The Corporation of the City of Sault Ste. Marie

Regular Meeting of City Council ;

Revised Agenda

Monday, May 12, 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

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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** 17 - 29

Mover Councillor M. Bruni

Seconder Councillor R. Zagordo
Resolved that the Minutes of the Regular Council Meeting of April 29, 2025 be approved.

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

4. **Declaration of Pecuniary Interest**

5. **Approve Agenda as Presented**

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo
Resolved that the Agenda for May 12, 2025 City Council Meeting as presented be approved.

## 6. Presentations

### 6.1 Fire – Community Risk Assessment

30 - 38

Suzanne Charbonneau-Dent, Owner/Principal, Tayport Limited

### *6.2 Hope Air Day*

Marnie Stone, Tim Murphy

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

Mover Councillor S. Kinach

Seconder Councillor A. Caputo
Resolved that all the items listed under date May 12, 2025 – Agenda item 7 – Consent Agenda be approved as recommended.

### 7.1 Korah Collegiate and Vocational School Relay for Life

39 - 39

Correspondence from Korah Collegiate and Vocational School requesting an exemption from the noise by-law is attached for the consideration of Council.

The relevant By-law 2025-82 is listed under Agenda item 12 and will be read with all by-laws under that item.

### 7.2 First Quarter Financial Report – March 31, 2025

40 - 57

A report of the Manager of Finance is attached for the information of Council.

Mover Councillor M. Bruni

Seconder Councillor R. Zagordo
Resolved that the report of the Manager of Finance dated May 12, 2025 concerning First Quarter Financial Report to March 31, 2025 be received as information.

### 7.3 Tender for Seasonal Lease of Four Loaders – Public Works

58 - 60

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

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo
Resolved that the report of the Manager of Purchasing dated May 12, 2025 concerning five-year seasonal lease of four Articulated Front-End Wheel Loaders as required by Public Works and Engineering Services be received and that the lease be awarded to Toromont CAT for 2025 model at the tendered price including maintenance agreement and extended warranty of $7,541 plus HST per unit for each periodic payment.

A By-law authorizing signature of the contract for this project will appear on a future Council Agenda.

**7.4 Anti-Hate Advisory Committee** 61 - 63

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

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that the report of the Director of Tourism dated May 12, 2025 concerning Anti-Hate Advisory Committee be received and that the committee become a Mayor's Advisory Council instead of a committee of Council.

*7.4.1 Mayor's Youth Advisory Council Correspondence* *64 - 64*

**7.5 Ermatinger Clergue National Historic Site Operations 2024 Annual Report** 65 - 80

A report of the Curator of the Ermatinger Clergue National Historic Site is attached for the consideration of Council.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that the report of the Curator of the Ermatinger Clergue National Historic Site dated May 12, 2025 concerning Ermatinger Clergue National Historic Site 2024 Annual Report be received and that the 2024 Annual Report be approved.

**7.6 2023–2024 Sustainability Report and Greenhouse Gas Emissions Inventory Update** 81 - 186

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

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo
Resolved that the report of the Sustainability Coordinator dated May 12, 2025 concerning 2023–2024 Sustainability Report and Greenhouse Gas Emissions Inventory Updates be received as information.

**7.7 Housing Enabling Core Services Fund – Transfer Payment Agreement** 187 - 188

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

The relevant By-law 2025-83 is listed under Agenda item 12 and will be read with all by-laws under that item.

**7.8 Contract for Reconstruction of Peoples Road** 189 - 193

A report of the Manager of Design and Transportation Engineering is attached

for the consideration of Council.

The relevant By-laws 2025-78 authorizing execution of Contract 2025-2E and 2025-79 authorizing the road closure of Peoples Road from Second Line to Penno Road including intersections from May 13, 2025 to November 28, 2025 are listed under item 12 of the Agenda and will be read with all by-laws under that item.

Mover Councillor M. Bruni

Seconder Councillor R. Zagordo
Resolved that the report of the Manager of Design and Transportation Engineering dated May 12, 2025 concerning the reconstruction of Peoples Road be received and that contract 2025-2E be awarded to Avery Construction Limited.

Mover Councillor A. Caputo

Seconder Councillor M. Bruni
Resolved that the motion be amended by adding the words "and that Council directs the reconstruction be completed with the existing 4-lane configuration, not a 3-lane configuration as proposed in the staff report."

### *7.8.1 Amendment to Motion*

Mover Councillor A. Caputo

Seconder Councillor M. Bruni
Resolved that the motion be amended by adding the words "and that Council directs the reconstruction be completed with the existing 4-lane configuration, not a 3-lane configuration as proposed in the staff report."

## 7.9 West End Treatment Plant Phase 1 – Engineering Fee Addendum

194 - 195

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

Mover Councillor S. Kinach

Seconder Councillor A. Caputo
Resolved that the report of the Director of Engineering dated May 12, 2025, concerning West End Treatment Plant Phase 1 – Engineering Fee Addendum be received and that $290,000 be added to the City’s engineering agreement with AECOM.

## 7.10 Contract for Fourth Line Culvert Replacement

196 - 200

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

The relevant By-laws 2025-80 authorizing execution of Contract 2025-4E and 2025-81 authorizing the road closure of Fourth Line from Great Northern Road to Old Goulais Bay Road from May 13, 2025 to October 17, 2025 are listed under item 12 of the Agenda and will be read with all by-laws under that item.

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo
Resolved that the report of the Manager of Design and Transportation Engineering dated May 12, 2025 concerning Fourth Line Culvert Replacement be received and that contract 2025-4E be awarded to Trimount Construction Inc.

**7.11 Traffic Calming Prioritization List 2025** 201 - 203

A report of the Manager of Design and Transportation Engineering is attached for the information of Council.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that the report of the Manager of Design and Transportation Engineering dated May 12, 2025 concerning Traffic Calming Prioritization List 2025 be received as information.

**7.12 Building Inspector Appointment** 204 - 205

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

The relevant By-law 2025-76 appears under item 12 of the Agenda and will be read with all by-laws under that item.

**7.13 Update – Performance Bonds and Letters of Credit** 206 - 207

A report of the Solicitor is attached for the information of Council.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that the report of the Solicitor dated May 12, 2025 concerning Performance Bonds and Letters of Credit be received as information.

## 8. Reports of City Departments, Boards and Committees

### 8.1 Administration

### 8.2 Corporate Services

**8.2.1 Year End Financial Report – December 31, 2024** 208 - 231

A report of the Chief Financial Officer and Treasurer is attached for the consideration of Council.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that the report of the Chief Financial Officer and Treasurer dated

May 12, 2025 concerning the Year End Financial Report – December 31, 2024 be received and that 2024 year-end transfers be approved.

### 8.2.2 Police Financials

Mover Councillor A. Caputo

Seconder Councillor R. Zagordo

Whereas the *Community Safety and Policing Act* sets out the respective roles, responsibilities and authority of the Police Services Board and the City in establishing the budget for police services; and

Whereas the Police Services Board is required to submit budget estimates to Council in the form, for the period, and on a timetable determined by Council; and

Whereas Council's authority to establish an overall budget, but not approve or disapprove of specific budget items, does not limit Council's ability to comment on specific proposed expenditures and cost reduction measures, or express views in support of any measure to reduce costs; and

Whereas the Police Services Board has a statutory obligation to see that policing needs are met and the City has a legal duty to see that the necessary resources are made available,

Now Therefore Be It Resolved that City Council requests that the Sault Ste. Marie Police Services Board submit quarterly financial reports to Council; and

Further that City Council requests that the Sault Ste. Marie Police Services work with the City's Chief Financial Officer regarding future budgets by providing:

- 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.

## 8.3 Community Development and Enterprise Services

## 8.4 Public Works and Engineering Services

### 8.4.1 2025 Road Resurfacing Program

232 - 234

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

Mover Councillor M. Bruni

Seconder Councillor R. Zagordo
Resolved that the report of the Director of Engineering dated May 12, 2025 concerning 2025 Road Resurfacing Program be received and that the 2025 Road Resurfacing Program be approved.

### 8.4.2 Capital Road Maintenance

Mover Councillor S. Hollingsworth

Seconder Councillor M. Bruni
Whereas investments in our roads are critical because they are our lifeline; and

Whereas good roads are crucial for economic development, social access, and safety; and

Whereas municipal roads facilitate the movement of goods and people, connecting neighbourhoods and enabling access to essential services like healthcare, education, and employment; and

Whereas well-maintained roads contribute to safer driving conditions, reduce vehicle maintenance costs, and enhance overall quality of life; and

Whereas the increasing costs to maintain capital assets like roads can't be addressed through property tax alone and it is recognized that city staff continuously seek grants to cover the cost of repairing roads; and

Whereas it is important that the City of Sault Ste. Marie continue to carry out its responsibility to invest in core infrastructure such as roads,

Now Therefore Be It Resolved that staff be requested to report back at the August 11, 2025 Council meeting regarding the following;

- 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.)

## 8.5 Fire Services

### 8.5.1 Community Risk Assessment Update 2025 235 - 461

A report of the Fire Chief is attached for the information of Council.

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo
Resolved that the report of the Fire Chief dated May 12, 2025 concerning Community Risk Assessment Update 2025 be received as information;

Further that Council directs the Fire Chief (with the consultant) to return in the coming months to present the update to the Fire Master Plan.

## 8.6 Legal

## 8.7 Planning

### 8.7.1 A-5-25-Z 33 Nichol Avenue

462 - 478

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

Mover Councillor S. Kinach

Seconder Councillor R. Zagordo
It is therefore recommended that Council take the following action:

Resolved that the report of the Junior Planner dated May 12, 2025 concerning Application A-5-25-Z 33 Nichol Avenue be received and that Council approve this application in the following manner:

Rezone the subject property from Gentle Density Residential Zone with Special Exception 378 (R2.S378) to Gentle Density Residential Zone with amended Special Exception 378 (R2.378 Amended) to permit, in addition to those uses permitted in the R2.S378 Zone, an indoor archery range, subject to the following provisions:

1. Require a minimum of nine parking spaces in association with the archery range only;
2. Permit one parking space to be located within a required front yard setback; and
3. Permit the use of crushed stone or other similar hard dustless surface for the provision of required parking spaces for the archery range only.

Be it further resolved that provision #3 of existing Special Exception 378, which reads "*to reduce the required R2 lot area upon the southern 32 metres of the subject property from 550 to 517 square metres*", be repealed;

Rezone 21 Nichol Avenue from Gentle Density Residential Zone with Special Exception 378 (R2.S378) to Gentle Density Residential Zone with a new Special Exception (R2.S) to reduce the lot area from 550 to 517 square metres;

Rezone 25 Nichol Avenue from Gentle Density Residential Zone with Special

Exception 378 (R2.S378) to Gentle Density Residential Zone with a new Special Exception (R2.S) to reduce the lot area from 550 to 517 square metres; and

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

### 8.7.2 A-4-25-CIP Housing Community Improvement Plan Amendments

479 - 552

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

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that the report of the Junior Planner dated May 12, 2025 concerning A-4-25-CIP Housing Community Improvement Plan Amendments be received and that Council:

1. Approve the amended Housing Community Improvement Plan (Appendix A);
2. Delete Schedule “A” to By-law 2024-133 named “Appendix A: City of Sault Ste. Marie Housing Community Improvement Plan (Draft) August 2024” and replace it with Schedule “A” City of Sault Ste. Marie Housing Community Improvement Plan May 2025; and
3. Allocate $3,345,000 of Housing Accelerator Fund – Round 2 funding to the Housing Community Improvement Plan, and authorize the Plan Administrator to reallocate funds among the associated grant programs as needed, based on demand.

The relevant By-law 2025-75 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

## 8.8 Boards and Committees

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

### 9.1 Portrait of King Charles III

Mover Councillor S. Kinach

Seconder Councillor S. Hollingsworth
Whereas Canada is a Commonwealth member under the monarchy with His Majesty King Charles III as the Sovereign and Head of State; and

Whereas the Crown is a foundational element of Canada’s independent constitutional framework, representing the enduring principle of responsible government and the rule of law; and

Whereas the presence of the Monarch’s official portrait in public institutions such as municipal council chambers serves as a symbol of Canada's constitutional order, heritage, civic responsibility, and sovereignty; and

Whereas King Charles III is scheduled to deliver the speech from the throne to open the 45th Parliament of Canada on Tuesday, May 27, 2025, which marks the first time since 1977 that a reigning monarch will personally deliver the speech in Canada; and

Whereas it is customary and appropriate to display the official portrait of the reigning monarch in government offices and institutions across Canada, including at the municipal level,

Now Therefore Be It Resolved that the City of Sault Ste Marie restore the portrait of the King to the Council Chambers before His Majesty King Charles III's arrival in Canada Monday, May 26, 2025 for the throne speech on Tuesday, May 27, 2025.

## 9.2 OPP Costing

Mover Councillor S. Spina

Seconder Councillor S. Kinach

Whereas a safe community free of crime and social disorder is beneficial for all residents of and visitors to the City of Sault Ste. Marie; and

Whereas the Sault Ste. Marie Police Service was founded as a municipal police service for the City of Sault Ste. Marie in 1871; and

Whereas year-over-year, the cost of policing in the City of Sault Ste. Marie has risen at a rate higher than the rate of inflation; and

Whereas the rising costs of police services must be paid by taxpayers; and

Whereas the rising cost of policing in the city of Sault Ste. Marie is not sustainable; and

Whereas the Ontario Provincial Police (O.P.P.) provide policing service across the province along with the ability to provide additional resources; and

Whereas a priority of Council and City staff is to ensure that tax dollars are spent in a fiscally responsible way while exploring all options to provide services that will enhance the safety of our community,

Now Therefore Be It Resolved that the CAO be directed to send a letter to Ontario's Solicitor General, the Honourable Michael Kerzner to request pricing for O.P.P. services for the City of Sault Ste. Marie; and further that, copies of the letter be sent to the Sault Ste. Marie Police Services Board, the Interim Sault Ste. Marie Police Chief and the Sault Ste. Marie Police Association.

## 9.3 Cost of Policing in the North

Mover Councillor S. Hollingsworth

Seconder Councillor M. Bruni

Whereas Northern Ontario municipalities face insurmountable challenges to fund both upfront investments and ongoing maintenance of their capital assets, including roads, bridges, water/ wastewater and municipally owned

buildings, including recreational facilities, libraries and other tangible capital assets; and

Whereas Northern Ontario municipalities' operating needs consume the majority of property tax revenue sources; and

Whereas Northern Ontario municipalities are facing monumental infrastructure deficits that cannot be adequately addressed through property tax revenue alone; and

Whereas in 2015 the Provincial government moved to standardized billing for all non-contract O.P.P. locations; and

Whereas the annual cost of the Ontario Provincial Police, Municipal Policing Bureau for small rural non-contract municipalities is approximately $428 million; and

Whereas before a one-time Provincial support transfer, municipalities across Northern Ontario in 2024 received notices from the OPP with an average annual increase of 17.8%, representing 7.7% of the municipal tax levy; and

Whereas the estimated annual cost of the Ontario Provincial Police, Municipal Policing Bureau for municipalities in the Northeast is $43 million; and

Whereas the police levy in 2025 to the four large cities in Northeastern Ontario is $174 million after grants,

Now Therefore Be It Resolved that the City of Sault Ste. Marie requests that the Ontario Government commit to phasing in a $100 million policing grant over the next three years for the 157 northern communities. After the third year, the fund to increase by the minimum of the annual Consumer Price so that each community would receive a base amount of $60,000, with the remaining funds allocated based on population.(If the sum of the base amount and the population-based allocation exceeds the amounts received in 2024 notifications from the OPP, plus the annual Consumer Price Index (CPI), the funding for that community to be capped to avoid surplus situations.);

Further that this resolution be forwarded to Premier Doug Ford, the Minister of Solicitor General Michael Kerzner, the Minister of Finance Peter Bethlenfalvy, the membership of FONOM and Northwestern Ontario Municipal Association and the Association of Municipalities of Ontario.

## 9.4 Addition to Ministry of Transportation

Mover Councillor S. Hollingsworth

Seconder Councillor M. Bruni

Whereas the topography and climate of Ontario, north and west of the Canadian Shield, is uniquely different from that of the balance of the Province; and

Whereas due to that topography, it is more costly to construct or maintain 100 kilometres of Highway in Northern Ontario than the balance of the Province; and

Whereas the highway network in Northern Ontario is vital to connecting citizens to health care, employment, groceries, and recreation; and

Whereas Highway 11, Highway 17, and Highway 69 are the 400 systems of Northern Ontario; and

Whereas the municipal share of Connecting Link funding has become prohibitive for all communities' and

Whereas the Province of Ontario has made, and continues to make, a significant investment in the Ontario Northland and bring back the Northlander train service; and

Whereas every senior politician in Ontario and the balance of Canada noted the raw earth elements deposits in the Ring of Fire; and

Whereas the transportation of these raw earth elements will travel through Northern Ontario; and

Whereas the Nuclear Waste Management Organization has selected the community of Ignace for the location of Canada's deep geological repository for spent nuclear fuel, and the fuel will be transported through Northern Ontario; and

Whereas on November 10, 2022, the Province announced, 'Ontario Moving Ahead with First-Ever 2+1 Highway in North America'; and on July 14, 2023 the Ministry of Transportation announced, 'Ontario Starting Work on 2+1 Highway', and during the recent Provincial election campaign, Premier Ford announced his government would 'extend the 2+1 highway another 220 kilometres from Temiskaming Shores to Cochrane'; and

Whereas as of May 2025, the Minister has not announced a start date for construction of the initial 2+1 highway; and

Whereas the annual Ontario Road Safety Annual Report Selected Statistics does not provide a breakdown by region; and

Whereas the 2023 Ontario Road Safety Annual Report Selected Statistics reported that there were 1,504 large truck accidents in Ontario with 107 fatalities; and

Whereas large truck accidents occur daily in Northern Ontario, often resulting in death; and

Whereas accidents in Northern Ontario are the cause of many lengthy highway closures or detours using municipal infrastructure not designed for highway traffic; and

Whereas many Federation of Northern Ontario Municipalities members have commented that there is a lack of response to their concerns or inquiries from the Ministry of Transportation and/or regional staff; and

Whereas Northern Ontario will be the economic engine that drives Ontario and Canada for the next 100 years; and

Whereas the Province needs a dedicated team focused on improving today's network while planning for and acting on future requirements,

Now Therefore Be It Resolved that the City of Sault Ste. Marie request that the Premier either appoint a Deputy Minister of Transportation for Northern Ontario or create an Associate Minister responsible for Northern Ontario Transportation;

Further Be It Resolved that this resolution be sent to Premier Ford, the Minister of Transportation, the Hon. Prabmeet Singh Sarkaria, the membership of the Federation of Northern Ontario Municipalities, the Northwestern Ontario Municipal Association, the Rural Ontario Municipal Association, and the Association of Municipalities of Ontario.

