riot, explosion, Act of God, an object striking a Covered Vehicle, improper use or operation of a Covered Vehicle (including, without limitation, violating applicable laws, driving over curbs, overloading, racing or other competition) or Lessee's failure to maintain a Covered Vehicle as recommended by the manufacturer, (h) roadside assistance or towing for vehicle maintenance purposes, (i) mobile services, (j) the cost of loaner or rental vehicles, (k) if the Covered Vehicle is a truck, (i) manual transmission clutch adjustment or replacement, (ii) brake adjustment or replacement, or (iii) front axle alignment, or (l) maintenance or repairs in province locations where maintenance costs exceed the Canadian national average cost by 20% or greater. Whenever it is necessary to have a Covered Vehicle serviced, Lessee agrees to have the necessary maintenance, work, services or repairs (collectively, the "Services") performed by a reputable service facility acceptable to Enterprise. In every case, if the cost of such Services will exceed \$125.00, Lessee must obtain Enterprise's written consent and instructions as to where and the extent to which such Services will be performed. Lessee agrees to furnish Enterprise with an invoice for all Services to a Covered Vehicle accompanied by a copy of the shop or service order which must disclose the measured odometer reading in kilometres. Enterprise shall not be obligated to pay for any unauthorized charges or those exceeding \$125.00 for Services relating to any Covered Vehicle unless Lessee has complied with this Agreement. Enterprise shall not have any responsibility to pay for any Services in excess of the services recommended by the manufacturer, unless otherwise agreed to by Enterprise. Notwithstanding any provision of this Agreement to the contrary, Enterprise is not required to provide or pay for any Services relating to any Covered Vehicle when the odometer reads 160,000 kilometres or greater.

3. ENTERPRISE CARDS: Enterprise may, at its option, provide Lessee with an authorization card (the "Enterprise Card") for use in authorizing the payment of charges incurred in connection with the Services of the Covered Vehicles. Lessee agrees to be liable to Enterprise for, and upon receipt of a monthly or other statement from Enterprise, Lessee agrees to promptly pay to Enterprise, all charges made by or for the account of Lessee with the Enterprise Card (other than any charges which are the responsibility of Enterprise under the terms of the Master Lease Agreement or this Agreement). Enterprise reserves the right to change the terms and conditions for the use of the Enterprise Card at any time. The Enterprise Card remains the property of Enterprise and Enterprise may revoke Lessee's right to possess or use the Enterprise Card at any time. Upon the termination of this Maintenance Agreement relating to any or all Covered Vehicles, or upon demand by Enterprise, Lessee must return the Enterprise Card to Enterprise. The Enterprise Card is non-transferable.

4. PAYMENT TERMS. The amount of the monthly maintenance fee will be listed on the applicable Schedule and shall be due and payable in advance on the first day of each month. Any monthly maintenance fee or other amount owed by Lessee to Enterprise under this Agreement which is not paid within 20 days after its due date will accrue interest from the date due until paid in full at a rate per annum equal to the lesser of: (i) 18% per annum, or (ii) the highest rate allowed by applicable law. The monthly maintenance fee set forth in the applicable Schedule allows the number of kilometres per month as set forth in the same Schedule. Lessee agrees to pay Enterprise at the end of the applicable Term (whether by reason of termination of this Agreement or otherwise) an excess kilometre charge fee for any kilometres in excess of this permitted kilometre amount per month as set forth in the same Schedule.

5. NO WARRANTIES. Lessee acknowledges that Enterprise does not perform Services on the Covered Vehicles but rather Enterprise arranges for Services on the Covered Vehicles to be performed by third parties. ENTERPRISE MAKES NO REPRESENTATION OR WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, WITH RESPECT TO ANY PRODUCTS, WORK, REPAIRS OR SERVICES PROVIDED FOR UNDER THIS AGREEMENT BY THIRD PARTIES, INCLUDING, WITHOUT LIMITATION, ANY REPRESENTATION, WARRANTY OR CONDITION AS TO MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, COMPLIANCE WITH

SPECIFICATIONS, OPERATION, CONDITION, SUITABILITY, PERFORMANCE OR QUALITY. ANY DEFECT IN THE PERFORMANCE OF ANY PRODUCT, WORK, REPAIR OR SERVICE WILL NOT RELIEVE LESSEE OF ITS OBLIGATIONS UNDER THIS MAINTENANCE AGREEMENT OR ANY OTHER AGREEMENT, INCLUDING BUT NOT LIMITED TO THE PAYMENT TO ENTERPRISE OF THE MONTHLY MAINTENANCE FEES AND OTHER CHARGES DUE UNDER THIS AGREEMENT.