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

## 11. Adoption of Report of the Committee of the Whole

## 12. Consideration and Passing of By-laws

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that all By-laws under item 12 of the Agenda under date May 12, 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 2025-75 (Planning) Sault Ste Marie Housing Community Improvement Plan May 2025

553 - 580

A report from the Junior Planner is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-75 being a by-law to approve the proposed Sault Ste Marie Housing Community Improvement Plan May 2025 be passed in open Council this 12th day of May, 2025.

### 12.1.2 By-law 2025-76 (Appointment) Building Inspector

581 - 581

A report from the Manager of Building and By-Law is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-76 being a by-law to appoint Jason Cleminson as Building Inspector be passed in open Council this 12th day of 2025.

12.1.3 **By-law 2025-78 (Engineering) Contract – Avery Construction Limited** 582 - 584

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

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-78 being a by-law to authorize the execution of the Contract between the City and Avery Construction Limited for the reconstruction of Peoples Road (Contract 2025-2E) be passed in open Council on this 12th day of May, 2025.

12.1.4 **By-law 2025-79 (Temporary Street Closing) Peoples Road** 585 - 585

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

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-79 being a by-law to authorize the temporary closing of Peoples Road between Second Line and Penno Road to facilitate the reconstruction of Peoples Road from May 13, 2025 to November 28, 2025 be passed in open Council this 12th day of May, 2025

12.1.5 **By-law 2025-80 (Engineering) Fourth Line Culvert Replacement Contract 2025-4E** 586 - 590

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

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-80 being a by-law to authorize the execution of the Contract between the City and Trimount Construction Group Inc. for the Fourth Line Culvert Replacement (Contract 2025-4E) be passed in open Council this 12th day of May, 2025.

12.1.6 **By-law 2025-81 (Temporary Street Closing) Fourth Line East** 591 - 591

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

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-81 being a by-law to authorize the temporary closing of Fourth Line East from Great Northern Road to Old Goulais Bay Road from May 13, 2025 to October 17, 2025 to facilitate the Fourth Line Culvert Replacement be passed in open Council this 12th day of May, 2025.

12.1.7 **By-law 2025-82 (Noise Exemption) Korah Relay for Life Fundraiser** 592 - 592

Correspondence from Korah Collegiate and Vocational School is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-82 being a by-law to authorize the Relay for Life Fundraiser to not be in violation of Noise Control By-law 80-200 be passed in open Council on this 12th day of May, 2025.

12.1.8 **By-law 2025-83 (Agreement) Municipal Housing Infrastructure Program - Housing-Enabling Core Servicing Stream Extension of Sackville Road** 593 - 633

A report from the Director of Engineering is on the Agenda.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2025-83 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 Infrastructure for the Municipal Housing Infrastructure Program (MHIP) - Housing-Enabling Core Servicing Stream (HECS) for the extension of Sackville Road from Mary Avenue to Third Line East be passed in open Council this 12th day of May, 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**

12.3.1 **By-law 2024-160 (Local Improvement) East Street** 634 - 639

Council Report was passed by Council resolution on December 2, 2024.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo
Resolved that By-law 2024-160 being a by-law to authorize the construction of Class “A” pavement on East Street from Bay Street to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be read a THIRD time in open Council and passed this 12th day of May, 2025.

12.3.2 **By-law 2025-3 (Street Closing and Conveyance) Cameron Lane** 640 - 644

Council Report was passed by Council resolution on January 13, 2025.

Mover Councillor M. Bruni

Seconder Councillor A. Caputo

Resolved that By-law 2025-3 being a by-law to stop up, close and authorize the conveyance of Cameron Lane in the Cameron Subdivision, Plan 310 be read a THIRD time in open Council and passed this 12th day of May, 2025.

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

## 14. Closed Session

## 15. Adjournment

Mover Councillor M. Bruni

Seconder Councillor R. Zagordo
Resolved that this Council now adjourn.

# REGULAR MEETING OF CITY COUNCIL

# MINUTES

Tuesday, April 29, 2025
5:00 pm
Council Chambers
Civic Centre

| | |
|---|---|
| Present: | Mayor M. Shoemaker, Councillor S. Hollingsworth, Councillor S. Spina, Councillor L. Dufour, Councillor L. Vezeau-Allen (via video), Councillor A. Caputo, Councillor R. Zagordo, Councillor M. Bruni, Councillor S. Kinach (via video), Councillor C. Gardi, Councillor M. Scott |
| Officials: | T. Vair, R. Tyczinski, K. Fields, S. Schell, P. Johnson, B. Lamming, N. Maione, F. Coccimiglio, M. Zuppa, T. Vecchio, V. McLeod, M. Borowicz-Sibenik, P. Tonazzo, C. Rumiel, N. Ottolino, D. Perri, L. Petrocco, E. Cormier |

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## 14. Closed Session

Moved by: Councillor M. Bruni
Seconded by: Councillor L. Dufour

Resolved that this Council move into closed session to discuss:

- one item concerning the security of property of the municipality; and
- two items subject to solicitor/client privilege

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 – section 239 (2)(a) the security of the property of the municipality; section 239 (2)(f) advice that is subject to solicitor-client privilege*

**Carried**

**1. Land Acknowledgement**

**2. Adoption of Minutes**

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

Resolved that the Minutes of the Regular Council Meeting of April 7, 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 Councillor L. Dufour – Municipal Capital Facilities Exemption – 548 Albert Street East and 721 Wellington Street East**

Employee of District of Sault Ste. Marie DSSAB.

**4.2 Councillor L. Dufour – By-law 2025-63 (Municipal Capital Facility) Sault Ste. Marie Housing Corporation 721 Wellington Street East**

Employee of District of Sault Ste. Marie DSSAB.

**4.3 Councillor L. Dufour – By-law 2025-64 (Municipal Capital Facility Taxation Exemption) Sault Ste. Marie Housing Corporation 721 Wellington Street East**

Employee of District of Sault Ste. Marie DSSAB.

**4.4 Councillor L. Dufour – By-law 2025-65 (Municipal Capital Facility) Sault Ste. Marie Housing Corporation 548 Albert Street East**

Employee of District of Sault Ste. Marie DSSAB.

**4.5 Councillor L. Dufour – By-law 2025-66 (Municipal Capital Facility Taxation Exemption) Sault Ste. Marie Housing Corporation 548 Albert Street** East

Employee of District of Sault Ste. Marie DSSAB.

**5. Approve Agenda as Presented**

Moved by: Councillor A. Caputo
Seconded by: Councillor L. Dufour

Resolved that the Agenda for April 29, 2025 City Council Meeting as presented be approved.

**Carried**

## 6. Presentations

### 6.1 Sault Ste. Marie Public Library 2024 Annual Report

Wayne Greco, Chair and Matthew MacDonald, Chief Executive Officer were in attendance.

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

Moved by: Councillor A. Caputo
Seconded by: Councillor L. Vezeau-Allen

Resolved that all the items listed under date April 29, 2025 – Agenda item 7 – Consent Agenda save and except Agenda items 7.2, 7.8, and 7.12 be approved as recommended.

**Carried**

### 7.1 Northern Ontario School of Medicine University Clinical Campus Feasibility Study

The report of the CAO was received by Council.

Moved by: Councillor M. Scott
Seconded by: Councillor L. Dufour

Resolved that the report of the CAO dated April 29, 2025 concerning the establishment of a clinical campus of the Northern Ontario School of Medicine University in Sault Ste. Marie be received as information.

**Carried**

### 7.3 Municipally Significant Event – 2025 Sault Ste. Marie Festival of Beer

The report of the City Clerk was received by Council.

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

Resolved that the report of the City Clerk dated April 29, 2025 concerning Municipally Significant Event – 2025 Sault Ste. Marie Festival of Beer be received and that Council designate the event as municipally significant and approve waiving fees outlined in the Alcohol Risk Management Policy.

**Carried**

### 7.4 2025 Tax Policy and Rates

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

The relevant By-laws 2025-55, 2025-61, and 2025-62 are listed under item 12 of the Minutes.

**7.5 2025 Property Tax Capping Options**

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

The relevant By-law 2025-51 is listed under item 12 of the Minutes.

**7.6 YMCA Status Update**

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

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

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated April 29, 2025 concerning YMCA Status Update be received as information.

**Carried**

**7.7 Financial Assistance for National Sports Competition – Youth Darts Team**

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

Moved by: Councillor M. Scott
Seconded by: Councillor L. Dufour

Resolved that the report of the Manager of Recreation and Culture dated April 29, 2025 concerning Financial Assistance for National Sports Competition – Youth Darts Team be received and that a grant in the amount of $400 be approved.

**Carried**

**7.9 Pointe des Chenes Disc Golf Course Expansion**

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

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

Resolved that the report of the Manager of Recreation and Culture dated April 29, 2025 concerning the Pointe des Chenes Disc Golf Course Expansion be received and that the course expansion from twelve to eighteen holes be approved.

**Carried**

**7.10 Community Development Fund – Green Initiatives Program Applications 2025 Q1 Intake**

The report of the Sustainability Coordinator was received by Council.

Moved by: Councillor M. Scott
Seconded by: Councillor L. Dufour

Resolved that the report of Emily Cormier, Sustainability Coordinator dated December 2, 2024, titled 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 (2) projects as follows be approved:

1. Clean North Repair Café Project $4,455.03; and
2. ARCH Hospice LED Lighting Project $5,984.31

**Carried**

### 7.11 Civic Centre Cladding Replacement – Additional Engineering Fees

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

Moved by: Councillor M. Scott
Seconded by: Councillor L. Dufour

Resolved that the report of the Director of Engineering dated April 29, 2025 concerning Civic Centre Cladding Replacement – Additional Engineering Fees be received and that $50,000 be added to the City's engineering agreement with Stantec.

**Carried**

### 7.13 Municipal Capital Facilities Exemption – 180 Brock Street

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

The relevant By-laws 2025-67 and 2025-68 are listed under item 12 of the Minutes.

### 7.14 Draft Active Transportation Master Plan

The report of the Intermediate Planner was received by Council.

Moved by: Councillor C. Gardi
Seconded by: Councillor L. Dufour

Resolved that the report of the Intermediate Planner dated April 29, 2025 concerning the Draft Active Transportation Master Plan be received and that staff be directed to undertake a final round of consultation with the intent of bringing a final draft of the Plan to the June 23, 2025 Council meeting.

**Carried**

### 7.15 A-3-25-Z Housekeeping Amendments – Clarification on By-law 2025-69

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

Resolved that the report of the Intermediate Planner dated April 29, 2025 concerning A-3-25-Z Housekeeping Amendments be received as information.

**Carried**

**7.2 Regulating Election Signage**

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

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

Resolved that the report of the City Clerk and Assistant City Solicitor/Senior Litigation Counsel dated April 29, 2025 concerning Regulating Election Signs be received and that the Legal Department be requested to prepare a by-law prohibiting election signs on public property, including parks; such by-law also to include a prohibition of illuminated or flashing signs.

| | 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** | **5** | **6** | **0** | **0** |

**Defeated**

**7.8 Community Garden Relocation to Esposito Park**

This item was pulled from the Agenda and may appear on a future Council Agenda.

**7.12 Municipal Capital Facilities Exemption – 548 Albert Street East and 721 Wellington Street East**

Councillor L. Dufour declared a conflict on this item. (Employee of District of Sault Ste. Marie DSSAB.)

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

The relevant By-laws 2025-63, 2025-64, 2025-65, and 2025-66 are 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**

**8.4 Public Works and** Engineering **Services**

**8.5 Fire Services**

**8.6 Legal**

**8.7 Planning**

**8.8 Boards and Committees**

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

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

**11. Adoption of Report of the Committee of the Whole**

**12. Consideration and Passing of By-laws**

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

Resolved that all By-laws under item 12 of the Agenda under date April 29, 2025 save and except By-laws 2025-63, 2025-64, 2025-65, 2025-66, and 2025-70 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 2025-51 (Taxes) Capping Options 2025**

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

Resolved that By-law 2025-51 being a by-law to To End the Application of Part IX of the Municipal Act, 2001, S.O. c.25 to the Commercial Property Class and Adopt Optional Tools for the Purposes of Administering Limits for the Industrial Property Classes be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.2 By-law 2025-55 (Taxes) Final Tax Billing 2025**

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

Resolved that By-law 2025-55 being a by-law to provide the 2025 final tax billing be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.3 By-law 2025-61 (Taxes) Tax Ratios** 2025

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

Resolved that By-law 2025-61 being a by-law to provide the adoption of tax ratios be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.4 By-law 2025-62 (Taxes) Tax Rates 2025**

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

Resolved that By-law 2025-62 being a by-law to provide the adoption of property tax rates for 2025 be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.9 By-law 2025-67 (Municipal Capital Facility) The Incorporated Synod of the Diocese of Algoma 180 Brock Street**

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

Resolved that By-law 2025-67 being a by-law to authorize a Municipal Capital Facilities Agreement between The City and Incorporated Synod of the Diocese of Algoma (the “Diocese”) for the property located at 180 Brock Street be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.10 By-law 2025-68 (Municipal Capital Facility Taxation Exemption) The Incorporated Synod of the Diocese of Algoma 180 Brock** Street

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

Resolved that By-law 2025-68 being a by-law to exempt Incorporated Synod of the Diocese of Algoma (the “Diocese”) from taxation for municipal and school purposes for the lands and the

municipal capital facilities contained thereon at 180 Brock Street be passed in open Council on this 29th day of April, 2025

**Carried**

**12.1.11 By-law 2025-69 (Zoning 2005-150) Technical Language and Improving Implementation**

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

Resolved that By-law 2025-69 being a by-law to amend Sault Ste. Marie Zoning By-law 2005-150 for the purpose of clarifying technical language and improving implementation be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.13 By-law 2025-71 (Official Plan Amendment) 0 Chippewa Street (1000571972 Ontario Inc. c/o Harjinder Kang)**

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

Resolved that By-law 2025-71 being a by-law to adopt Amendment No. 258 (T-170) to the Official Plan for the City of Sault Ste. Marie (1000571972 Ontario Inc. c/o Harjinder Kang – 0 Chippewa Street) be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.14 By-law** 2025**-72 (Zoning) 0 Chippewa Street (1000571972 Ontario Inc. c/o Harjinder Kang)**

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

Resolved that By-law 2025-72 being a by-law to amend Sault Ste. Marie Zoning By-laws 2005-150 and 2005-151 concerning lands located at 0 Chippewa Street (1000571972 Ontario Inc. c/o Harjinder Kang) be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.15 By-law 2025-73 (Development Control) 0 Chippewa Street (1000571972 Ontario Inc. c/o Harjinder Kang)**

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

Resolved that By-law 2025-73 being a by-law to designate the lands Block B, D, F and G located at 0 Chippewa Street an area of site plan control (1000571972 Ontario Inc. c/o Harjinder Kang) be passed in open Council this 29th day of April, 2025.

**Carried**

**12.1.16 By-law 2025-74 (Urban Service Line) 0 Chippewa Street (1000571972 Ontario Inc. c/o Harjinder Kang)**

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

Resolved that By-law 2025-74 being a by-law to alter the boundaries of the urban service area defined in Schedule “A” to the Ontario Land Tribunal (formerly known as Ontario Municipal Board) Order dated May 17, 1965 be passed in open Council this 29th day of April, 2025.

**Carried.**

**12.1.5 By-law 2025-63 (Municipal Capital Facility) Sault Ste. Marie Housing Corporation 721 Wellington Street East**

Councillor L. Dufour declared a conflict on this item. (Employee of District of Sault Ste. Marie DSSAB.)

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

Resolved that By-law 2025-63 being a by-law to authorize a Municipal Capital Facilities Agreement between The City and the Sault Ste. Marie Housing Corporation for the property located at 721 Wellington Street East be passed in open Council this 29th day of April, 2025.

| | For | Against | Conflict | Absent |
|---|---|---|---|---|
| Mayor M. Shoemaker | X | | | |
| Councillor S. Hollingsworth | X | | | |
| Councillor S. Spina | X | | | |
| Councillor L. Dufour | | | **X** | |
| Councillor L. Vezeau-Allen | X | | | |
| Councillor A. Caputo | X | | | |
| Councillor R. Zagordo | X | | | |
| Councillor M. Bruni | X | | | |
| Councillor S. Kinach | X | | | |
| Councillor C. Gardi | X | | | |
| Councillor M. Scott | X | | | |
| **Results** | **10** | **0** | **1** | **0** |

**Carried**

**12.1.6 By-law 2025-64 (Municipal Capital Facility Taxation Exemption) Sault Ste. Marie Housing Corporation 721 Wellington Street East**

Councillor L. Dufour declared a conflict on this item. (Employee of District of Sault Ste. Marie DSSAB.)

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

Resolved that By-law 2025-64 being a by-law to exempt the Sault Ste. Marie Housing Corporation from taxation for municipal and school purposes for the lands and the municipal capital facilities contained thereon at 721 Wellington Street East be passed in open Council on this 29th day of April, 2025

| | For | Against | Conflict | Absent |
|---|---|---|---|---|
| Mayor M. Shoemaker | X | | | |
| Councillor S. Hollingsworth | X | | | |
| Councillor S. Spina | X | | | |
| Councillor L. Dufour | | | **X** | |
| Councillor L. Vezeau-Allen | X | | | |
| Councillor A. Caputo | X | | | |
| Councillor R. Zagordo | X | | | |
| Councillor M. Bruni | X | | | |
| Councillor S. Kinach | X | | | |
| Councillor C. Gardi | X | | | |
| Councillor M. Scott | X | | | |
| **Results** | **10** | **0** | **1** | **0** |

**Carried**

**12.1.7 By-law 2025-65 (Municipal Capital Facility) Sault Ste. Marie Housing Corporation 548 Albert Street East**

Councillor L. Dufour declared a conflict on this item. (Employee of District of Sault Ste. Marie DSSAB.)

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

Resolved that By-law 2025-65 being a by-law to authorize a Municipal Capital Facilities Agreement between The City and the Sault Ste. Marie Housing Corporation for the property located at 548 Albert Street East be passed in open Council this 29th day of April, 2025.

| | For | Against | Conflict | Absent |
|---|---|---|---|---|
| Mayor M. Shoemaker | X | | | |
| Councillor S. Hollingsworth | X | | | |
| Councillor S. Spina | X | | | |
| Councillor L. Dufour | | | **X** | |
| Councillor L. Vezeau-Allen | X | | | |
| Councillor A. Caputo | X | | | |
| Councillor R. Zagordo | X | | | |
| Councillor M. Bruni | X | | | |
| Councillor S. Kinach | X | | | |
| Councillor C. Gardi | X | | | |
| Councillor M. Scott | X | | | |
| **Results** | **10** | **0** | **1** | **0** |

**Carried**

### 12.1.8 By-law 2025-66 (Municipal Capital Facility Taxation Exemption) Sault Ste. Marie Housing Corporation 548 Albert Street East

Councillor L. Dufour declared a conflict on this item. (Employee of District of Sault Ste. Marie DSSAB.)

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

Resolved that By-law 2025-66 being a by-law to exempt the Sault Ste. Marie Housing Corporation from taxation for municipal and school purposes for the lands and the municipal capital facilities contained thereon at 548 Albert Street East be passed in open Council on this 29th day of April, 2025.

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

| | | | | |
|---|---|---|---|---|
| Councillor S. Spina | X | | | |
| Councillor L. Dufour | | | **X** | |
| Councillor L. Vezeau-Allen | X | | | |
| Councillor A. Caputo | X | | | |
| Councillor R. Zagordo | X | | | |
| Councillor M. Bruni | X | | | |
| Councillor S. Kinach | X | | | |
| Councillor C. Gardi | X | | | |
| Councillor M. Scott | X | | | |
| **Results** | **10** | **0** | **1** | **0** |

**Carried**

**12.1.12 By-law 2025-70 (Agreement) Etienne Brule Community Garden Esposito Park**

This by-law was pulled from the Agenda and may appear on a future Council Agenda.

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

Resolved that this Council now adjourn.

**Carried**

_____

Mayor

_____

City Clerk

# Sault Ste. Marie Community Risk Assessment

Presentation to Council

May 12, 2025

Suzanne Charbonneau-Dent

TAYPORT LIMITED

# Community Risk Assessment (CRA)

**Ontario Regulation 378/18: Community Risk Assessments**

- Came into effect **July 1, 2019**
- Compliance by **July 1, 2024**

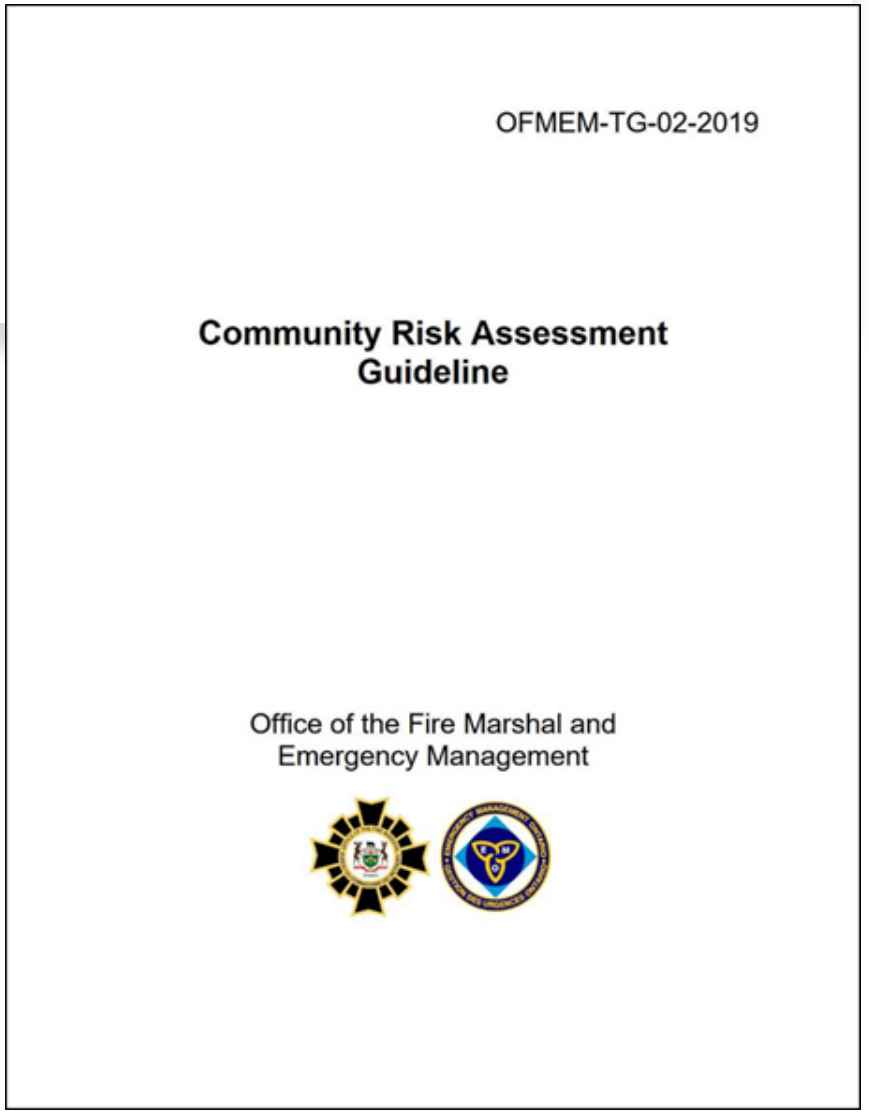
**All municipalities** in Ontario shall:

- Develop **Community Risk Assessment**
- Use the CRA to "**inform decisions about the provision of fire protection services**"
- **Review annually** and formally **update every 5 years**

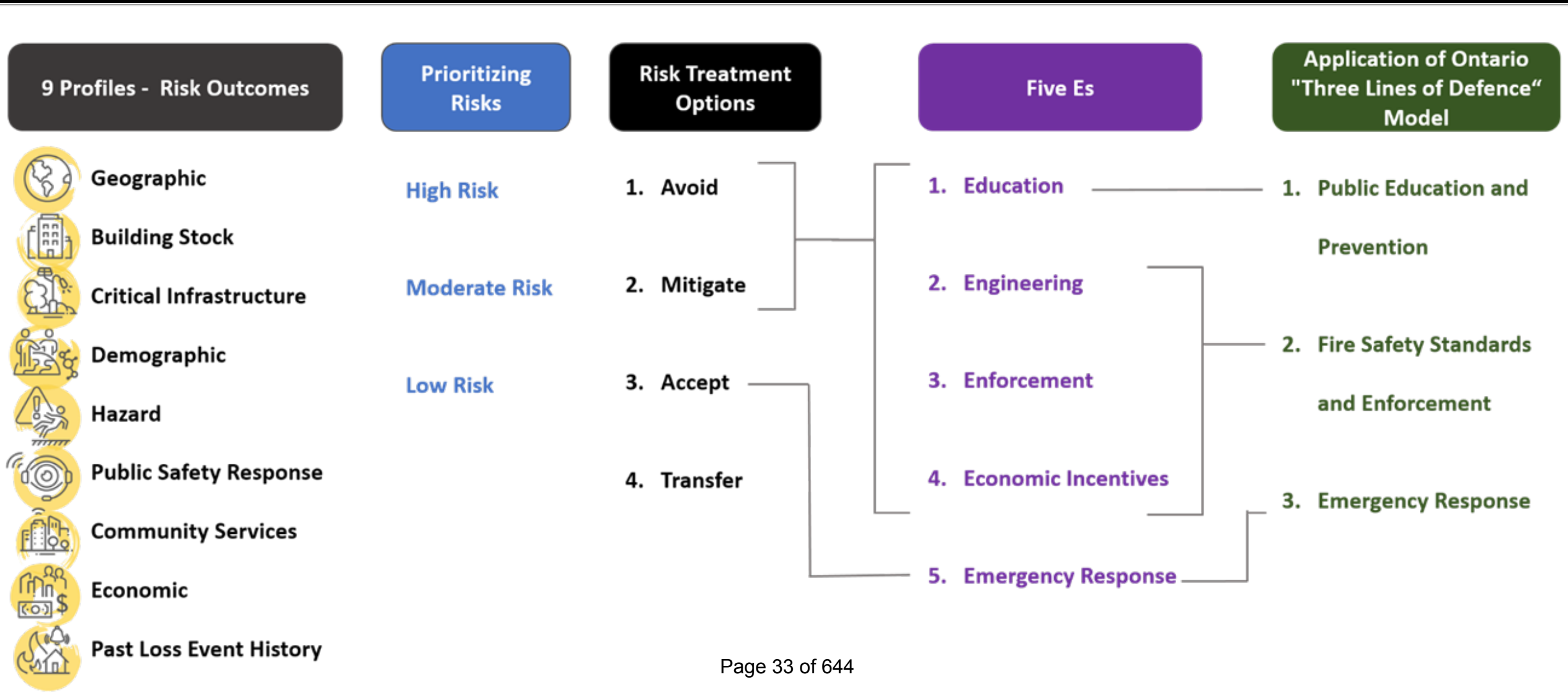


# Methodology

- Office of the Fire Marshal (OFM) **Technical Guideline-02-2019**
- Also informed by:
  - **NFPA 1300**
  - **NFPA 1730**
  - **Vision 20/20 Resources**
  - **OFM Comprehensive Fire Safety Effectiveness Model**



# Risk Assessment Approach & Process



# Identified High Risks

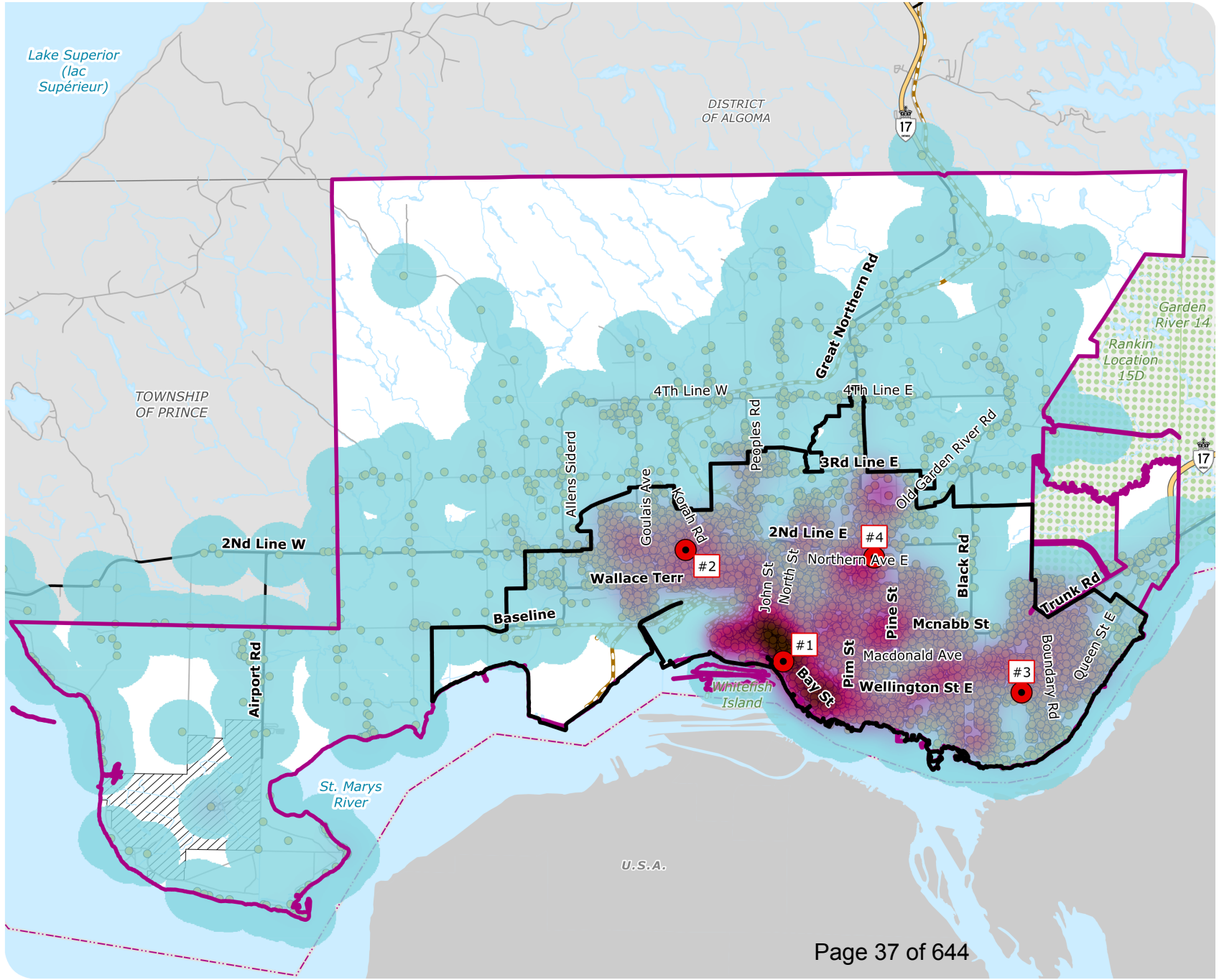
- Motor Vehicle-related incidents (collisions/extrications) represent 69.3% of all rescue responses (622 calls / 4.6% total calls) responded to by SSMFS.
- Group C - Residential Occupancies represent 95.25% of City's existing building stock, and from 2017 to 2023, Group C occupancies were associated with 76.8% of the structure fires in SSM.
- Between April 2020 and September 2024, SSMFS identified 34 fire incidents in vacant properties.
- Based on the City's parcel data, 69.4% of the building stock was built prior to the introduction of the 1981 Ontario Fire Code. Census data from 2021 indicates that 73.4% of occupied private dwellings were constructed prior to the Ontario Fire Code.
- CRA identified 51 buildings defined by the OBC as high-rise buildings with a floor level 18 metres (59 feet) above grade, or six storeys or more (mostly clustered in the downtown)

# Identified High Risks (cont'd)

- SSM has 65 buildings with a total building area greater than 50,000 square feet (4,655 $m^2$), mostly located in industrial area west of downtown. Other large buildings exist in the downtown, and in commercial /industrial areas on Arterial Roads.
- SSM currently has 40 registered vulnerable occupancies.
- Seniors (65 years and over) represent one of the highest fire risk groups in Ontario based on the residential fire death rate. According to 2021 Census, seniors represent 24.9% of the City's total population, significantly higher than the Province at 18.5%.
- 62.2% of rescue calls are vehicle collisions (2018 to 2023). Average 93.2 calls per year.
- Vehicle extrication was the most common type of technical rescue response, accounting for 7.0% of all rescue calls and averaging 10.5 calls per year.

# Identified Moderate Risks

- Risk of a rail-based transport incident, such as a derailment or accident, including the potential of hazardous materials.
- SSM Airport presents unique fire-related risks associated with aircraft, supporting infrastructure, and the transportation of potentially dangerous goods.
- 94.9% of the buildings have a footprint of 2,500 sq. ft. or less (consistent with residential property stock - Group C – Residential occupancies.)
- Waterways within the City, including St. Marys River, create risk for water-based incidents.
- Water rescue calls are the second most common type of specialized rescue calls, totaling six calls over the six-year period from 2018 to 2023 (average 1 call annually).




# CITY OF SAULT STE MARIE

COMMUNITY RISK ASSESSMENT

## ALL EMERGENCY INCIDENTS FROM JANUARY 1, 2017 TO DECEMBER 31ST, 2023

- Existing Fire Station
- Urban Settlement Boundary
- Emergency Incident (2017 to 2023)

**Density of Calls**

Sparse

Dense

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-04

DILLON CONSULTING

TAYPORT LIMITED



FILE LOCATION: K:\2023\236393\Product\Client\CRA\Response_Profile\response_aprx\response_aprx.aprx\All_Incidents

# Questions/Discussion

April 30, 2025

Dear Mayor Shoemaker and City Counsellors,

On behalf of our Korah Relay for Life Committee we would like to inform City Council that we plan to host a 12 hour "Relay For Life" fundraiser at Korah Collegiate and Vocational School on the night of June 5th, 2025. We are hoping to run the even from 7:00 pm on June 5th until 7:00 am on June 6th. We will be handing out notification flyers to the nearby residents around the school property, notifying them about this event and warning them of the noise level for the evening. We are asking City Council to extend the noise by-law from 11:00 pm to 1:00 am on June 5th to accommodate the live music and activities taking place on the back field.

Korah Collegiate has previously hosted fourteen Relay events and has already raised over $275 000 for the Canadian Cancer Society. This year we hope to raise another $50 000 to donate to the Canadian Cancer Society which will help them find a cure and to support those currently battling. In addition, if you would like to donate to event you can do so using the QR code included at the bottom of this letter or by contacting us directly.

Thank you for taking the time to read this letter. Your permission will be greatly appreciated on behalf of Korah Collegiate Relay for Life Committee. If you have any questions please feel free to reach out to us at mcleods@adsb.on.ca or 705-945-7180 x-66536.

Sincerely,

Sarah McLeod, Andrea Shoust and Kathryn Johnstone
Relay for Life Committee Teacher Mentors

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Steve Facey, Manager of Finance |
| DEPARTMENT: | Corporate Services |
| RE: | First Quarter Financial Report – March 31, 2025 |

---

## Purpose

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

## Background

Council reviews unaudited financial reports on a quarterly basis.

## Analysis

The first quarter financial results, as highlighted in Appendix A, are presented for Council's information. The information included in the attached is preliminary and reflects only expenditures and revenues from January to March. The variances discussed below may contribute to the organization's year-end position; however, staff will inform the Council with improved information as it becomes available.

Winter control activities are overspent for the first quarter of the year. Based on the number of winter events and snow accumulation, staff anticipate a deficit of approximately $1.4 million, predominantly related to snow removal for 2025. Should winter conditions remain the same for the year's final two months, this overspending can be expected to remain and contribute to the year-end position. Historically, the Corporation has been able to negate the impacts of harsher winters. Staff will report back to Council with second-quarter data to clarify where the organization stands.

Staff expenditure trends carried forward from 2024 will most likely continue into 2025 within the Sault Ste. Marie Police Services. Based on the communications from the Sault Ste. Marie Police Services Board, an estimated deficit of approximately $1.9 million is anticipated for 2025. The same communications highlight cost mitigation efforts as well. Staff will continue to work with their counterparts and provide Council updates as they become available.

Similar to 2024, assessment growth reflects a zero-percentage change for the first quarter which is reflected in Appendix B. Staff will include an update with the second quarter results.

Lastly, Appendix C presents what has been spent or committed of the 2025 capital budget. This data reflects an actual expenditure or commitment of 20% of the amended capital budget.

**Financial Implications**
There are no direct financial implications associated with this report.

As additional information becomes available, staff will fine tune the estimates for year-end. Part of the City's year-end processes include balancing whether the City is in a surplus or deficit position. Staff may return to City Council in the future seeking direction to commit amounts from reserves, such as the Winter Control and Contingency Reserves, to ensure the deficit is funded, if applicable.