6. MISCELLANEOUS. Any term, condition or provision of this Agreement which is or shall be deemed to be void, prohibited or unenforceable shall be severable herefrom and ineffective to the extent of being void, prohibited or unenforceable but shall not affect the validity of any other term, condition or provision all of which shall remain in full force and effect. This Agreement shall be deemed to have been made in the Province of Ontario, and shall be governed by, construed under, and enforced in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein, without giving effect to any conflict of laws principles. It is the express wish of the Parties that this Agreement and any related documents and notices be drawn up in English. Ce Contrat et les documents et avis y afférant sont rédigés et exécutés en anglais à la demande expresse des parties. The Lessee shall, at the request of the Lessor, execute such other agreements, documents and instruments in connection with the Lease as the Lessor may reasonably require.

IN WITNESS WHEREOF, Enterprise and Lessee have executed this Full Maintenance Agreement as of the day and year first above written.

Lessee: The Corporation of the City
of Sault Ste. Marie

Enterprise: Enterprise Fleet Management Canada, Inc.

Signature: _____

Signature: _____

By: Matthew Shoemaker

By: _____

Title: Mayor

Title: _____

Signature: _____

Address: _____

~~Address:~~ Rachel Tyczinski
City Clerk

Date Signed: _____, _____

Date Signed: _____, _____

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-124

AGREEMENT: A by-law to authorize the execution of the Maintenance Management Agreement between the City and Enterprise Fleet Management Canada, Inc., to provide for the leasing of light-duty vehicles operated by the City.

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 Maintenance Management Agreement dated August 11, 2025 between the City and Enterprise Fleet Management Canada, Inc., a copy of which is attached as Schedule "A" hereto. This Maintenance Management Agreement is to provide for the leasing of light-duty vehicles operated by the City.

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 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI



MAINTENANCE MANAGEMENT AGREEMENT

This Agreement is entered into as of the _____ day of _____, by Enterprise Fleet Management Canada Inc. ("EFM"), and ("Company").

WITNESSETH:

1. EFM CARDS: Upon request from the Company, EFM will provide a driver information packet outlining its vehicle maintenance program (the "Program") and a card ("Card") for each Company vehicle included in the Company's request. All drivers of vehicles subject to this Agreement must be a representative of the Company, its subsidiaries or affiliates. All Cards issued by EFM upon request of the Company shall be subject to the terms of this Agreement and the responsibility of the Company. All Cards shall bear an expiration date.

Cards issued to the Company shall be used by the Company in accordance with this Agreement and limited solely to purchases of certain products and services for Company vehicles, which are included in the Program. The Program is subject to all other EFM instructions, rules and regulations which may be revised from time to time by EFM. Cards shall remain the property of EFM and returned to EFM upon expiration or cancellation.

2. VEHICLE REPAIRS AND SERVICE: EFM will provide purchase order control by phone or in writing authorizing charges for repairs and service over \$125, or such other amount as may be established by EFM from time to time under the Program. All charges for repairs and services will be invoiced to EFM. Invoices will be reviewed by EFM for accuracy, proper application of potential manufacturer's warranties, application of potential discounts and unnecessary, unauthorized repairs.

Notwithstanding the above, in the event the repairs and service are the result of damage from an accident or other non-maintenance related cause (including glass claims), these matters will be referred to the Company's Fleet Manager. If Company prefers that EFM handle the damage repair, Company agrees to assign the administration of the matter to EFM. EFM will administer such claims in its discretion. The fees for this service will be up to \$125.00 per claim and Company agrees to reimburse for repairs as outlined in this agreement. If the Company desires the assistance of EFM in recovering damage amounts from at fault third parties, a Vehicle Risk Management Agreement must be on file for the Company.

3. BILLING AND PAYMENT: All audited invoices paid by EFM on behalf of the Company will be consolidated and submitted to the Company on a single monthly invoice for the entire Company fleet covered under this Agreement. The Company is liable for, and will pay EFM within ten (10) days after receipt of an invoice or statement for, all purchases invoiced to the Company by EFM, which were paid by EFM for or on behalf of the Company. EFM will be entitled to retain for its own account, and treat as being paid by EFM for purposes of this Agreement, any discounts it receives from a supplier with respect to such purchases which are based on the overall volume of business EFM provides to such supplier and not solely the Company's business. EFM will exercise due care to prevent additional charges from being incurred once the Company has notified EFM of its desire to cancel any outstanding Card under this Agreement. The Company will use its best efforts to obtain and return any such cancelled Card.

4. NO WARRANTY: EFM MAKES NO REPRESENTATION OR WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, WITH RESPECT TO PRODUCTS, REPAIRS OR SERVICES PROVIDED FOR UNDER THIS AGREEMENT BY THIRD PARTIES, INCLUDING, WITHOUT LIMITATION, ANY REPRESENTATION OR WARRANTY AS TO MERCHANTABILITY, COMPLIANCE WITH SPECIFICATIONS, OPERATION, CONDITION, SUITABILITY, PERFORMANCE, QUALITY OR FITNESS FOR USE. Any defect in the performance of any product, repair or service will not relieve the Company from its obligations under this Agreement, including without limitation the payment to EFM of monthly invoices.

5. CANCELLATION: Either party may cancel any Card under this Agreement or this Agreement in its entirety at any time by giving written notice to the other party. The cancellation of any Card or termination of this Agreement will not affect any rights or obligations under this Agreement, which shall have previously accrued or shall thereafter arise with respect to any occurrence prior to such cancellation or termination. A Card shall be immediately returned to EFM upon cancellation to: Enterprise Fleet Management, 600 Corporate Park Drive, St. Louis, MO 63105, Attention: Enterprise Card Department. Notice to EFM regarding the cancellation of any Card shall specify the Card number and identify the Company's representative. In the case of a terminated representative, such notice shall include a brief description of the efforts made to reclaim the Card.

6. NOTICES: All notices of cancellation or termination under this Agreement shall be mailed postage prepaid by registered or certified mail, or sent by express overnight delivery service, to the other party at its address set forth on the signature page of this Agreement or at such other address as such party may provide in writing from time to time. Any such notice sent by mail will be effective five (5) days after deposit in the Canadian mail, duly addressed, with registered or certified mail postage prepaid. Any such notice sent by express overnight delivery service will be effective one (1) day after deposit with such delivery service, duly addressed, with delivery fees prepaid. The Company will promptly notify EFM of any change in the Company's address.

7. **FEES:** EFM will charge the Company for the service under this Agreement \$_____ per month per Card.

8. **MISCELLANEOUS:** This Agreement may be amended only by an agreement in writing signed by EFM and the Company. This Agreement is governed by the substantive laws of the Province of Ontario (determined without reference to conflict of law principles).

IN WITNESS WHEREOF, EFM and the Company have executed this Maintenance Management Agreement as of the day and year first above written.

**The Corporation of the City
of Sault Ste. Marie**
Company: _____

EFM: Enterprise Fleet Management Canada, Inc.

Signature: _____

Signature: _____

By: **Matthew Shoemaker** _____

By: _____

Title: **Mayor** _____

Title: _____

Signature: _____
~~Address:~~ _____

Address: _____

By: **Rachel Tyczinski** _____

Title: **City Clerk** _____

Date Signed: _____, _____

Date Signed: _____, _____

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-125

AGREEMENT: A by-law to authorize the execution of the Consignment Auction Agreement between the City and Enterprise Fleet Management Canada, Inc., to provide for the leasing of light-duty vehicles operated by the City.

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 Consignment Auction Agreement dated August 11, 2025 between the City and Enterprise Fleet Management Canada, Inc., a copy of which is attached as Schedule "A" hereto. This Consignment Auction Agreement is to provide for the leasing of light-duty vehicles operated by the City.