**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 May 12, 2025 concerning First Quarter Financial Report to March 31, 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 - First Quarter Ended March 31, 2025

| | 2025 YTD | Budget | Variance | Percentage Budget-Rem | 2024 Actual To: | Budget |
|---|---|---|---|---|---|---|
| ***FISCAL YEAR REMAINING% :*** | **Actual** | **2025** | | 75% | **March** | **2024** |
| **REVENUE** | | | | | | |
| Taxation | ($69,426,874.58) | ($148,521,347.00) | ($79,094,472.42) | 53.25% | ($67,691,752.09) | ($143,335,325.00) |
| Payment in lieu of taxes | ($613,022.30) | ($5,054,728.00) | ($4,441,705.70) | 87.87% | ($584,700.13) | ($4,888,407.00) |
| Fees and user charges | ($11,836,658.61) | ($35,889,081.00) | ($24,052,422.39) | 67.02% | ($8,981,162.84) | ($34,645,433.00) |
| Government grants | ($6,146,994.60) | ($22,845,149.00) | ($16,698,154.40) | 73.09% | ($6,450,890.68) | ($20,697,425.00) |
| Interest and investment income | ($1,423,484.10) | ($6,289,000.00) | ($4,865,515.90) | 77.37% | ($1,374,721.83) | ($6,289,000.00) |
| Contribution from own funds | ($8,489.03) | ($2,165,648.00) | ($2,157,158.97) | 99.61% | ($4,200.00) | ($1,766,416.00) |
| Other income | ($442,005.67) | ($3,034,622.00) | ($2,592,616.33) | 85.43% | ($358,431.32) | ($2,839,746.00) |
| Change in future employee benefits | | | | | | |
| | **($89,897,528.89)** | **($223,799,575.00)** | **($133,902,046.11)** | **59.83%** | **($85,445,858.89)** | **($214,461,752.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $11,655,764.56 | $58,405,880.00 | $46,750,115.44 | 80.04% | $12,380,968.39 | $55,281,452.00 |
| Benefits | $3,512,597.06 | $16,822,911.00 | $13,310,313.94 | 79.12% | $3,864,058.59 | $16,046,059.00 |
| **TOTAL SALARIES/BENEFITS** | **$15,168,361.62** | **$75,228,791.00** | **$60,060,429.38** | **79.84%** | $16,245,026.98 | **$71,327,511.00** |
| Travel and training | $117,158.82 | $581,623.00 | $464,464.18 | 79.86% | $110,844.75 | $554,862.00 |
| Vehicle allowance, maintenance and repairs | $2,543,607.31 | $4,053,785.00 | $1,510,177.69 | 37.25% | $1,151,802.53 | $3,818,192.00 |
| Utilities and fuel | $2,761,418.73 | $12,053,512.00 | $9,292,093.27 | 77.09% | $2,066,868.32 | $12,266,830.00 |
| Materials and supplies | $1,712,316.67 | $7,204,724.00 | $5,492,407.33 | 76.23% | $1,612,020.73 | $6,763,401.00 |
| Maintenance and repairs | $1,429,494.13 | $3,614,852.00 | $2,185,357.87 | 60.45% | $727,053.47 | $3,377,187.00 |
| Program expenses | $341,488.95 | $1,005,037.00 | $663,548.05 | 66.02% | $248,898.68 | $911,192.00 |
| Goods for resale | $318,609.75 | $797,029.00 | $478,419.25 | 60.03% | $284,428.27 | $772,271.00 |
| Rents and leases | $87,125.19 | $172,557.00 | $85,431.81 | 49.51% | $45,566.77 | $172,557.00 |
| Taxes and licenses | $2,330,683.31 | $3,064,712.00 | $734,028.69 | 23.95% | $176,763.75 | $2,978,736.00 |
| Financial expenses | $615,668.42 | $2,639,701.00 | $2,024,032.58 | 76.68% | $686,931.81 | $2,514,688.00 |
| Purchased and contracted services | $2,421,674.34 | $11,263,719.00 | $8,842,044.66 | 78.50% | $1,538,520.28 | $10,416,009.00 |
| Grants to others | $16,424,685.20 | $69,718,490.00 | $53,293,804.80 | 76.44% | $15,560,359.85 | $66,390,962.00 |
| Long term debt | | $1,327,115.00 | $1,327,115.00 | 100.00% | | $1,400,000.00 |
| Transfer to own funds | $7,442,053.75 | $30,843,011.00 | $23,400,957.25 | 75.87% | | $30,646,480.00 |
| Capital expense | $181,217.69 | $418,482.00 | $237,264.31 | 56.70% | $117,759.89 | $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% | $446.39 | |
| Less: recoverable costs | ($42,222.76) | ($187,565.00) | ($145,342.24) | 77.49% | ($55,320.31) | ($255,130.00) |
| **TOTAL OTHER EXPENSES** | **$38,684,979.50** | **$148,570,784.00** | **$109,885,804.50** | **73.96%** | **$24,272,945.18** | **$143,134,241.00** |
| | $53,853,341.12 | $223,799,575.00 | $169,946,233.88 | 75.94% | $40,517,972.16 | $214,461,752.00 |
| **NET (REVENUE)/EXPENDITURE** | **($36,044,187.77)** | **$0.00** | **$36,044,187.77** | | **($44,927,886.73)** | **$0.00** |

| | | | | |
|---|---|---|---|---|
| Mayor and Council | 143,710.23 | 686,197.00 | 542,486.77 | 79.06% |
| Chief Administrative Officer | 80,315.46 | 463,601.00 | 383,285.54 | 82.68% |
| Corporate Services | 1,905,823.04 | 7,923,901.00 | 6,018,077.96 | 75.95% |
| Legal | 2,976,087.79 | 6,222,660.00 | 3,246,572.21 | 52.17% |
| Fire Services | 3,521,580.74 | 17,402,758.00 | 13,881,177.26 | 79.76% |
| Public Works and Engineering | 13,363,910.41 | 52,716,223.00 | 39,352,312.59 | 74.65% |
| Community Development & Enterprise Services | 3,215,515.40 | 21,831,715.00 | 18,616,199.60 | 85.27% |
| Levy Board | 6,345,053.78 | 25,380,215.00 | 19,035,161.22 | 75.00% |
| Outside Agencies | 10,011,894.63 | 44,298,775.00 | 34,286,880.37 | 77.40% |
| Corporate | (79,449,529.75) | (185,618,962.00) | (106,169,432.25) | 57.20% |
| Capital and Debt | 1,841,450.50 | 8,692,917.00 | 6,851,466.50 | 78.82% |

# Mayor & Council – First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| **EXPENDITURES** | | | | | | |
| Salaries | $106,859.33 | $521,701.00 | $414,841.67 | 79.52% | $117,689.07 | $529,844.00 |
| Benefits | $17,289.67 | $78,501.00 | $61,211.33 | 77.98% | $18,519.07 | $74,834.00 |
| **TOTAL SALARIES/BENEFITS** | **$124,149.00** | **$600,202.00** | **$476,053.00** | **79.32%** | **$136,208.14** | **$604,678.00** |
| Travel and training | $8,384.02 | $20,000.00 | $11,615.98 | 58.08% | $13,081.54 | $20,000.00 |
| Vehicle allowance, maintenance and repairs | $6,740.03 | $35,675.00 | $28,934.97 | 81.11% | $9,348.54 | $35,675.00 |
| Materials and supplies | $4,199.61 | $23,220.00 | $19,020.39 | 81.91% | $6,955.85 | $23,220.00 |
| Purchased and contracted services | $237.57 | $2,100.00 | $1,862.43 | 88.69% | $361.54 | $2,100.00 |
| Grants to others | | $5,000.00 | $5,000.00 | 100.00% | | $15,000.00 |
| Capital expense | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **$19,561.23** | **$85,995.00** | **$66,433.77** | **77.25%** | **$29,747.47** | **$95,995.00** |
| | $143,710.23 | $686,197.00 | $542,486.77 | 79.06% | $165,955.61 | $700,673.00 |
| **NET (REVENUE)/EXPENDITURE** | **$143,710.23** | **$686,197.00** | **$542,486.77** | **79.06%** | **$165,955.61** | **$700,673.00** |

# CAO's Office - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Contribution from own funds | | | $0.00 | 0.00% | | |
| Other income | ($111,821.14) | | $111,821.14 | 0.00% | | |
| | ($111,821.14) | $0.00 | $111,821.14 | 0.00% | $0.00 | $0.00 |
| **EXPENDITURES** | | | | | | |
| Salaries | $67,099.75 | $347,494.00 | $280,394.25 | 80.69% | $178,091.79 | $332,926.00 |
| Benefits | $20,331.99 | $83,576.00 | $63,244.01 | 75.67% | $25,396.62 | $80,543.00 |
| **TOTAL SALARIES/BENEFITS** | **$87,431.74** | **$431,070.00** | **$343,638.26** | **79.72%** | **$203,488.41** | **$413,469.00** |
| Travel and training | $2,212.18 | $4,880.00 | $2,667.82 | 54.67% | $862.24 | $4,260.00 |
| Vehicle allowance, maintenance and repairs | $969.98 | $5,700.00 | $4,730.02 | 82.98% | $950.96 | $4,500.00 |
| Materials and supplies | $5,622.37 | $21,775.00 | $16,152.63 | 74.18% | $3,250.88 | $13,591.00 |
| Program expenses | | | $0.00 | 0.00% | | |
| Purchased and contracted services | $55,053.87 | $26.00 | ($55,027.87) | (211,645.65%) | $284.93 | $30.00 |
| Grants to others | $40,846.46 | | ($40,846.46) | 0.00% | | |
| Capital expense | | $150.00 | $150.00 | 100.00% | | $150.00 |
| Depreciation | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **104704.86** | **$32,531.00** | **($72,173.86)** | **(221.86%)** | **$5,349.01** | **$22,531.00** |
| | $192,136.60 | $463,601.00 | $271,464.40 | 58.56% | $208,837.42 | $436,000.00 |
| **NET (REVENUE)/EXPENDITURE** | **$80,315.46** | **$463,601.00** | **$383,285.54** | **82.68%** | **$208,837.42** | **$436,000.00** |

# Corporate Services - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($35,518.41) | ($160,543.00) | ($125,024.59) | 77.88% | ($32,790.70) | ($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 | ($47,573.56) | ($114,545.00) | ($66,971.44) | 58.47% | ($43,191.97) | ($119,666.00) |
| | **($83,091.97)** | **($473,917.00)** | **($390,825.03)** | **82.47%** | **($75,982.67)** | **($396,309.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $765,399.15 | $4,262,210.00 | $3,496,810.85 | 82.04% | $887,378.67 | $3,935,596.00 |
| Benefits | $223,488.06 | $1,103,704.00 | $880,215.94 | 79.75% | $249,048.51 | $1,026,156.00 |
| **TOTAL SALARIES/BENEFITS** | **$988,887.21** | **$5,365,914.00** | **$4,377,026.79** | **81.57%** | **$1,136,427.18** | **$4,961,752.00** |
| Travel and training | $7,590.84 | $19,564.00 | $11,973.16 | 61.20% | $6,916.55 | $19,564.00 |
| Vehicle allowance, maintenance and repairs | | $620.00 | $620.00 | 100.00% | | $620.00 |
| Materials and supplies | $125,064.14 | $427,706.00 | $302,641.86 | 70.76% | $115,239.42 | $400,874.00 |
| Maintenance and repairs | $735,572.03 | $1,599,697.00 | $864,124.97 | 54.02% | $296,176.28 | $1,523,520.00 |
| Goods for resale | | $19,200.00 | $19,200.00 | 100.00% | | $19,200.00 |
| Rents and leases | $7,333.54 | $3,000.00 | ($4,333.54) | (144.45%) | $6,124.82 | $3,000.00 |
| Financial expenses | $1,702.31 | $30,500.00 | $28,797.69 | 94.42% | $7,280.15 | $30,500.00 |
| Purchased and contracted services | $56,854.23 | $754,487.00 | $697,632.77 | 92.46% | $21,916.25 | $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% | | 85000 |
| Capital expense | $65,910.71 | $107,130.00 | $41,219.29 | 38.48% | $68,878.74 | $105,850.00 |
| Depreciation | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **$1,000,027.80** | **$3,031,904.00** | **$2,031,876.20** | **67.02%** | **$522,532.21** | **$2,941,159.00** |
| | $1,988,915.01 | $8,397,818.00 | $6,408,902.99 | 76.32% | $1,658,959.39 | $7,902,911.00 |
| **NET (REVENUE)/EXPENDITURE** | **$1,905,823.04** | **$7,923,901.00** | **$6,018,077.96** | **75.95%** | **$1,582,976.72** | **$7,506,602.00** |

| | | | | |
|---|---|---|---|---|
| IT | 1,166,170.09 | 3,721,507.00 | 2,555,336.91 | 68.66% |
| Finance | 476,914.47 | 2,825,825.00 | 2,348,910.53 | 83.12% |
| Clerk's | 262,738.48 | 1,376,569.00 | 1,113,830.52 | 80.91% |

# Legal Department - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($266,971.69) | ($1,535,837.00) | ($1,268,865.31) | 82.62% | ($377,635.16) | ($1,535,037.00) |
| Government grants | | ($1,540.00) | ($1,540.00) | 100.00% | | ($1,540.00) |
| Interest and investment income | ($13,332.15) | | $13,332.15 | 0.00% | ($738.00) | |
| Contribution from own funds | | | $0.00 | 0.00% | | |
| | **($280,303.84)** | **($1,537,377.00)** | **($1,257,073.16)** | **81.77%** | **($378,373.16)** | **($1,536,577.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $463,200.06 | $2,385,075.00 | $1,921,874.94 | 80.58% | $498,830.16 | $2,228,104.00 |
| Benefits | $334,191.78 | $1,687,188.00 | $1,352,996.22 | 80.19% | $519,106.68 | $1,643,904.00 |
| **TOTAL SALARIES/BENEFITS** | **$797,391.84** | **$4,072,263.00** | **$3,274,871.16** | **80.42%** | **$1,017,936.84** | **$3,872,008.00** |
| Travel and training | $15,548.07 | $116,856.00 | $101,307.93 | 86.69% | $11,661.97 | $117,706.00 |
| Vehicle allowance, maintenance and repairs | | $950.00 | $950.00 | 100.00% | | $950.00 |
| Materials and supplies | $26,380.33 | $112,616.00 | $86,235.67 | 76.57% | $26,569.49 | $111,766.00 |
| Maintenance and repairs | $305.27 | $5,389.00 | $5,083.73 | 94.34% | $503.69 | $5,389.00 |
| Rents and leases | $16,396.09 | $79,302.00 | $62,905.91 | 79.32% | $15,150.83 | $79,302.00 |
| Taxes and licenses | $2,317,134.50 | $2,789,198.00 | $472,063.50 | 16.92% | $165,312.53 | $2,703,222.00 |
| Purchased and contracted services | $81,055.31 | $552,763.00 | $471,707.69 | 85.34% | $69,101.26 | $551,507.00 |
| Capital expense | $2,180.22 | $30,700.00 | $28,519.78 | 92.90% | $1,796.72 | $28,400.00 |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **$2,458,999.79** | **$3,687,774.00** | **$1,228,774.21** | **33.32%** | **$290,096.49** | **$3,598,242.00** |
| | $3,256,391.63 | $7,760,037.00 | $4,503,645.37 | 58.04% | $1,308,033.33 | $7,470,250.00 |
| **NET (REVENUE)/EXPENDITURE** | **$2,976,087.79** | **$6,222,660.00** | **$3,246,572.21** | **52.17%** | **$929,660.17** | **$5,933,673.00** |

# Fire Services - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($190,156.38) | ($781,319.00) | ($591,162.62) | 75.66% | ($171,055.22) | ($912,613.00) |
| Government grants | ($49,720.00) | | $49,720.00 | 0.00% | | |
| Other income | ($34,087.98) | ($3,375.00) | $30,712.98 | (910.01%) | ($12,903.92) | ($3,375.00) |
| | **($273,964.36)** | **($784,694.00)** | **($510,729.64)** | **65.09%** | **($183,959.14)** | **($915,988.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $2,546,242.55 | $12,916,777.00 | $10,370,534.45 | 80.29% | $2,656,610.34 | $11,877,407.00 |
| Benefits | $805,527.30 | $3,651,710.00 | $2,846,182.70 | 77.94% | $860,420.48 | $3,421,007.00 |
| **TOTAL SALARIES/BENEFITS** | **$3,351,769.85** | **$16,568,487.00** | **$13,216,717.15** | **79.77%** | **$3,517,030.82** | **$15,298,414.00** |
| Travel and training | $24,244.06 | $82,566.00 | $58,321.94 | 70.64% | $29,065.41 | $71,566.00 |
| Vehicle allowance, maintenance and repairs | $123,512.63 | $300,100.00 | $176,587.37 | 58.84% | $105,828.88 | $244,600.00 |
| Utilities and fuel | $64,747.23 | $232,310.00 | $167,562.77 | 72.13% | $52,454.74 | $363,000.00 |
| Materials and supplies | $64,435.24 | $321,193.00 | $256,757.76 | 79.94% | $68,249.17 | $293,228.00 |
| Maintenance and repairs | $57,143.89 | $197,989.00 | $140,845.11 | 71.14% | $41,850.36 | $165,636.00 |
| Financial expenses | $431.69 | $4,000.00 | $3,568.31 | 89.21% | $447.87 | $4,000.00 |
| Purchased and contracted services | 1928.21 | $24,300.00 | $22,371.79 | 92.06% | $2,127.14 | $20,800.00 |
| Transfer to own funds | $98,985.25 | $395,941.00 | $296,955.75 | 75.00% | | $390,273.00 |
| Capital expense | 8347.05 | 60566 | $52,218.95 | 86.22% | $17,730.34 | 60566 |
| Depreciation | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **$443,775.25** | **$1,618,965.00** | **$1,175,189.75** | **72.59%** | **$317,753.91** | **$1,613,669.00** |
| | $3,795,545.10 | $18,187,452.00 | $14,391,906.90 | 79.13% | $3,834,784.73 | $16,912,083.00 |
| **NET (REVENUE)/EXPENDITURE** | **$3,521,580.74** | **$17,402,758.00** | **$13,881,177.26** | **79.76%** | **$3,650,825.59** | **$15,996,095.00** |