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 11th day of August, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule "A"

CONSIGNMENT AUCTION AGREEMENT

THIS AGREEMENT is entered into by and between Enterprise Fleet Management Canada, Inc. (hereinafter referred to as "Enterprise") and _____ (hereinafter referred to as "CUSTOMER") on this _____ day of _____, 20____ (hereinafter referred to as the "Execution Date").

RECITALS

- A. Enterprise is in the business of selling previous leased and rental vehicles at wholesale auctions; and
- B. The CUSTOMER is in the business of _____.
- C. The CUSTOMER and Enterprise wish to enter into an agreement whereby Enterprise will sell at wholesale auction, vehicles consigned by CUSTOMER from time to time as described in one or more schedules in the form attached as Exhibit A, each of which is attached hereto and incorporated herein (collectively, the "Vehicles").

NOW, THEREFORE, for and in consideration of the mutual promises and covenants hereinafter set forth, the parties agree as follows:

TERMS AND CONDITIONS

1. Right to Sell: Enterprise shall have the non-exclusive right to sell any Vehicles consigned to Enterprise by a CUSTOMER within Canada, excluding Quebec.
2. Power of Attorney: CUSTOMER appoints Enterprise as its true and lawful attorney-in-fact to sign all documentation required to effect the transfer of the ownership and registration of any Vehicle and hereby grant Enterprise power in any and all matters pertaining to the transfer of ownership and registration of any Vehicle, including the discharge of any liens and encumbrances on the Vehicle, on behalf of CUSTOMER. The rights, powers and authorities of said attorney-in-fact granted in this instrument shall commence and be in full force and effect on the Execution Date, and such rights, powers and authority shall remain in full force and effect thereafter until terminated as set forth herein.
3. Consignments: Vehicles may be consigned to Enterprise by phone, fax or electronically, in all cases subject to the completion of a schedule in the form of Exhibit A. CUSTOMER shall provide Enterprise with any information and documentation about a Vehicle as reasonably requested by Enterprise. Title to each Vehicle and risk of loss remains with CUSTOMER until such Vehicle is sold to a third-party purchaser.
4. Consignment Fee: For each Vehicle sold, CUSTOMER shall pay Enterprise a fee of \$⁴⁹⁵_____ ("Service Fee"). CUSTOMER shall also reimburse Enterprise for all seller fees, auction fees, towing costs, registration fees, enhancement fees, lien discharge fees and charges, and any other expenses reasonably incurred by Enterprise while selling each Vehicle (collectively with the Service Fee, the "Consignment Fees").
5. Sales Process: Enterprise shall use reasonable efforts sell each Vehicle. CUSTOMER may, at its discretion, place a Minimum Bid or Bid to be Approved (BTBA) on any Vehicle by providing prior written notification to Enterprise. Any unsold Vehicle may be returned to CUSTOMER at any time. Provided that Enterprise has not sold the Vehicle, CUSTOMER may demand the return of any consigned Vehicle.
6. Time for Payment:
 - (a) No later than ten (10) business days after the collection of [funds] for the sale of a Vehicle, Enterprise will remit to the CUSTOMER an amount equal to the Vehicle sale price minus any seller fees, auction fees, Service Fees, towing costs, title service fees, enhancement fees and any expenses incurred by Enterprise while selling Vehicle, regardless of whether the purchaser pays for the Vehicle.
 - (b) Enterprise's obligations pursuant to Section 6(a) shall not apply to Vehicle sales involving mistakes or inadvertences in the sales process where Enterprise reasonably believes that fairness to the buyer or seller justifies the cancellation or reversal of the sale. If Enterprise has already remitted payment to CUSTOMER pursuant to Section 6(a) prior to the sale being reversed or cancelled, CUSTOMER agrees to reimburse Enterprise said payment in full. Enterprise will then re-list the Vehicle and pay CUSTOMER in accordance with this Section 6. Examples of mistakes or inadvertences include, but are not limited, to Vehicles sold using inaccurate or incomplete vehicle or title descriptions and bids entered erroneously.

7. Indemnification and Hold Harmless: Enterprise and CUSTOMER agree to indemnify, defend and hold each other and their respective parent, employees and agents harmless to the extent any loss, damage, or liability arises from the negligence or willful misconduct of the other, its agents or employees, and for its breach of any term of this Agreement. The parties' obligations under this section shall survive termination of this Agreement.
8. Liens, Judgments, Titles and Defects: CUSTOMER shall defend, indemnify and hold Enterprise its parent, employees and agents harmless from and against any and all claims, expenses (including reasonable legal fees and disbursements on a solicitor-own client basis), suits and demands arising out of, based upon, or resulting from any judgments, liens or citations that were placed on the Vehicle, defects in the Vehicle's title, or mechanical or design defects in the Vehicle.
9. Odometer: Enterprise assumes no responsibility for the correctness of the odometer reading on any Vehicle and the CUSTOMER shall defend, indemnify and hold Enterprise its parent, employees and agents harmless from and against any and all claims, expenses (including reasonable legal fees and disbursements on a solicitor-own client basis), suits and demands arising out of, based upon or resulting from inaccuracy of the odometer reading on any Vehicle or any odometer statement prepared in connection with the sale of any Vehicle, unless such inaccuracy is caused by an employee, Enterprise, or officer of Enterprise.
10. Bankruptcy: Subject to applicable law, in the event CUSTOMER becomes insolvent, commits an act of bankruptcy, CUSTOMER files a petition in bankruptcy, institutes any insolvency proceedings, appoints a receiver or a receiver is appointed on its behalf, or makes an involuntary assignment of its assets for the benefit of creditors, or any similar action is taken under applicable bankruptcy and insolvency laws with respect to CUSTOMER, Enterprise may accumulate sales proceeds from the sale of all Vehicles and deduct all Consignment Fees from said funds. Enterprise will thereafter remit to CUSTOMER the net proceeds of said accumulated sales proceeds, if any.
11. Compliance with Laws: Enterprise shall comply with all federal, provincial, and local laws, regulations, ordinances, and statutes, including those of any provincial motor vehicle or transportation departments.
12. Insurance: CUSTOMER shall obtain and maintain in force at all times during the term of this Agreement and keep in place until each Vehicle is sold and title is transferred on each Vehicle, automobile third party liability of \$1,000,000 per occurrence and physical damage coverage on all Vehicles. This insurance shall be written as a primary policy and not contributing with any insurance coverage or self-insurance applicable to Enterprise.
13. Term: This agreement is effective on the Execution Date and shall continue until such time as either party shall notify the other party with thirty (30) days prior written notice to terminate the Agreement with or without cause. Any unsold Vehicles shall be returned to CUSTOMER at CUSTOMER's expense.
14. Modification: No modification, amendment or waiver of this Agreement or any of its provisions shall be binding unless in writing and duly signed by the parties hereto.
15. Entire Agreement: This Agreement constitutes the entire agreement between the parties and supersedes all previous agreements, promises, representations, understandings, and negotiations, whether written or oral, with respect to the subject matter hereto. This Agreement will inure to the benefit of and be binding upon Parties and their respective heirs, successors, and assigns.
16. Further Assurances: Each of the parties covenants and agrees to take all such action and to execute all such documents as may be necessary or advisable to implement the provisions of this Agreement fully and effectively and to make them binding on the parties hereto .
17. Liability Limit: In the event Enterprise is responsible for any damage to a Vehicle, Enterprise's liability for damage to a Vehicle in its possession shall be limited to the lesser of: (1) the actual cost to repair the damage to such Vehicle suffered while in Enterprise's possession; or (2) the negative impact to the salvage value of such Vehicle. Enterprise shall not be liable for any other damages to a Vehicle of any kind, including but not limited to special, incidental, consequential or other damages.
18. Legal Fees: In the event that a party hereto institutes any action or proceeding to enforce the provisions of this Agreement, the prevailing party shall be entitled to receive from the losing party reasonable legal fees and costs on a solicitor-own client basis for legal services rendered to the prevailing party.
19. Governing Law; Severability: This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein. If any provision of this Agreement is held invalid or unenforceable by any court of competent jurisdiction, the other provisions of this Agreement will remain in full force and effect. Any provision of this Agreement held invalid or unenforceable only in part or degree will remain in full force and effect to the extent not held invalid or unenforceable.
20. Authorization: Each party represents and warrants to the other party that the person signing this Agreement on behalf of such party is duly authorized to bind such party.