# Public Works & Engineering – First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($865,704.86) | ($4,126,344.00) | ($3,260,639.14) | 79.02% | ($962,578.96) | ($3,726,999.00) |
| Government grants | ($4,290.17) | ($238,721.00) | ($234,430.83) | 98.20% | ($648,822.55) | ($238,721.00) |
| Contribution from own funds | | ($251,840.00) | ($251,840.00) | 100.00% | | ($247,122.00) |
| Other income | ($38,279.07) | ($90,000.00) | ($51,720.93) | 57.47% | ($36,748.65) | ($90,000.00) |
| | **($908,274.10)** | **($4,706,905.00)** | **($3,798,630.90)** | **80.70%** | **($1,648,150.16)** | **($4,302,842.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $4,313,633.27 | $21,649,187.00 | $17,335,553.73 | 80.07% | $4,515,104.55 | $20,750,724.00 |
| Benefits | $1,249,437.53 | $5,851,011.00 | $4,601,573.47 | 78.65% | $1,290,204.54 | $5,660,716.00 |
| **TOTAL SALARIES/BENEFITS** | **$5,563,070.80** | **$27,500,198.00** | **$21,937,127.20** | **79.77%** | **$5,805,309.09** | **$26,411,440.00** |
| Travel and training | $34,162.26 | $133,640.00 | $99,477.74 | 74.44% | $24,363.49 | $131,640.00 |
| Vehicle allowance, maintenance and repairs | $2,117,434.65 | $2,530,649.00 | $413,214.35 | 16.33% | $731,788.96 | $2,411,938.00 |
| Utilities and fuel | $1,783,860.64 | $7,815,969.00 | $6,032,108.36 | 77.18% | $1,151,606.71 | $7,882,884.00 |
| Materials and supplies | $1,072,725.26 | $4,422,409.00 | $3,349,683.74 | 75.74% | $1,055,091.08 | $4,275,146.00 |
| Maintenance and repairs | $47,602.28 | $256,671.00 | $209,068.72 | 81.45% | $27,279.81 | $247,725.00 |
| Taxes and licenses | $9,910.41 | $95,544.00 | $85,633.59 | 89.63% | $11,352.88 | $95,544.00 |
| Financial expenses | $32,578.54 | $6,400.00 | ($26,178.54) | (409.04%) | $1,393.79 | $6,400.00 |
| Purchased and contracted services | $1,877,259.75 | $7,870,836.00 | $5,993,576.25 | 76.15% | $1,123,017.34 | $7,051,634.00 |
| Transfer to own funds | $1,689,755.25 | $6,839,021.00 | $5,149,265.75 | 75.29% | | $5,536,528.00 |
| Capital expense | $86,047.43 | $139,356.00 | $53,308.57 | 38.25% | $6,736.43 | $136,459.00 |
| Depreciation | | | $0.00 | 0.00% | | |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | | |
| Less: recoverable costs | ($42,222.76) | ($187,565.00) | ($145,342.24) | 77.49% | ($55,320.31) | ($255,130.00) |
| **TOTAL OTHER EXPENSES** | **$8,709,113.71** | **$29,922,930.00** | **$21,213,816.29** | **70.89%** | **$4,077,310.18** | **$27,520,768.00** |
| | $14,272,184.51 | $57,423,128.00 | $43,150,943.49 | 75.15% | **$9,882,619.27** | $53,932,208.00 |
| **NET (REVENUE)/EXPENDITURE** | **$13,363,910.41** | **$52,716,223.00** | **$39,352,312.59** | **74.65%** | **$8,234,469.11** | **$49,629,366.00** |

| | | | | |
|---|---|---|---|---|
| Public Works | $9,894,481.62 | $37,566,231.00 | $27,671,749.38 | 73.66% |
| Engineering | $3,469,428.79 | $15,149,992.00 | $11,680,563.21 | 77.10% |
| | $13,363,910.41 | $52,716,223.00 | $39,352,312.59 | |

# Public Works - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($533,657.76) | ($2,687,206.00) | ($2,153,548.24) | 80.14% | ($389,028.81) | ($2,340,246.00) |
| Government grants | ($4,290.17) | ($64,000.00) | ($59,709.83) | 93.30% | ($20,499.68) | ($64,000.00) |
| Contribution from own funds | | ($5,000.00) | ($5,000.00) | 100.00% | | ($5,000.00) |
| Other income | ($38,279.07) | ($90,000.00) | ($51,720.93) | 57.47% | ($36,748.65) | ($90,000.00) |
| | **($576,227.00)** | **($2,846,206.00)** | **($2,269,979.00)** | **79.75%** | **($446,277.14)** | **($2,499,246.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $3,585,197.50 | $17,766,927.00 | $14,181,729.50 | 79.82% | $3,735,143.03 | $17,010,846.00 |
| Benefits | $1,031,679.19 | $4,875,505.00 | $3,843,825.81 | 78.84% | $1,076,859.60 | $4,706,732.00 |
| **TOTAL SALARIES/BENEFITS** | **$4,616,876.69** | **$22,642,432.00** | **$18,025,555.31** | **79.61%** | **$4,812,002.63** | **$21,717,578.00** |
| Travel and training | $26,357.56 | $89,990.00 | $63,632.44 | 70.71% | $14,872.03 | $88,990.00 |
| Vehicle allowance, maintenance and repairs | $2,098,860.01 | $2,500,871.00 | $402,010.99 | 16.07% | $729,425.04 | $2,381,045.00 |
| Utilities and fuel | $708,494.25 | $2,303,897.00 | $1,595,402.75 | 69.25% | $408,913.66 | $2,303,897.00 |
| Materials and supplies | $1,014,615.33 | $4,182,005.00 | $3,167,389.67 | 75.74% | $1,004,222.58 | $4,055,460.00 |
| Taxes and licenses | $9,910.41 | $95,544.00 | $85,633.59 | 89.63% | $11,352.88 | $95,544.00 |
| Financial expenses | $1,668.33 | $5,000.00 | $3,331.67 | 66.63% | $1,233.65 | $5,000.00 |
| Purchased and contracted services | $471,574.33 | $2,434,793.00 | $1,963,218.67 | 80.63% | $345,668.44 | $2,342,792.00 |
| Transfer to own funds | $1,547,217.50 | $6,268,870.00 | $4,721,652.50 | 75.32% | | $4,976,772.00 |
| Capital expense | $17,356.97 | $76,600.00 | $59,243.03 | 77.34% | $561.41 | $76,600.00 |
| Depreciation | | | $0.00 | 0.00% | | |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | | |
| Less: recoverable costs | ($42,222.76) | ($187,565.00) | ($145,342.24) | 77.49% | ($55,320.31) | ($255,130.00) |
| **TOTAL OTHER EXPENSES** | **$5,853,831.93** | **$17,770,005.00** | **$11,916,173.07** | **67.06%** | **$2,460,929.38** | **$16,070,970.00** |
| | $10,470,708.62 | $40,412,437.00 | $29,941,728.38 | 74.09% | $7,272,932.01 | $37,788,548.00 |
| **NET (REVENUE)/EXPENDITURE** | **$9,894,481.62** | **$37,566,231.00** | **$27,671,749.38** | **73.66%** | **$6,826,654.87** | **$35,289,302.00** |

| | | | | |
|---|---|---|---|---|
| Operations | | | | |
| Winter Control: | | | | |
| Roadways | | | | |
| and Sidewalks | 5,804,387.92 | 8,624,801.00 | 2,820,413.08 | 32.70% |
| Sanitary Sewers | 207,915.14 | 2,780,320.00 | 2,572,404.86 | 92.52% |
| Storm Sewers | 11,818.46 | 778,221.00 | 766,402.54 | 98.48% |
| Roadways and Sidewalks | (17,751.61) | 4,618,730.00 | 4,636,481.61 | (237.91%) |
| Supervision and Overhea | 666,295.80 | 3,602,552.00 | 2,936,256.20 | 81.50% |
| Traffic & Communications | 359,957.14 | 2,030,298.00 | 1,670,340.86 | 82.27% |
| Carpentry | 215,913.17 | 1,005,413.00 | 789,499.83 | 78.52% |
| Administration | 420,449.43 | 1,785,465.00 | 1,365,015.57 | 76.45% |
| Buildings & Equipment | 413,374.67 | 2,570,619.00 | 2,157,244.33 | 83.92% |
| Waste Management | 1,033,206.54 | 5,012,266.00 | 3,979,059.46 | 79.39% |
| Parks | 778,914.96 | 4,757,546.00 | 3,978,631.04 | 83.63% |
| | 9,894,481.62 | 37,566,231.00 | 27,671,749.38 | |

# Engineering – First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($332,047.10) | ($1,439,138.00) | ($1,107,090.90) | 76.93% | ($573,550.15) | ($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 | | | $0.00 | 0.00% | | |
| | **($332,047.10)** | **($1,860,699.00)** | **($1,528,651.90)** | **82.15%** | **($1,201,873.02)** | **($1,803,596.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $728,435.77 | $3,882,260.00 | $3,153,824.23 | 81.24% | $779,961.52 | $3,739,878.00 |
| Benefits | $217,758.34 | $975,506.00 | $757,747.66 | 77.68% | $213,344.94 | $953,984.00 |
| **TOTAL SALARIES/BENEFITS** | **$946,194.11** | **$4,857,766.00** | **$3,911,571.89** | **80.52%** | **$993,306.46** | **$4,693,862.00** |
| Travel and training | $7,804.70 | $43,650.00 | $35,845.30 | 82.12% | $9,491.46 | $42,650.00 |
| Vehicle allowance, maintenance and repairs | $18,574.64 | $29,778.00 | $11,203.36 | 37.62% | $2,363.92 | $30,893.00 |
| Utilities and fuel | $1,075,366.39 | $5,512,072.00 | $4,436,705.61 | 80.49% | $742,693.05 | $5,578,987.00 |
| Materials and supplies | $58,109.93 | $240,404.00 | $182,294.07 | 75.83% | $50,868.50 | $219,686.00 |
| Maintenance and repairs | $47,602.28 | $256,671.00 | $209,068.72 | 81.45% | $27,279.81 | $247,725.00 |
| Financial expenses | $30,910.21 | $1,400.00 | ($29,510.21) | (2,107.87%) | $160.14 | $1,400.00 |
| Purchased and contracted services | $1,405,685.42 | $5,436,043.00 | $4,030,357.58 | 74.14% | $777,348.90 | $4,708,842.00 |
| Transfer to own funds | 142537.75 | $570,151.00 | $427,613.25 | 75.00% | | $559,756.00 |
| Capital expense | $68,690.46 | $62,756.00 | ($5,934.46) | (9.46%) | $6,175.02 | $59,859.00 |
| Depreciation | | | $0.00 | 0.00% | | |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **$2,855,281.78** | **$12,152,925.00** | **$9,297,643.22** | **76.51%** | **$1,616,380.80** | **$11,449,798.00** |
| | $3,801,475.89 | $17,010,691.00 | $13,209,215.11 | 77.65% | $2,609,687.26 | $16,143,660.00 |
| **NET (REVENUE)/EXPENDITURE** | **$3,469,428.79** | **$15,149,992.00** | **$11,680,563.21** | **77.10%** | **$1,407,814.24** | **$14,340,064.00** |

# Community Development & Enterprise Services – First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($3,640,312.12) | ($9,452,356.00) | ($5,812,043.88) | 61.49% | ($3,048,340.15) | ($9,449,683.00) |
| Government grants | ($540,822.74) | ($2,209,639.00) | ($1,668,816.26) | 75.52% | ($737,282.44) | ($2,209,915.00) |
| Contribution from own funds | ($8,489.03) | ($503,888.00) | ($495,398.97) | 98.32% | ($4,200.00) | ($519,294.00) |
| Other income | ($196,147.50) | ($126,702.00) | $69,445.50 | (54.81%) | ($97,196.60) | ($126,705.00) |
| | **($4,385,771.39)** | **($12,292,585.00)** | **($7,906,813.61)** | **64.32%** | **($3,887,019.19)** | **($12,305,597.00)** |
| **EXPENDITURES** | | | | | | |
| Salaries | $3,393,330.45 | $16,323,436.00 | $12,930,105.55 | 79.21% | $3,526,963.81 | $15,626,851.00 |
| Benefits | $862,330.73 | $4,367,221.00 | $3,504,890.27 | 80.25% | $901,362.69 | $4,138,899.00 |
| **TOTAL SALARIES/BENEFITS** | **$4,255,661.18** | **$20,690,657.00** | **$16,434,995.82** | **79.43%** | **$4,428,326.50** | **$19,765,750.00** |
| Travel and training | $25,017.39 | $204,117.00 | $179,099.61 | 87.74% | $24,893.55 | $190,126.00 |
| Vehicle allowance, maintenance and repairs | $294,950.02 | $1,180,091.00 | $885,140.98 | 75.01% | $303,885.19 | $1,119,909.00 |
| Utilities and fuel | $912,810.86 | $4,005,233.00 | $3,092,422.14 | 77.21% | $862,806.87 | $4,020,946.00 |
| Materials and supplies | $227,234.48 | $1,259,702.00 | $1,032,467.52 | 81.96% | $276,674.60 | $1,081,211.00 |
| Maintenance and repairs | $588,870.66 | $1,555,106.00 | $966,235.34 | 62.13% | $361,243.33 | $1,434,917.00 |
| Program expenses | $132,614.70 | $169,540.00 | $36,925.30 | 21.78% | $59,237.18 | $169,540.00 |
| Goods for resale | $318,609.75 | $777,829.00 | $459,219.25 | 59.04% | $284,428.27 | $753,071.00 |
| Rents and leases | $63,395.56 | $90,255.00 | $26,859.44 | 29.76% | $24,291.12 | $90,255.00 |
| Taxes and licenses | $3,638.40 | $179,970.00 | $176,331.60 | 97.98% | $98.34 | $179,970.00 |
| Financial expenses | $84,802.66 | $101,187.00 | $16,384.34 | 16.19% | $56,873.31 | $101,187.00 |
| Purchased and contracted services | $349,069.46 | $2,048,207.00 | $1,699,137.54 | 82.96% | $321,711.82 | $2,027,907.00 |
| Grants to others | 27529.39 | $104,500.00 | $76,970.61 | 73.66% | $54,712.00 | $104,500.00 |
| Transfer to own funds | $298,350.00 | $1,677,326.00 | $1,378,976.00 | 82.21% | | $2,081,270.00 |
| Capital expense | 18732.28 | 80580 | $61,847.72 | 76.75% | $22,617.66 | 74579 |
| Depreciation | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **$3,345,625.61** | **$13,433,643.00** | **$10,088,017.39** | **75.10%** | **$2,653,473.24** | **$13,429,388.00** |
| | $7,601,286.79 | $34,124,300.00 | $26,523,013.21 | 77.72% | $7,081,799.74 | $33,195,138.00 |
| **NET (REVENUE)/EXPENDITURE** | **$3,215,515.40** | **$21,831,715.00** | **$18,616,199.60** | **85.27%** | **$3,194,780.55** | **$20,889,541.00** |

| | | | | |
|---|---|---|---|---|
| Humane Society | 177,199.71 | 688,374.00 | 511,174.29 | 74.26% |
| LIP | (380,175.47) | - | 380,175.47 | 0.00% |
| Economic Development | 208,715.59 | 791,154.00 | 582,438.41 | 73.62% |
| Tourism and Community Developmer | 235,787.71 | 1,195,798.00 | 960,010.29 | 80.28% |
| Planning | 184,855.85 | 990,387.00 | 805,531.15 | 81.33% |
| Parking | 14,633.83 | 203,581.00 | 188,947.17 | 92.81% |
| Cemetery | 128,532.55 | 348,986.00 | 220,453.45 | 63.17% |
| Transit | 1,974,744.26 | 9,432,059.00 | 7,457,314.74 | 79.06% |
| School Guards | 79,222.44 | 313,777.00 | 234,554.56 | 74.75% |
| Recreation & Culture | 288,840.77 | 2,176,137.00 | 1,887,296.23 | 86.73% |
| Locks | (5,954.17) | 40,223.00 | 46,177.17 | 114.80% |
| Community Centres | | | | |
| John Rhodes Community Centre | 69,547.58 | 1,791,059.00 | 1,721,511.42 | 96.12% |
| Northern Community Centre Turf | (134,282.47) | (61,532.00) | 72,750.47 | (118.23%) |
| Northern Community Centre Aren | (72,694.43) | 266,846.00 | 339,540.43 | 127.24% |
| GFL Memorial Gardens | 79,489.47 | 987,206.00 | 907,716.53 | 91.95% |
| Downtown Plaza | 52,209.93 | 304,271.00 | 252,061.07 | 82.84% |
| Downtown Ambassador Program | (82,844.53) | 245,913.00 | 328,757.53 | 133.69% |
| Mill Market | - | - | - | 0.00% |
| Outdoor Pools/Misc. Concessions | 26,211.96 | 381,873.00 | 355,661.04 | 93.14% |
| Facility Administration | 175,912.57 | 924,924.00 | 749,011.43 | 80.98% |
| Administration | 195,562.25 | 810,679.00 | 615,116.75 | 75.88% |

# Levy Boards - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| **EXPENDITURES** | | | | | | |
| Grants to others | $6,345,053.78 | $25,380,215.00 | $19,035,161.22 | 75.00% | $6,167,308.25 | $24,794,407.00 |
| **TOTAL OTHER EXPENSES** | **$6,345,053.78** | **$25,380,215.00** | **$19,035,161.22** | **75.00%** | **$6,167,308.25** | **$24,794,407.00** |
| | $6,345,053.78 | $25,380,215.00 | $19,035,161.22 | 75.00% | $6,167,308.25 | $24,794,407.00 |
| **NET (REVENUE)/EXPENDITURE** | **$6,345,053.78** | **$25,380,215.00** | **$19,035,161.22** | **75.00%** | **$6,167,308.25** | **$24,794,407.00** |

# Outside Agencies - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Fees and user charges | ($380,033.51) | ($886,700.00) | ($506,666.49) | 57.14% | ($96,837.53) | ($526,600.00) |
| Government grants | ($452,372.70) | ($2,924,379.00) | ($2,472,006.30) | 84.53% | ($532,694.92) | ($2,827,973.00) |
| Contribution from own funds | | ($200,000.00) | ($200,000.00) | 100.00% | | ($540,000.00) |
| Other income | ($40,751.89) | ($100,000.00) | ($59,248.11) | 59.25% | ($13,891.13) | ($100,000.00) |
| | ($873,158.10) | ($4,111,079.00) | ($3,237,920.90) | 78.76% | **($643,423.58)** | ($3,994,573.00) |
| **EXPENDITURES** | | | | | | |
| Salaries | $5,722,330.66 | $26,361,674.00 | $20,639,343.34 | 78.29% | $5,725,605.98 | $24,506,665.00 |
| Benefits | $1,756,845.81 | $7,179,242.00 | $5,422,396.19 | 75.53% | $1,701,353.48 | $6,654,940.00 |
| **TOTAL SALARIES/BENEFITS** | **$7,479,176.47** | **$33,540,916.00** | **$26,061,739.53** | **77.70%** | **$7,426,959.46** | **$31,161,605.00** |
| Travel and training | $139,933.99 | $1,206,800.00 | $1,066,866.01 | 88.40% | $126,456.67 | $1,039,900.00 |
| Vehicle allowance, maintenance and repairs | $249,104.53 | $1,280,550.00 | $1,031,445.47 | 80.55% | $121,294.11 | $1,446,070.00 |
| Utilities and fuel | $145,715.93 | $583,485.00 | $437,769.07 | 75.03% | $127,004.73 | $599,505.00 |
| Materials and supplies | $541,185.68 | $2,574,565.00 | $2,033,379.32 | 78.98% | $407,586.78 | $2,308,400.00 |
| Maintenance and repairs | $227,963.60 | $1,780,640.00 | $1,552,676.40 | 87.20% | $161,863.77 | $1,465,935.00 |
| Rents and leases | $30,635.36 | $150,000.00 | $119,364.64 | 79.58% | $18,458.55 | $125,000.00 |
| Taxes and licenses | $12,594.82 | $413,000.00 | $400,405.18 | 96.95% | $12,594.82 | $443,000.00 |
| Financial expenses | $258.00 | | ($258.00) | 0.00% | $362.77 | |
| Purchased and contracted services | $122,564.39 | $968,800.00 | $846,235.61 | 87.35% | $114,985.15 | $711,311.00 |
| Grants to others | $1,184,879.36 | $4,577,878.00 | $3,392,998.64 | 74.12% | $1,164,787.07 | $4,345,332.00 |
| Transfer to own funds | $88,750.00 | $245,000.00 | $156,250.00 | 63.78% | | $745,000.00 |
| Capital expense | $662,290.60 | $1,088,220.00 | $425,929.40 | 39.14% | $188,323.32 | $1,598,570.00 |
| Depreciation | | | $0.00 | 0.00% | | |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | | |
| **TOTAL OTHER EXPENSES** | **$3,405,876.26** | **$14,868,938.00** | **$11,463,061.74** | **77.09%** | **$2,443,717.74** | **$14,828,023.00** |
| | $10,885,052.73 | $48,409,854.00 | $37,524,801.27 | 77.51% | $9,870,677.20 | $45,989,628.00 |
| **NET (REVENUE)/EXPENDITURE** | **$10,011,894.63** | **$44,298,775.00** | **$34,286,880.37** | **77.40%** | **$9,227,253.62** | **$41,995,055.00** |