[Signature Page Follows]

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date.

“ENTERPRISE”

Signature: _____

Printed Name: _____

Title: _____

Date Signed: _____, _____

“CUSTOMER”

Signature: _____

Printed Name: **Matthew Shoemaker**

Title: **Mayor**

Signature:

~~Date Signed:~~ _____, _____

Printed Name: **Rachel Tyczinski**

Title: **City Clerk**

Date Signed: _____

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-115

AGREEMENT: A by-law to authorize the approval of the Memorandum of Understanding between the City and Sault Ste. Marie Police Services Board.

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 Memorandum of Understanding dated August 11, 2025 between the City and Sault Ste. Marie Police Services Board, a copy of which is attached as Schedule "A" hereto.

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 11th day of August, 2025.

MAYOR - MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule "A"

MEMORANDUM OF UNDERSTANDING

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

(hereinafter referred to as "the City")

AND

SAULT STE. MARIE POLICE SERVICES BOARD

WHEREAS the parties have had a collaborative relationship since the City of Sault Ste. Marie was enacted by statute in 1912;

AND WHEREAS the parties seek to improve collaboration in administrative areas, particularly in Finance and Human Resources;

AND WHEREAS the parties completed a Shared Services Feasibility Review conducted by KPMG which made recommendations to improve operations and information sharing between the parties;

NOW THEREFORE the parties hereby agree that this Memorandum of Understanding ("MOU") or ("Agreement") sets out the roles, functions and information sharing of each of the parties hereto:

1. THE TERM

The Memorandum of Understanding (MOU) between the parties is a three (3) year agreement, effective August 1, 2025, renewable for an additional 3 years, unless notified by either party prior to the end of the initial term. No changes will be made to the MOU, except in writing and approved by both parties. Approval by the City will be by approval from the Council of the City of Sault Ste. Marie ("City Council").

2. ROLES AND FUNCTIONS OF THE PARTIES

SAULT STE. MARIE POLICE SERVICE (SSMPS) BOARD ROLES AND FUNCTIONS

- (i) The SSMPS Board and Chief of Police are responsible for the management and operation of the SSMPS as governed by the *Community Safety and Policing Act, 2019* (CSPA).
- (ii) As per the CSPA, Section 11(1) Adequate and Effective Policing, the SSMPS Board shall provide policing services in accordance with the statutory requirements for "adequate and effective policing" as defined in the *Community Safety and Policing Act, 2019*. This includes delivering core functions such as crime prevention, law enforcement, maintaining public peace, emergency response, and assistance to victims of crime, as well as any additional prescribed policing functions. These services must meet all applicable regulatory standards, including those related to conflict of interest, and shall be delivered in a manner consistent with the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code.

- (iii) As per the CSPA, Section 41(3), The SSMPS Board shall enter into an information sharing protocol with the municipality to address the sharing of information, including the type of information to be shared and the frequency of sharing such information.
- (iv) As per Section 50 (2) of the Act, the SSMPS Board shall submit operating and capital estimates annually to the municipality that will show, separately, the amounts that will be required to comply with the Act and the regulations, including the amounts required to provide the police service with required equipment and facilities and pay the expenses of the board's operation, other than the remuneration of board members. Upon receiving the estimates, the City shall establish an overall budget to enable the SSMPS Board to meet its obligations under the Act. While the City is not required to adopt the estimates as submitted, it must ensure sufficient funding for statutory compliance and operations. In establishing this budget, the City does not have the authority to approve or disapprove individual line items within the submitted estimates, consistent with Section 50 (5) of the Act. The form of budget submission and timing will be provided by the City to the SSMPS Board at the Q1 meeting prior to the budget fiscal year.
- (v) SSMPS Board provides quarterly written reports to Council for inclusion in their agendas for information. Reports are to include metrics as required by legislation for the SSMPS Board Corporate Strategic Plan and the financial report, including the forecast of any budget variance for the fiscal year.
- (vi) The SSMPS Board will make every effort to ensure its expenditures are within the established overall budget estimate notwithstanding the requirement to provide adequate and effective policing. The SSMPS Board may, at its discretion, share its monthly reports with City Council where it deems it appropriate or necessary to support transparency, accountability, or informed municipal decision-making. In the event the SSMPS Board forecasts a significant budget deficit (over \$100,000) from which it cannot address with in-year adjustments, it shall notify City Council as soon as possible. In addition, the SSMPS Board shall provide a year-end report to City Council outlining the Service's overall financial position, including an explanation of any year-end deficit or surplus incurred, its contributing factors, and any actions taken or planned to address any deficit or surplus funds.
- (vii) SSMPS Finance staff will participate in quarterly meetings with City Finance staff to improve coordination of budgeting, financial reporting and estimates, as well as share practices and policy. An example of quarterly agendas is provided in Appendix A.
- (viii) SSMPS Human Resources staff will participate in quarterly meetings with City Human Resources staff to share perspectives and strategies related to ongoing challenges, trainings, practices, and changes to the current environment. An example of quarterly agendas is provided in Appendix B.
- (ix) SSMPS staff will explore an opportunity for SSMPS to provide dispatch services to the City.
- (x) SSMPS is accountable to ensure the proper financial systems, training and procedures are in place to maintain, monitor and manage financial administration.

- (xi) Any surpluses incurred by SSMPS will be applied to repay deficits incurred from 2024 onwards that have been funded by the City. Once deficits are recovered by the City, surplus funds will be transferred to the designated Police Reserve.

Notwithstanding financial pressures, the Board will continue to contribute to its capital reserve fund and facilities reserve fund to support long-term infrastructure sustainability and service readiness.

3. CITY'S ROLES AND FUNCTIONS

The City is providing support, specifically the following:

- (i) The City appoints three members to the Police Services Board. The composition of the board is determined as five. Board members include the head of the municipal Council or, if the head chooses not to be a member of the board, another member of the Council appointed by resolution of the Council; one member of the Council appointed by resolution of the Council; and one person appointed by resolution of the council, who is neither a member of the Council nor an employee of the municipality.
- (ii) The City provides the financial and budgeting software solution which SSMPS shall use to enter the budget estimate, track expenses and provide reports to the Police Board. The City shall ensure that SSMPS has full access to all relevant financial and budgeting systems to support timely and accurate financial analysis and reporting.
- (iii) The City Finance department currently provides services to the SSMPS (e.g., the City processes 1,200 payroll transactions for the Police Service bi-weekly and payment of invoices processed by SSMPS). More information regarding City Finance Service Level expectations is provided in Appendix C.
- (iv) City Human Resources staff processes SSMPS WSIB costs and mail weekly and collaborate on complex disability claims. More information regarding City Human Resources Service Level expectations is provided in Appendix D.
- (v) City Human Resources staff administers the pension plans, exclusive of offers of enrollment and completion of enrollment forms, and all retiree benefit plans. More information regarding City Human Resources Service Level expectations is provided in Appendix D.
- (vi) City procurement staff provide expertise and advice, share best practices and templates where possible to assist SSMPS with procurement initiatives, upon request. The City shall be requested to review of high-risk procurements (over \$125,000).
- (vii) City Finance staff will participate in quarterly meetings with SSMPS staff to improve coordination of budgeting, financial reporting and estimates, as well as share practices and policy. An example of quarterly agendas is provided in Appendix A.

- (viii) City Human Resources staff will participate in quarterly meetings with SSMPS Human Resources staff to share perspectives and strategies related to ongoing challenges, trainings, practices, and changes to the current environment.
- (ix) City staff will explore an opportunity for SSMPS to provide dispatch services to the City.