# Corporate Financials - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| Taxation | ($69,426,874.58) | ($148,521,347.00) | ($79,094,472.42) | 53.25% | ($67,691,752.09) | ($143,335,325.00) |
| Payment in lieu of taxes | ($613,022.30) | ($5,054,728.00) | ($4,441,705.70) | 87.87% | ($584,700.13) | ($4,888,407.00) |
| Fees and user charges | ($6,742,995.15) | ($19,702,682.00) | ($12,959,686.85) | 65.78% | ($4,363,762.65) | ($18,764,458.00) |
| Government grants | ($5,489,973.69) | ($20,045,249.00) | ($14,555,275.31) | 72.61% | ($4,952,973.69) | ($17,897,249.00) |
| Interest and investment income | ($1,410,151.95) | ($6,289,000.00) | ($4,878,848.05) | 77.58% | ($1,373,983.83) | ($6,289,000.00) |
| Contribution from own funds | | ($1,361,091.00) | ($1,361,091.00) | 100.00% | | ($1,000,000.00) |
| Other income | ($14,096.42) | ($2,700,000.00) | ($2,685,903.58) | 99.48% | ($168,390.18) | ($2,500,000.00) |
| Change in future employee benefits | | | $0.00 | 0.00% | | |
| | **($83,697,114.09)** | **($203,674,097.00)** | **($119,976,982.91)** | **58.91%** | **($79,135,562.57)** | **($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 | $48,828.18 | $296,103.00 | $247,274.82 | 83.51% | $34,264.22 | $294,365.00 |
| Program expenses | $208,874.25 | $835,497.00 | $626,622.75 | 75.00% | $189,661.50 | $741,652.00 |
| Financial expenses | $496,153.22 | $2,497,614.00 | $2,001,460.78 | 80.13% | $620,936.69 | $2,372,601.00 |
| Purchased and contracted services | 215.94 | 11000 | $10,784.06 | 98.04% | | $11,000.00 |
| Transfer to own funds | $3,493,512.75 | $14,414,921.00 | $10,921,408.25 | 75.76% | | $14,580,466.00 |
| **TOTAL OTHER EXPENSES** | **$4,247,584.34** | **$18,055,135.00** | **$13,807,550.66** | **76.47%** | **$844,862.41** | **$18,000,084.00** |
| | $4,247,584.34 | $18,055,135.00 | $13,807,550.66 | 76.47% | $845,162.41 | $18,000,084.00 |
| **NET (REVENUE)/EXPENDITURE** | **($79,449,529.75)** | **($185,618,962.00)** | **($106,169,432.25)** | **57.20%** | **($78,290,400.16)** | **($176,674,355.00)** |

# Capital Levy & Debenture Debt - First Quarter Ended March 31, 2025

| *FISCAL YEAR REMAINING% :* | 2025 YTD Actual | Budget 2025 | Variance | Percentage Budget-Rem 75% | 2024 Actual To: March | Budget 2024 |
|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | |
| **EXPENDITURES** | | | | | | |
| Long term debt | | $1,327,115.00 | $1,327,115.00 | 100.00% | | $1,400,000.00 |
| Transfer to own funds | $1,841,450.50 | $7,365,802.00 | $5,524,351.50 | 75.00% | | $7,392,943.00 |
| **TOTAL OTHER EXPENSES** | **$1,841,450.50** | **$8,692,917.00** | **$6,851,466.50** | **78.82%** | **$0.00** | **$8,792,943.00** |
| | $1,841,450.50 | $8,692,917.00 | $6,851,466.50 | 78.82% | $0.00 | $8,792,943.00 |
| **NET (REVENUE)/EXPENDITURE** | **$1,841,450.50** | **$8,692,917.00** | **$6,851,466.50** | **78.82%** | **$0.00** | **$8,792,943.00** |

**Appendix B**

**Net Assessment Growth to March 31, 2025**

| | 2025 Total Assessment Based on Returned Roll | | 2025 Total Assessment to March 31, 2025 | | Difference Between Returned Roll and Year End | | Difference Between Municpal Revenue and Year End | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | Municipal | |
| Class | CVA | Municipal | CVA | Municipal | $ | % | $ | % |
| **Taxable** | | | | | | | | |
| Residential | 5,695,335,116 | 93,202,940 | 5,695,335,116 | 93,202,940 | 0 | 0.00% | 0 | 0.00% |
| New Multi-residential | 45,673,100 | 814,684 | 45,673,100 | 814,684 | 0 | 0.00% | 0 | 0.00% |
| Multi-residential | 433,595,858 | 7,734,006 | 433,595,858 | 7,734,006 | 0 | 0.00% | 0 | 0.00% |
| Com. Occupied | 717,197,484 | 22,756,569 | 717,197,484 | 22,756,569 | 0 | 0.00% | 0 | 0.00% |
| Com. Exc. Land | 5,935,760 | 131,339 | 5,935,760 | 131,339 | 0 | 0.00% | 0 | 0.00% |
| Com. On-Farm Bus. | 24,600 | 742 | 24,600 | 742 | 0 | 0.00% | 0 | 0.00% |
| Shopping Occ. | 150,824,540 | 5,089,005 | 150,824,540 | 5,089,005 | 0 | 0.00% | 0 | 0.00% |
| Office Occupied | 21,597,191 | 954,289 | 21,597,191 | 954,289 | 0 | 0.00% | 0 | 0.00% |
| Parking/Vac. Land | 23,969,300 | 562,762 | 23,969,300 | 562,762 | 0 | 0.00% | 0 | 0.00% |
| Ind. Occupied | 42,492,819 | 2,646,454 | 42,492,819 | 2,646,454 | 0 | 0.00% | 0 | 0.00% |
| Ind. Exc. Land | 774,100 | 31,088 | 774,100 | 31,088 | 0 | 0.00% | 0 | 0.00% |
| Ind. Vac. Land | 5,556,100 | 227,272 | 5,556,100 | 227,272 | 0 | 0.00% | 0 | 0.00% |
| Large Ind. Occ. | 62,092,300 | 6,952,677 | 62,092,300 | 6,952,677 | 0 | 0.00% | 0 | 0.00% |
| Large Ind. Exc. | 245,200 | 17,846 | 245,200 | 17,846 | 0 | 0.00% | 0 | 0.00% |
| Aggregate Extraction | 2,454,800 | 136,796 | 2,454,800 | 136,796 | 0 | 0.00% | 0 | 0.00% |
| Pipelines | 27,547,000 | 903,625 | 27,547,000 | 903,625 | 0 | 0.00% | 0 | 0.00% |
| Farm | 2,394,600 | 9,532 | 2,394,600 | 9,532 | 0 | 0.00% | 0 | 0.00% |
| Managed Forests | 2,765,100 | 10,860 | 2,765,100 | 10,860 | 0 | 0.00% | 0 | 0.00% |
| **Commercial Total Taxable** | **919,548,875** | **29,494,707** | **919,548,875** | **29,494,707** | **0** | **0.00%** | **0** | **0.00%** |
| **Industrial Total Taxable** | **111,160,519** | **9,875,338** | **111,160,519** | **9,875,338** | **0** | **0.00%** | **0** | **0.00%** |
| **Total Taxable** | **7,240,474,968** | **142,182,487** | **7,240,474,968** | **142,182,487** | **0** | **0.00%** | **0** | **0.00%** |

# Appendix C - 2025 01 - 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 |
|---|---|---|---|---|---|---|
| Roads/Bridges/Storm Sewer | 29,271,866 | 126,691 | 29,398,557 | 56.55% | 2,644,222 | 26,754,335 |
| Landfill Upgrades, Fleet & Equipment | 5,611,000 | | 5,611,000 | 10.79% | 919,543 | 4,691,457 |
| Public Works Fleet & Equipment | 2,608,000 | | 2,608,000 | 5.02% | 2,089,274 | 518,726 |
| Engineering Fleet & Equipment | 255,000 | | 255,000 | 0.49% | - | 255,000 |
| Transit Fleet & Equipment | 2,400,000 | | 2,400,000 | 4.62% | - | 2,400,000 |
| Community Services Fleet & Equipment | 734,975 | 4,724 | 739,699 | 1.42% | 166,338 | 573,361 |
| Building Capital Maintenance | 1,208,650 | | 1,208,650 | 2.32% | 46,902 | 1,161,748 |
| Fire Fleet & Equipment | 1,662,000 | 111,032 | 1,773,032 | 3.41% | 1,761,032 | 12,000 |
| Corporate/ Outside Agencies | 1,050,000 | | 1,050,000 | 2.02% | 22,578 | 1,027,422 |
| Sanitary Sewer | 6,946,996 | | 6,946,996 | 13.36% | 2,651,725 | 4,295,271 |
| **Total** | **51,748,487** | **242,447** | **51,990,934** | **100.00%** | **10,301,614** | **41,689,321** |

**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 March 31, 2025:

| Capital Budget Item | 2025 Approved Capital Budget | 2025 Capital Budget Amendments | 2025 Amended Capital Budget | Reference |
|---|---|---|---|---|
| *Roads/Bridges/Storm Sewer* | | | | |
| Demolition of 628 Second Line West | - | 126,691 | 126,691 | Building removal as approved February 24, 2025. Funded from the Overall Capital Reserve. |
| *Community Services Fleet & Equipment* | | | | |
| Cemetery - Backhoe | 155,000 | 4,724 | 159,724 | Excess to be funded from operations as approved by Council on March 17, 2025. |
| *Fire Fleet & Equipment* | | | | |
| 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. |
| **Total Capital Budget Amendments** | | **242,447** | | |

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Karen Marlow, Manager of Purchasing |
| DEPARTMENT: | Corporate Services |
| RE: | Tender for Seasonal Lease of Four Loaders – Public Works |

---

## Purpose

The purpose of this report is to obtain Council approval of the seasonal lease of four Articulated Front-End Wheel Loaders over a five-year term, as required by Public Works and Engineering Services for use during winter snow removal periods October through April.

## Background

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

## Analysis

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

The tenders received have been thoroughly evaluated and reviewed by the Manager of Equipment and Building Maintenance – Public Works. The low tendered price, meeting specifications has been indicated on the summary attached.

The leases will be for a sixty month term commencing October 15, 2025 with thirty periodic payments, and includes extended warranties and maintenance agreements

## Financial Implications

Toromont Cat quoted $7,541 plus HST periodic payment price per loader. The initial winter season total lease cost for the four Loaders will be $184,177 including non-rebatable HST.

The initial season can be accommodated within the 2025 Public Works Hired Equipment operating budget, with a budgetary operating increase starting in 2026.

## 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 May 12, 2025 concerning five-year seasonal lease of four Articulated Front-End Wheel Loaders as required by Public Works and Engineering Services be received and that the lease be awarded to Toromont CAT for 2025 model at the tendered price including maintenance agreement and extended warranty of $7,541 plus HST per unit for each periodic payment.

A By-law authorizing signature of the contract for this project will appear on a future Council Agenda.

Respectfully submitted,

Karen Marlow
Manager of Purchasing
705.759.5298
k.marlow@cityssm.on.ca

**Public Works**
**Buildings and Equipment**
**2025 Capital Equipment Item #17**

**Closed April 17, 2025**
**Purchasing File: 2025PWE-PWT-15-T**

**Tender Summary**
**Lease of Four (4) Seasonal Articulated Front End Wheel Loaders**

| Firm | Make & Model | Warranty | Periodic Lease Rate/Unit (including mtce.) (HST extra) | Total Annual Cost/Unit (6 payments) (HST extra) | Remarks |
|---|---|---|---|---|---|
| Toromont Cat<br>Concord, ON | 2025 Cat 926 | for length of lease | $7,541.31 | $45,247.86 | Meets Specifications<br>*(2025/model preferred)* |
| Toromont Cat 2<br>Concord, ON | 2024 Cat 926 | for length of lease | $7,416.72 | $44,500.32 | Meets Specifications<br>*(2024/model with more hours applied)* |
| McDowell B. Equipment<br>Sudbury, ON | 2025 BobCat L235 | for length of lease | $9,790.61 | $58,743.66 | Meets Specifications |
| Brandt Equipment<br>Concord, ON | 2025 JD 524P | for length of lease | $8,931.80 | $53,590.80 | Meets Specifications |
| North Rock Rentals<br>Val Caron ON | 2025 JCB 427 | for length of lease | $8,269.74 | $49,618.44 | Does Not Meet Specifications |

Note: The low tendered price 2025 model, meeting specifications, is boxed above.
The actual cost to the City for 4 loaders will be $184,177 annually (6 payments) including non-rebatable HST.
It is my recommendation that the tendered prices, submitted by Toromont Cat 2025 model, be accepted.

Karen Marlow
Manager of Purchasing

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Travis Anderson, Director Tourism and Community Development |
| DEPARTMENT: | Community Development and Enterprise Services |
| RE: | Anti-Hate Advisory Committee |

---

## Purpose

The purpose of this report is to request Council approval to amend the terms of reference of the Anti-Hate Advisory Committee to have it become a Mayor's Advisory Council instead of a committee of Council.

## Background

The following resolution was passed on February 21, 2023:

> *Whereas an Anti-Hate Advisory Committee would raise awareness and organize education on hate and action on anti-hate in Sault Ste. Marie; and*
>
> *Whereas being an active participant in anti-hate education and activities is necessary to being a true ally and welcoming community; and*
>
> *Whereas instances related to diversity, discrimination, hate and extremism, racial equity, anti-Black racism, racism against Indigenous peoples, homophobia, transphobia, xenophobia, Islamophobia, anti-semitism, and the lived experiences of persons of colour need to be recognized and addressed in order for us to continue on the path of being a welcoming and progressive community; and*
>
> *Whereas implementing an anti-hate advisory committee would complement existing structures and further show our commitment to ensuring equitable engagement as well as continuing to welcome and embrace diverse groups.*
>
> *Now Therefore Be It Resolved that staff initiate discussions with diverse groups and report back to Council with recommendations on the creation of an Anti-Hate Committee, the structure for said committee, and the potential outcomes from the work of said committee.*

Terms of reference for the Anti-Hate Advisory Committee were subsequently approved by Council on October 30, 2023.

Appointments to the Anti-Hate Advisory Committee were made on February 20, 2024. On January 13, 2025, Council extended the term of appointments to December 31, 2026.

**Analysis**

As a committee of Council, the Anti-Hate Advisory Committee is subject to Council's procedure by-law and the open meeting provisions of the *Municipal Act.*

It has become evident that members of the Anti-Hate Advisory Committee can be reluctant to share lived experiences in a meeting that is open to the public and available to view on YouTube.

Should the Anti-Hate Advisory Committee become a Mayor's Advisory Council, it would not be subject to the procedure by-law or the open meeting provisions of the *Municipal Act.* Members would be free to share experiences in a safe and confidential environment.

It is recommended that the mandate of a Mayor's Anti-Hate Advisory Council remain substantially the same:

The Mayor's Anti-Hate Advisory Council would provide recommendations, advice, and information to the Mayor as follows:

a. Provide insights to the Mayor on the needs of diverse, equity-deserving communities in Sault Ste. Marie impacted by racism and hate;
b. Guide the Mayor in supporting those communities in fighting racism and hate through recommended policies, programs, services, education and communications;
c. Guide the Mayor on recommending pilot innovations to Council, as well as effective anti-racism and anti-hate tools and resources;
d. Demonstrate effective strategies to remove systemic barriers to equitable access to City services and programs for marginalized residents and equity-deserving groups;
e. Assist the Mayor in building public awareness of the City's policies, programs and services to combat racism and hate;
f. Identify potential policy and program reforms that the City could adopt.

It is recommended that the Mayor's Anti-Hate Advisory Council would be committed to the following values and principles:

- The Seven-Grandfather Teachings;
- Culturally relevant and responsive approaches;
- Action-oriented knowledge exchange;
- Evidence-based practice;
- Honouring voices and perspectives of those with lived experience; and
- Cross-sectoral, multi-disciplinary collaboration.

Should Council approve the Committee transitioning to a Mayor's Advisory Council, existing appointments would cease, and the Mayor would appoint new members who demonstrate:

- lived experiential understanding; and/or
- educational expertise and/or practical experience in the field of Equity, Diversity and Inclusion generally and Anti-Racism/Anti-Hate particularly;
- have demonstrated strong advocacy work in the past on Equity, Diversity and Inclusion;
- knowledge of existing and emerging legislation/policies on anti-racism and anti-hate.

A Community Development and Enterprise Services staff person would support the Advisory Council.

**Financial Implications**
There are no financial implications to establishing a Mayor's Anti-Hate Advisory Council.

**Strategic Plan / Policy Impact / Climate Impact**
The corporate Strategic Plan identifies the value of diversity and inclusion – "We are committed to inclusion, diversity, equity, and access, including the pursuit of collaborative relationships".

Under the Quality of Life focus area, the corporate Strategic Plan states that the City will instill a strong sense of community that embraces and celebrates diversity and culture – establish diverse, equitable, inclusive, and accessible community spaces.

There is no climate impact to this report.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Tourism dated May 12, 2025 concerning Anti-Hate Advisory Committee be received and that the committee become a Mayor's Advisory Council instead of a committee of Council.

Respectfully submitted,

Travis Anderson
Director of Tourism &
Community Development
705.989.7915
t.anderson@cityssm.on.ca

**Rachel Tyczinski**

**Subject:** FW: Anti-Hate Advisory Committee - Agenda Item 7.4

If the Anti-Hate Committee is to transition into a Mayor's Advisory Council, would there be an opportunity to include youth—either through appointed positions or through alternative forms of engagement such as anonymous surveys? The current proposal, as outlined on page 63, emphasizes candidates with specific skill sets, which may unintentionally exclude youth participation.