IN WITNESS WHEREOF the parties have affixed their corporate seal attested by the hands of its duty to authorized officers.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

SAULT STE. MARIE POLICE SERVICES BOARD



Nuala M. Kenny
Chair

Appendix A – Finance Meetings Draft Agenda

Meeting Date	Proposed Agenda Items
End of Q1 (Around the end of March/early April)	Review of the previous year's financial performance. Discussion on the budgets for the upcoming year. Updates on any changes in priorities. Updates on planned projects and goals for the upcoming year.
End of Q2 (Around the end of June/early July)	Review of the first quarter's financial performance. Discussion on budget preparation for the following year and deadlines. Updates on any changes in processes, policies, or technologies. Discussion on the progress of any projects, as required.
End of Q3 (Around the end of September/ early October)	Review of first half-year's financial performance. Finalization of budget for the next year. Discussion on any changes in the budgets or financial strategies for the second half of the year. Updates on any changes in processes, policies, or technologies. Discussion on the progress of any projects, as required.
End of Q4 (Around the end of December/ early January)	Review of third quarter's financial performance. Discussion of the budget presentation and approval process. Discussion on any changes in the budgets or financial strategies for the upcoming year. Updates on any changes in processes, policies, or technologies. Discussion on the progress of any projects, as required. Review of roles and responsibilities of the departments and their effectiveness of the year and defining the roles/ responsibilities for the upcoming year.

Appendix B – Human Resources Meetings Draft Agenda

Meeting Date

End of Q1
(Around the end of March/ early April)

Proposed Agenda Items

Review of the previous year's Human Resources policy, procedure & legislative changes.
Discussion of ongoing training available.
Discussion of the year's Human Resources strategies and current environment.
Updates on planned initiatives and goals for the upcoming year.

End of Q2
(Around the end of June/ early July)

Review/ discussion of completed and ongoing activities.
Updates on the Human Resources strategies and any changes to the current environment.
Discussions on leading practices, challenges faced and solutions implemented.

End of Q3
(Around the end of September/ early October)

Review/ discussion of completed and ongoing activities.
Updates on the Human Resources strategies and any changes to the current environment.
Discussions on leading practices, challenges faced and solutions implemented.

End of Q4
(Around the end of December/ early January)

Review/ discussion of completed and ongoing activities.
Updates on the Human Resources strategies and any changes to the current environment.
Discussions on leading practices, challenges faced and solutions implemented.
Discussion on any changes in the Human Resources strategies for the upcoming year.
Updates on any changes in processes, policies, or technologies.
Review of roles and responsibilities of the departments and their effectiveness of the year and defining the roles/ responsibilities for the upcoming year.

Appendix C – Finance Service Level

The City to provide full functional and reporting access for all financial and budgeting software solutions which SSMPS shall use to enter the budget estimate, track expenses, support timely and accurate financial analysis and reporting, and provide reports as required to the Police Board.

The City Finance department to provide bi-weekly payroll transaction services to the SSMPS and payment of invoices processed by SSMPS. This includes any applicable support for these functions.

City procurement staff to provide expertise and advice, share best practices and templates, where possible, to assist SSMPS with procurement initiatives.

City Finance staff will participate in quarterly meetings with SSMPS staff to improve coordination of budgeting, financial reporting and estimates, as well as share practices and policy.

Appendix D – Human Resources Service Level

Track the number of WSIB tasks the City processes for the Police Service. Quantifying this metric and continually monitoring any changes would allow both organizations to identify trends, measure any changes in demand and related required workload, and/or prompt follow-up.

Administer OMERS pension plan and year-end reporting, with the exception of new employee offer of enrollment and related forms.

Perform retirement processes, not exclusive to:

- Retirement meetings with employees, distribution of internal forms, notification to payroll, transfer of benefit plans, enrollment into pay direct benefits, and processing of OMERS form 143.
- Continued service and support of retirees, e.g., benefit questions, assisting with OMERS forms beyond retirement (TD1s, Beneficiary forms, change to direct deposit).

Benefit Administration, not exclusive to:

- Correspondence to retirees reaching age of reduction in coverage or termination of coverage, and providing the City and MROO benefit continuation options.
- Transferring or termination of Retiree benefit plans based on Collective Agreements.
- Notify Payroll/Finance Departments of termination of coverage or pay direct set up/cancellations.
- Quarterly/annual review of benefit claims/admin fees.
- Merging of benefit plans. Setting of annual budgeted rates (premiums).

City Human Resources staff will participate in quarterly meetings with SSMPs Human Resources staff to share perspectives and strategies related to ongoing challenges, trainings, practices, and changes to the current environment.