Incorporating youth voices is essential in building an anti-hate community in Sault Ste. Marie. Young people offer unique insights into the challenges and concerns facing their peers, and their involvement can help ensure that youth-related issues are acknowledged and addressed. Furthermore, youth participants can share the knowledge and experiences gained through Council with their schools and peer networks, helping to foster broader community awareness and engagement.

Thank you

Charlotte Piccolo

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Kathy Fisher, Curator, Ermatinger Clergue National Historic Site |
| DEPARTMENT: | Community Development and Enterprise Services |
| RE: | Ermatinger Clergue National Historic Site Operations 2024 Annual Report |

---

## Purpose

The purpose of the is report is to request Council's approval of the 2024 Annual Report on the operations of the Ermatinger Clergue National Historic Site.

## Background

Every year, a report is prepared on all areas of the operation of the Ermatinger Clergue National Historic Site (ECNHS). The report is a requirement of the Historic Sites Board (HSB) in their governance by-law for the responsibility of overseeing the operations on behalf of Council. The annual report is also required to meet the Provincial standards of a community museum. It is submitted to the Province each year with the Community Museums Operating Grant (CMOG) application.

The Historic Sites Board and staff of the Ermatinger Clergue National Historic Site have prepared the 2024 report to best reflect operations of the year in review.

## Analysis

Each year the report provides a summary of operations, which includes statistical information regarding visitation (key performance indicators), volunteers, programs, collections, and maintenance. It provides insight into the comparison of some of the KPI's analyzed to ensure that the site operates as a viable museum, attraction, and as stewards of conservancy and education.

## Financial Implications

The annual report summarizes how the operations contribute to the financial sustainability and fiscal responsibilities to the City of Sault Ste. Marie.

## Strategic Plan / Policy Impact / Climate Impact

As part of the governance standard, it is mandatory that the Historic Sites Board continue to update the Strategic Plan for the site, and to utilize the statistical analysis from the Annual Report to determine needs. The HSB and staff of ECNHS will be updating the Strategic Plan (2024 to 2029) for the site during this season.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Curator of the Ermatinger Clergue National Historic Site dated May 12, 2025 concerning Ermatinger Clergue National Historic Site 2024 Annual Report be received and that the 2024 Annual Report be approved.

Respectfully submitted,

Kathy Fisher
Curator, Ermatinger Clergue
National Historic Site
705.759-5443
k.fisher@cityssm.on.ca

Ermatinger • Clergue
National Historic Site

# 2024 ANNUAL REPORT

## ERMATINGER • CLERGUE NATIONAL HISTORIC SITE



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Ermatinger • Clergue
National Historic Site

## Executive Summary

In 2024, the Ermatinger Clergue National Historic Site (ECNHS) welcomed a total of 28991 visitors. This year we curated a few new excursions for our Cruise Ship and Bus Tour companies. The Great Canadian Maple excursion connected the history of maple syrup in the fur trade, to the current manufacturing and processing. Passengers enjoyed a full day and our homemade blueberry pancakes and local maple syrup. When reviewing our key performance indicators, visitation from a general tourist – general admissions – still have not regained the levels we realized pre-pandemic. However, our continued evolution of community programming and events enables us to maintain our sustainability, and we thank the Sault Ste. Marie & Algoma community for their patronage.

With the approval of FedNor's Youth Intern, our social media and branding has taken on new looks, new consistency, and new social media strategies. We engaged our Regional Tourism partners to assist with marketing especially for the annual Fall Rendezvous, created virtual impressions and engagements which will create new exposure of our festivals and attract visitors for future events.

Sustaining and maintaining our 2 largest artifacts – the Ermatinger Old Stone House, and the Clergue Blockhouse are always part of our asset management and maintenance plan. 2024 afforded us the replacement of the cedar shake roof of the Ermatinger Old Stone House, Cedar split rail fencing, Palisade restoration, and a new shed.

The Friends of ECNHS, and our hosts of the annual Fall Rendezvous, provided a remarkable lineup of heritage interpreters / re-enactors. This event received multiple funding support from Canadian Heritage – Local Festivals, Experience Ontario 2023, and the City of Sault Ste. Marie's Arts & Culture Assistance Program. Indigenous Culinary features, and program content expansion, combined with the additional marketing and promotion, brought a very robust festival over the 4 days. Marketing was coordinated with our regional tourism partners. This festival also supported the grade 7 curriculum, where we hosted approximately 1500 students from both school boards in the Algoma district. Fall Rendezvous is one of the key large-scale festivals showcased with Ontario Culture Days and the Sault Ste. Marie hub.

I was extremely proud to be able to attend the grand opening of the Métis Nation of Ontario – Sault Ste. Marie new facility and museum, on John Street, this summer. Our connection with the MNO is integral to our stories. Ermatinger's children were Métis, and the land lots along the St. Marys River – where our current Site and Heritage Discovery Centre sits, are all on historic Métis and Indigenous plots.

As the City works and meets with Garden River First Nation, we look forward to the completion of the friendship accord, and the continuation of reconciliation. I believe that the future of our Site requires the involvement of our First Nation peoples and the true stories of our shared histories.

As the Ermatinger Clergue National Historic Site Curator, I continue to facilitate open dialogue in our community, it's partners and agencies, as we continue to uncover the enriched history and culture of our Site, the people, and their histories. In 2024 we revisited and updated the ECNHS Strategic Plan with the Historic Site Board, and we were mindful to continue developing a more diverse path moving forward. This includes collaboration, partnerships, and being cognizant that museums hold cultural patrimony and that the atmosphere in which we exhibit requires a creation that becomes more valuable than the artifacts themselves, after all, it is the Spirit that Sings.

The continued services offered at the Site through community programs, events, and general visitation, is a result of our dedicated community partners, supporting funders, and the remarkable dedication and support by the staff, volunteers, board members and patrons, and our Friends of ECNHS. We look forward to new opportunities in 2025!

**Kathy Fisher, Curator**
**Ermatinger Clergue National Historic Site**

Bsc Recreation Management, Bsc Therapeutic Recreation,
Humanities Associates Degree with concentration in Fine Arts
OMA Certificate in Museum Studies
AMCTO - MAP

## Mandate

The Ermatinger Clergue National Historic Site provides visitors to, and residents of Sault Ste. Marie with an opportunity to *experience* the history of our community through the preservation and historic interpretation of artifacts related to the Site; within the Ermatinger Old Stone House, the Clergue Blockhouse, the Heritage Discovery Centre, including the heritage gardens and grounds and through related festivals and events.

## Mission

At the Ermatinger Clergue National Historic Site, our mission is to facilitate dialogue, engage, and create an atmosphere that tells our stories steeped in stone, where cultures meet.

## Governance

The Ermatinger Clergue National Historic Site is owned and operated by the City of Sault Ste. Marie, under the management of the Historic Sites Board, an appointed Board of Council. The 2024 Board comprised of six Council-appointed citizens and one Council member.

The Historic Sites Board By-law mandates the responsibilities of the Board in overseeing the operations of the Ermatinger Clergue National Historic Site, on behalf of Council.

In 2018 and 2019, the Historic Sites Board reviewed and revised their strategic plan and governance policy to reflect the direction of the Ontario Museum Association, Ontario Cultural Plan, City of Sault Ste. Marie's corporate strategic plan, and the SSM Downtown Association plan. The strategic plan was updated and revised in 2024 to reflect the operations and directions to 2029. Outcome based goals, timelines and resources assigned are the next steps within this governance document.

The Historic Sites Board along with the Curator, ensure that each year, the Ontario standards for Museums are met and submitted to the Ministry of Tourism, Culture, and Sport.

ECNHS maintains the annual membership with the Ontario Museums Association, and the Canadian Museums Association. Membership with the Ontario Historical Society is maintained through the Friends of ECNHS.

The staff and management of the Ermatinger Clergue National Historic Site fall within the Corporation through the Community Services and Enterprise Services, Recreation and Culture Division.

**HISTORIC SITES BOARD 2024**

Kelly Marshall

Chair

Sylvana Casola

Vice-Chair

Councillor

Sandra Hollingsworth

David Conyers

Charlotte Wiseman

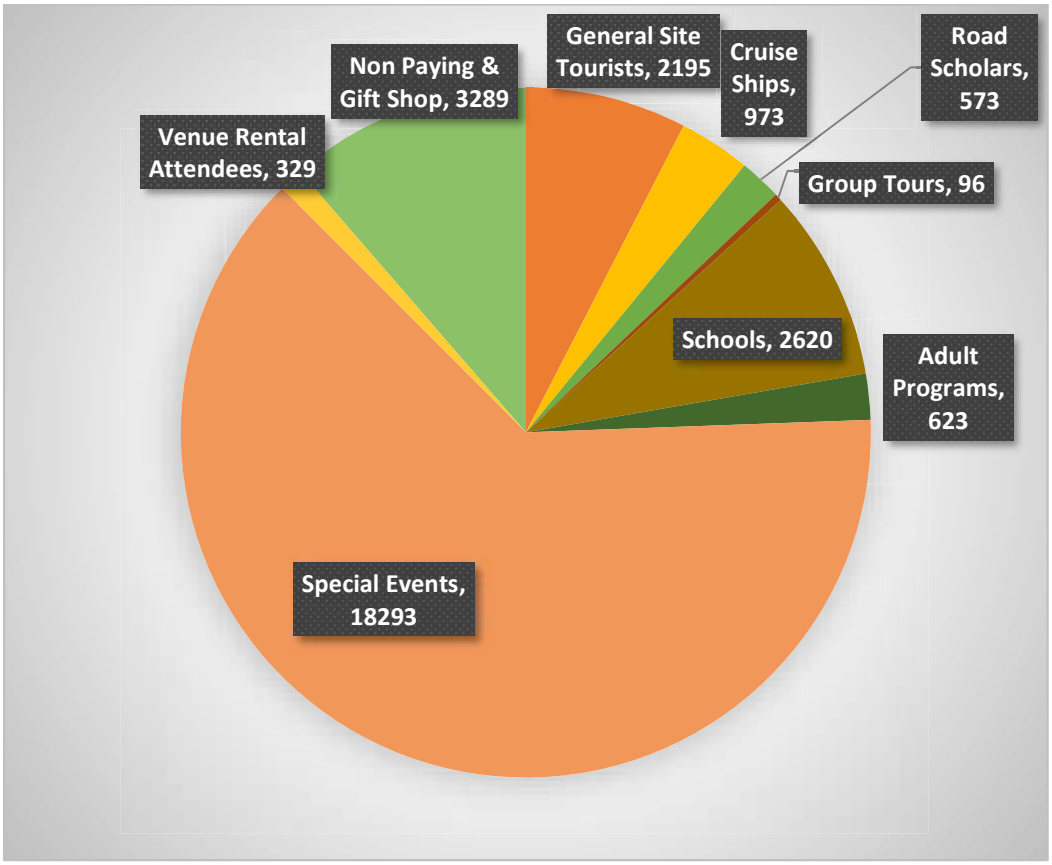
Heather Bot

Brittany Paat

## Key Performance Indicators

### Overall Visitation

| KPI | 2019 | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| Total Visitation | **31065** | **26708** | **30823** | **28991** |
| General Tourists | 4983 | 1558 | 1711 | 2195 |
| Cruise Ship Visitors | 1813 | 895 | 1213 | 973 |
| Bus Tour Visitors | 459 | 327 | 343 | 573 |
| Group Tour Visitors | 611 | 45 | 195 | 96 |
| Students | 2033 | 2073 | 2285 | 2620 |
| Adult Programming | 567 | 96 | 583 | 623 |
| Special Events | 17667 | 18620 | 21776 | 18293 |
| Venue users | 394 | 134 | 22 | 329 |
| Non paying & Gift Shop visitors | 2198 | 2849 | 2477 | 3289 |




## User Fees:

The KPI's listed above are attached to council approved user fees: admission fees and programming fees.

Passes: We do offer free family passes at the ***Sault Ste. Marie Public Library locations***. In 2024 these were signed out 41 times. Other free passes are offered by request.

## Educational Programming

2024 students visited for curriculum-based tours with **2,620** students served.

Curriculum programs focus:

- K to 2 Long Ago
- 1 to 3 ***Yuletide***
- 3 ***Pioneer Living*** – 2-hour program & 3-hour program
- 4 to 6 Early Explorers
- 7 (6 to 8) ***1812, Fur Trade,*** Confederation
- 10 Canadian History
- 10 Civics – in combination with Civic Centre
- 11/12 Culinary Tourism
- K to 8 Summer Pioneers – end of year field trips

The three ***italicized*** programs are our most popular for curriculum field trips, however, we do receive classes for all the programs listed.

Pricing for curriculum programs are usually $6 per student, with the only exception being the 3-hour program which is $10 per student. This program offers more hands-on experiences and lunch is provided.

We have one full time Programmer, and one part time programmer who are the main curriculum instructors for these. Cost recovery from educational tours offsets the programmer's part time wages.

## Special Events

Special Events comprised 66% of our visitation in 2024.
Events for 2024:

- March Break program in Partnership with the other Cultural Centres – Cultural Corridor Family Pass
- Egg Hunt – Easter Saturday
- Lilac & Lavender - June, Strawberry - July, Blueberry - August
- Canada Day at Roberta Bondar Pavilion
- Ukrainian Festival - September
- **FALL RENDEZVOUS - September**
- Halloween House - October
- Moonlight Magic - November
- Christmas Tea's - December

Fall Rendezvous is sponsored and brought to us by our hosts: "Friends of ECNHS". The Friends is a non-profit, charitable organization. This group of volunteers secure the resources for the festival through Federal, Provincial, and Municipal funding levels, plus local business sponsors, and donations in kind.
Fall Rendezvous is also registered as one of the signature events for ***Ontario Culture Days***. Sault Ste. Marie ranked #4 for the top Participating Small Municipalities in Canada!

Special Events net revenue's assist us in maintaining our part time employees required to assist in this area, as well as our heritage restoration projects for the Site.

## Gift Shop – The Post

The gift shop takes a team to ensure that we have product, pricing, and accurate book-keeping.

This year we branched out and partnered with Destination Ontario – at the Ontario Travel Information Centre, and with Station Mall New York News. Each of these offsite venue's sold our merchandise on consignment for us.

We attended the Canada Day activities at the Roberta Bondar Pavilion and brought as much "Canada" inventory as we could. It was a sell out!

Top 10 sellers in order of total quantities sold in 2024 (which do not reflect top items in $$).

- Seed packages
- Postcards
- Hoodies & Sweatshirts
- Magnets
- Napkins
- T-shirts
- Maple products
- Preserves
- Ball Caps
- Candles

Consignment sales (local artists) were next in line for top sales. Followed by mugs, toys, and décor.

| | |
|---|---|
| Net Revenue 2024 | $14,120.00 |
| Net Revenue 2023 (fully reopened) | $10,268.78 |
| Net Revenue 2022 (begin re-opening) | $ 4761.00 |
| Net Revenue 2021 (COVID capacity limits & curbside): | $ 8050.00 |
| Net Revenue 2020 (COVID lockdowns & curbside): | $ 5802.57 |
| Net Revenue 2019: | $13,352.31 |

Net revenues assist and offset the part time administrative assistants who take care of the merchandising and book-keeping.

## Personalized Paving Bricks

The ongoing sales of the personalized paving bricks allows people the opportunity to either use this gift as a celebration of life, condolence, wedding gift, and more. Installation occurs once a year in the spring. Proceeds from the sales of the bricks offers the Historic Sites Board with funds strategically earmarked for Site projects and restoration. Annual sales are approximately $1000 per year and are kept in trust until required. Individuals purchasing a brick receives a letter for income tax purposes.

## Donations

In 2024 we received $4800 in donations. These are kept in trust and are utilized for restoration projects. Donations to the HSB trust are provided letters for income tax purposes.

## AGCO – Liquor Licence

In February 2020 we were granted a liquor licence, that allows us to sell alcohol within the grounds of the Site. Fencing to fencing and inside the areas of the Heritage Discovery Centre and the Summer Kitchen. The licence expires in May 2025 and will require an application for renewal.

The original licence costs were $1355.

Net revenue of costs (of wine & beer, and bartender services) over revenue for the total 5 years, is approximately $4500. This also reflects and includes the pandemic years where cash bar was not offered.

Renewal in 2025 is: $300 for 2 years or $600 for 4 years.

The AGCO liquor licence allow us to offer a cash bar to the bus tour groups, for their dinner / lunch bookings, and for any of our special events &/or our evening in the summer kitchen program. Cash bar is also available for venue rentals, and private party bookings.

## Museum Standards

### DAYS OPEN: - 180 minimum required for Museums Standards

| Months | 2019 # of days open | 2020 # of days open | 2021 # of days open | 2022 # days open | 2023 # of days open | 2024 # of days open |
|---|---|---|---|---|---|---|
| January | 21 | 21 | 0 | 0 | 21 | 20 |
| February | 19 | 21 | 0 | 15 gift shop / curbside | 19 | 19 |
| March | 21 | 10 – begin shut down | 12 gift shop only | 25 gift shop / curbside | 21 | 21 |
| April | 20 | 0 | 10 gift shop only | 16 gift shop / 5 open | 20 | 21 |
| May | 26 | 0 | 19 gift shop only | 21 | 26 | 25 |
| June | 30 | 6 gift shop & curb | 24 gift shop only | 30 | 30 | 30 |
| July | 31 | 23 gift shop & yard | 22 | 31 | 31 | 31 |
| August | 31 | 20 gift shop & yard | 22 | 31 | 31 | 31 |
| September | 30 | 22 gift shop & yard | 25 | 30 | 30 | 30 |
| October | 27 | 23 with restrictions | 22 | 24 | 27 | 28 |
| November | 20 | 20 with restrictions | 22 | 21 | 20 | 22 |
| December | 16 | 17 with restrictions | 22 with restrictions | 14 | 16 | 15 |
| **TOTALS** | **292** | **183** | **200** | **258** | **292** | **293** |

## HOURS OPEN: – 1060 minimum required for Museum Standards

2019 REGULAR OPERATIONS we were open 2728 Hours

2020 PANDEMIC YEAR we were open 1090 Hours

2021 PANDEMIC YEAR we were open 1200 hours

2022 Partial PANDEMIC YEAR & we were open = 1806 hours

2023 REGULAR OPERATIONS we were open 2728 hours

2024 REGULAR OPERATIONS we were open 2735 hours

## Volunteers

Volunteers who assist in activities, events, and programming are a mix of individuals from the following areas:

- Members of the Historic Sites Board
- Members of the Friends of Ermatinger•Clergue National Historic Site
- Adult and Youth Re-Enactors
- Adults & Seniors (55+) who individually want to assist in many capacities
- Youth for events & co-op placements

2024 volunteers were trained in the AODA and OHRC, health & safety, and some volunteers received their police checks.

The area in which we need to invest more time in recruitment and retention, is in the area of Youth volunteers.

The Site is managed by a volunteer Board (Historic Sites Board) which is comprised of **6 members** contributing a total of *125 hours* for Board Meetings. Members for the Sault Ste. Marie Historic Sites Board are appointed by City Council every 2 years.

The Ermatinger Clergue National Historic Site has **32 volunteers** who contribute 1730 hours, including the Board members.

We are graced with some volunteers that have achieved over 30 years of service, bringing "History to Life"! Volunteers with milestone years of service are acknowledged at the Ontario Volunteer Service Awards held annually.

## Staffing Levels

The Ermatinger Clergue National Historic Site consists of 3 buildings and heritage gardens, operated year-round, since the 2015 opening of the Heritage Discovery Centre.

Due to the funding programs and projects for: Digital Strategy and Collections Management, some of the part time staff were provided more hours to assist the Curator in completing the projects, and in 2024 we received FedNor funding for a Digital Intern.

2024 Staff levels at the Ermatinger Clergue National Historic Site were as follows:

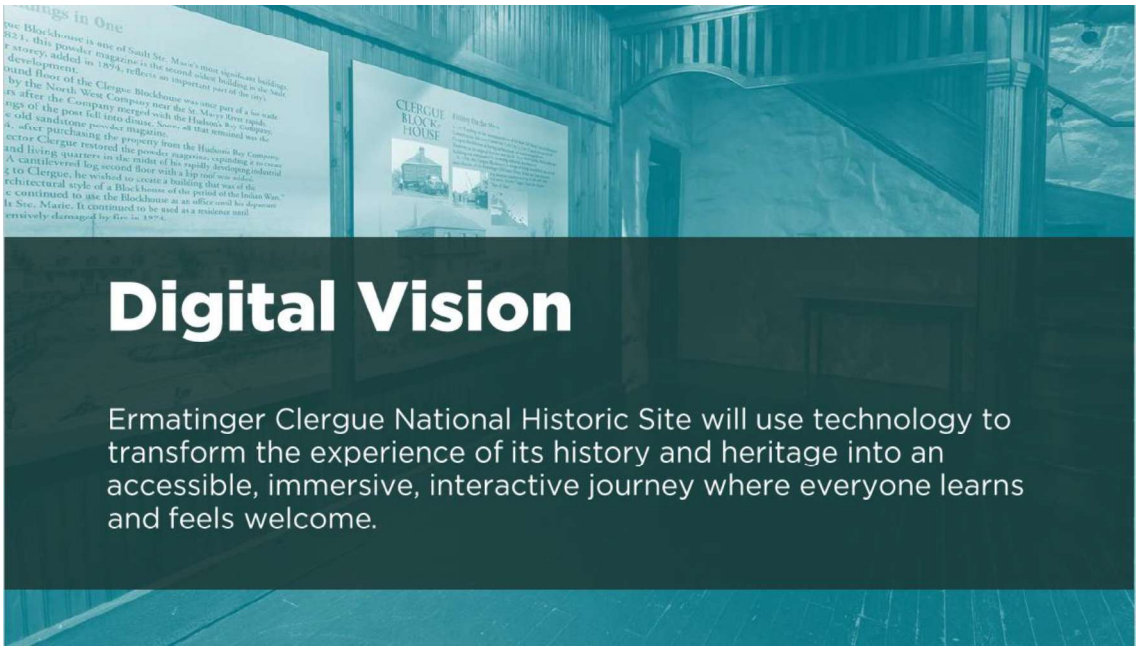
Regular year-round staff:

- 1 Full Time Permanent Curator
- 1 Full Time Permanent (Heritage) Programmer Assistant
- 1 Part Time Gardener / Grounds / Housekeeper - seasonal
- 1 Part Time Cook
- 1 Part Time Administrative Assistant & Gift Shop Administrator
- 1 Part Time Interpreter (often comprised of a few people)

Students:

- 1 summer student for ECNHS – 14 weeks
- 1 Young Canada Works Summer Student (Federally Funded) – 14 weeks
- 1 summer student for Municipal Heritage & ECNHS – 14 weeks
- 2 Métis Nation – Summer Career Placement – 8 weeks each

## Digital Strategy



## Digital Strategy

In 2023, we were fortunate to receive funding through Canadian Heritage, Museums Assistance Program, for the completion of a Digital Strategy. LORD Cultural Resources were contracted to lead us through the process.

The approach was a process of 2 key steps:

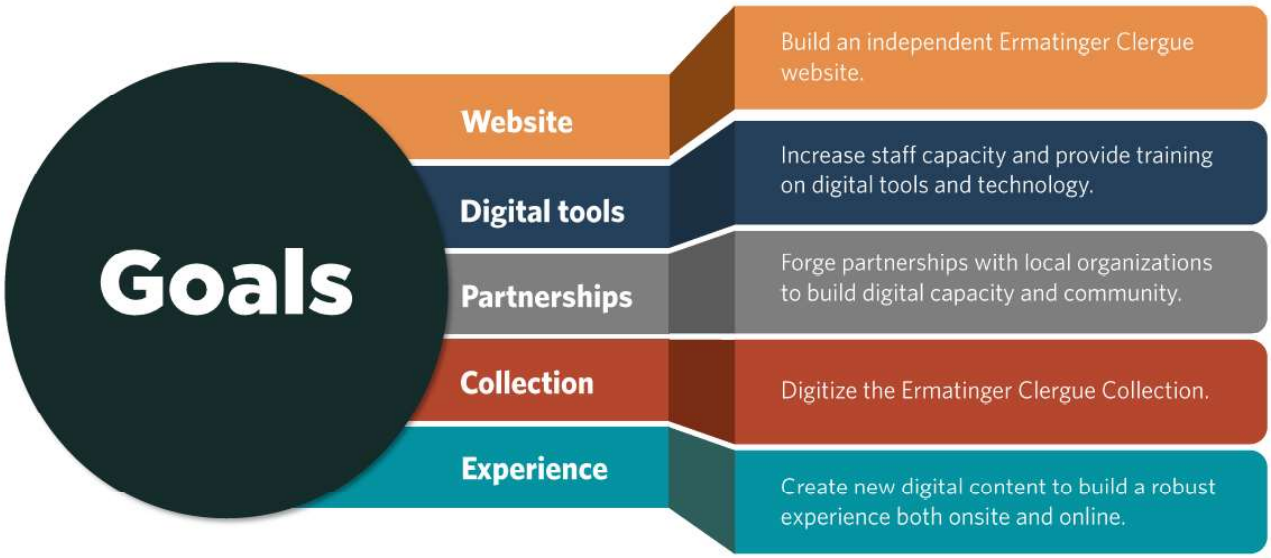
Step 1: Digital needs assessment, consultation, and research

a. Start-up meeting
b. Digital needs assessment
c. Internal and external consultation and SWOT analysis
d. Site visit
e. Trends and leading practice research
f. Key findings report

Step 2: Strategy development

a. Strategy development workshop
b. Draft digital strategy and presentation for approval
c. Final strategy

The basics of the Strategy Recommendations / Goals are:




From the Digital Strategy, we applied for the following in 2024:

1) FedNor Youth Internship funding – approved for 12 months, with possible extension up to 18 months
2) FedNor Tourism Growth Program – Phase 1 approved in 2024, Phase 2 awaiting approval.
    a. Website
    b. Digital content & Augmented exhibit components
    c. Marketing
    d. Blockhouse heat & air
3) Application to Tourism SSM for financial assistance / contribution to the FedNor Tourism Growth projects - approved

## Virtual Engagement

| | | |
|---|---|---|
| The total **"FOLLOWERS"** on our Facebook: | | 2451 |
| The total **"FOLLOWERS"** on our Instagram: | 1078 | |
| Facebook Views: | | 343,534 |
| Instagram Views: | | 40,481 |
| Facebook Reach – increased 29.1 % from 2023: | | 248,710 |
| Instagram Reach: | | 8614 |
| Facebook Visits – increased by 40.6% from 2023: | | 18,792 |
| Instagram Visits: | | 1085 |

## Virtual Social Media Campaigns

- As part of the provincial festival funding for Fall Rendezvous, through the "Friends ECNHS", marketing strategies focused on digital and social media campaigns. Our regional tourism partners were contracted to assist in target marketing campaigns.
    - ***Tourism Sault Ste. Marie, and***
    - ***Algoma Country***

## Collections Management & Digitization

During the pandemic years, we took inventory of the state of our collection. The repsonsibilities of the Curator (and staff) are to manage the collection, and to be a steward in preservation of the items within the collection.

For 2023 to 2024 a collections management and storage project was undertaken by staff. With funding from Canadian Heritage, Museums Assistance Program, we were able to purchase a lot of shelving, archival supplies, collection storage supplies, humidifiers, de-humidifiers, hydrothermographs, laptop for the collection, and more. The project and funding were completed by the deadline of March 31, 2024.

2024 to 2029 we will continue the process of digitizing the collection and maintaining the storage & collection management process.

Due to the restoration / replacement of the Cedar Shake roof of the Ermatinger Old Stone House, the collection management and the storage of artifacts became a priority this summer. Many of the artifacts were stored in the attic of the House, and thus we have managed to properly wrap, store, and move to the archival room in the Hertiage Discovery Centre where we have environmental controls. Items not requiring the environmental regulations, were addressed with wrapping, and either moved in the attic to other areas, or taken to shelving in the house for temporary storage, until the roof project is complete.

As part of the 2024 museum standards for the Province, we successfully completed our Emergency and Evacuation Policy and Procedures, which included also the Fire Safety Plan, Who to Call, and an Action Plan. Next steps with this binder of information is to review and revise every year in May, when students are starting employment, and to also provide the information to our partner institutions, should they be required to assist in artifact salvage.

The 2025 standards for the Province – Museum Standards is requiring the submission of our Digital Plan. This document will be drafted and will begin with the Digital Strategy.

## Exhibits

Due to the restoration of the Cedar Shake Hip roof of the Ermatinger Old Stone House, and the re-organization of the Attic Storage for this project, we curated an exhibit of all the CHAIRS in storage and placed them on exhibit in the foyer of the Heritage Discovery Centre and also throughout the Old Stone House. The exhibit was called ***"Sit-U-ational"*** with a booklet on the details of each chair.

At the end of 2024, we received a few items relating to the "fur trade" donated from the Voyageur Lodge in Batchewana. These items have been placed on display in the Fur Trade Office of the Ermatinger House.

Routine changes in the period rooms of artifacts, seasonal décor, and rearrangements occur on a monthly or bi-monthly basis. As each of these changes occur, collection management practices are carried out as well as housekeeping and cleaning.

## Maintenance, Restoration, and Asset Management

Council approved through Asset Management capital, the following 2024 projects:

- the restoration and replacement of the cedar shake Hipped Roof, of the Ermatinger Old Stone House
- Split rail cedar fencing
- Palisade repairs & service gates
- New shed

All projects were completed.

The future priorities for the Site are:

- Sheds: East shed (kindling) is in extremely bad shape and could crumble any day. West shed (garbage & wood) is also in bad shape – floors, doors, and cedar.
- Blockhouse roof – same desperate condition as the Old Stone House cedar shake.
- Blockhouse windows – south side rotting & paint peeling, others in need of restoration
- Blockhouse logs – chinking & testing for rot - repainting.
- Boardwalk – some solution required for the slipperiness and constant repair.
- Summer Kitchen logs – rotten area, chinking.
- Summer Kitchen windows – restoration and painting

## Summary

As per the Historic Sites Board (a committee of Council) management by-law, this report shall be submitted annually to City Council.

The annual report accompanies many funding applications, and we gratefully acknowledge the support and contributions of these agencies:

- ✓ Community Museums Operating Grant – Grants Ontario
- ✓ Canadian Heritage – Museum Assistance Programs
- ✓ FedNor – Tourism Growth Program

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Emily Cormier, Sustainability Coordinator |
| DEPARTMENT: | Community Development and Enterprise Services |
| RE: | 2023–2024 Sustainability Report and GHG Emissions Inventory Update |

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## Purpose

The purpose of this report is to provide Council information about the City's 2023–2024 Sustainability Report and 2022 Community and 2023 Corporate greenhouse gas (GHG) emissions inventory, to reinforce alignment with municipal climate goals under the *Sault Ste. Marie Community GHG Reduction Plan 2020–2030*.

## Background

December 14, 2024 marked four years since Council unanimously endorsed the Sault Ste. Marie Community Greenhouse Gas Reduction Plan 2020–2030, committing the City to net-zero emissions by 2050. The Plan outlines seven pillars: Buildings and Energy (Community and Corporate), Transportation, Waste, Green Space, Economic Development, and Municipal Leadership.

As part of its commitments to monitor and evaluate progress of the plan implementation, the City has completed updated GHG emissions inventories for both community and corporate sources.

## Analysis

The City of Sault Ste. Marie continues to monitor its climate action through regular measurement and reporting of both community and corporate greenhouse gas (GHG) emissions. The most recent inventory updates reflect emissions data for the community in 2022 and for corporate operations in 2023, building on the initial baseline established in 2017. Both inventories were developed using Local Governments for Sustainability (ICLEI) Partners for Climate Protection (PCP) methodology, which provides a standardized approach to emissions tracking within Canadian municipalities.

*Table 1: Sault Ste. Marie 2022 Community GHG Emissions Update*

| Sector | 2022 Emissions ($tCO_2e$) | % of 2022 Emissions | 2017 Emissions ($tCO_2e$) | % of 2017 Emissions | Delta | Scope of Data |
|---|---|---|---|---|---|---|
| Energy | 1,342,979 | 87% | 1,306,759 | 87% | ↑ 3% | Natural gas, electricity, fuel oil, and propane |
| Transportation | 197,313 | 12% | 186,618 | 12% | ↑ 6% | Railway and on-road transportation |
| Waste | 6,796 | 1% | 8,764 | 1% | ↓22% | Landfill gas captured |
| **Total Emissions** | 1,547,088 | 100% | 1,502,142 | 100% | ↑3% | |

In 2022, community-wide GHG emissions were estimated at 1,547,088 tonnes of carbon dioxide equivalent ($tCO_2e$), representing a 3% increase from 2017 levels. The energy sector continues to dominate local emissions, accounting for 87% of the total, followed by transportation at 12% and waste at 1%. Emissions from energy use and transportation increased slightly by 3% and 6%, respectively. These increasing figures highlight the importance of targeted interventions in high-emitting sectors to support the City's net-zero by 2050 emissions reduction target.

*Table 2: City of Sault Ste. Marie 2023 Corporate GHG Emissions Update*

| Sector | 2023 Emissions ($tCO_2e$) | % of Emissions (2017) | 2017 Emissions ($tCO_2e$) | % of Emissions (2017) | Delta | Scope of Data |
|---|---|---|---|---|---|---|
| Buildings | 3,832 | 35% | 3,652 | 34% | ↑5% | Natural gas and electricity |
| Vehicle Fleets and Equipment | 5,658 | 52% | 6,076 | 56% | ↓7% | Gasoline and diesel |
| Outdoor Lighting | 80 | 1% | 48 | 0.4% | ↑67% | Electricity |
| Water and Sewage | 1,292 | 12% | 1,080 | 10% | ↑20% | Electricity and natural gas |
| **Total Emissions** | **10,862** | | **10,857** | **100%** | **↑5%** | |

Corporate emissions, meaning those directly under the City's operational control totalled 10,862 $tCO_2e$ in 2023. This represents a 5% increase from 2017, with only a 0.05% overall increase. A sectoral breakdown reveals a 5% increase in building

emissions and a 67% rise in emissions from outdoor lighting[1]. Emissions from municipal vehicle fleets declined by 7%, and water and sewage-related emissions rose by 20%. Corporate emissions account for only 1% of the City's total emissions, reinforcing the critical role of community-wide actions in achieving broader climate goals.

To support emission reduction efforts, a variety of sustainability initiatives were undertaken in 2023 and 2024 to demonstrate support for Council's net-zero goals. In 2023, the City introduced biannual energy and sustainability meetings across departments to enhance internal coordination and integrated a climate impact statement into all Council reports. Several energy efficiency projects were completed, including LED retrofits, ice plant recommissioning, and the acquisition of electric ice resurfacers. Community engagement remained strong, with well-attended events such as World Water Day, the Northern Ontario Youth Climate Action Summit, the EV Showcase, and education programs like Yellow Fish Road. The Green Initiatives Fund disbursed $52,144.22 to support community-led sustainability projects.

In 2024, the City advanced major infrastructure projects such as the Deep Energy Retrofit (DER) initiative, which targets six high-emitting municipal buildings. Additional investments included the installation of five corporate EV chargers, energy efficiency upgrades at the John Rhodes Community Centre, and the kickoff of a solar project at the Transit Administration Building. The Green Initiatives Fund continued to grow in impact, distributing $57,479.39 across 14 projects that included tree planting, e-bikes, invasive species removal, and LED retrofits. Regional partnerships were also strengthened through the Ecological Corridor Project with Garden River First Nation and the Algoma Highlands Conservancy, and the Building to Net Zero project, which will support the City in developing a green development standard.

Looking ahead to 2025, the City plans to further embed sustainability into its operations and practices to improve the likelihood of meeting its greenhouse gas (GHG) reduction targets of 10% reduction for corporate emissions and 5% for community emissions by 2030, with an overarching goal of achieving net-zero by 2050. Reducing emissions and exploring fuel-switching technologies are now essential not only to meet these targets but also to help mitigate the most severe impacts of climate change.

In 2025, several important sustainability projects are either completed or currently underway. Completed initiatives include the Corporate EV Charger Project and World Water Day 2025 activities. Ongoing efforts encompass the Corporate EV Charging Study, the Transit Depot Solar Project, and major infrastructure upgrades

[1] Note that this is due to an increase in the use of natural gas in the Ontario electricity generation mix, which is beyond the control of the municipality, and it also must be noted that this only accounts for 1% of corporate emissions.

at the John Rhodes Community Centre facility, including roof replacement which will accommodate solar panels in the future as well as LED lighting and HVAC improvements. Other active projects include Phase 2 Program Design of the Community Efficiency Financing (CEF) project, which focuses on designing a locally driven community retrofit strategy. The City is also finalizing the 2024 Energy Conservation and Demand Management Plan, alongside bringing the results of the Deep Energy Retrofit Audit Project to Council in June 2025. Work is already in progress to integrate energy efficiency key performance indicators (KPIs) into the City's asset management system and to collaborate with the Finance Department on establishing funding mechanisms to support these audit-driven retrofit projects.

Additional strategic initiatives underway in 2025 include the Active Transportation Master Plan, the Transit Battery Electric Bus Study, and several community and environmental engagement efforts, such as the City Nature Challenge 2025 and Bike to Work Week 2025. The City is also progressing with the Buildings to Net Zero Project and the Ecological Corridor Project, reinforcing its broader commitment to sustainability and long-term emissions reduction.

Together, these achievements demonstrate the City's growing commitment to environmental leadership and climate resilience. While progress toward the 10% corporate emissions reduction target by 2030 has been slower than anticipated, it highlights the importance of continued cross-departmental collaboration and sustained investment to support the goals outlined in the Community GHG Reduction Plan.

**Financial Implications**
There are no immediate financial requests associated with this report. Sustainability initiatives outlined were funded through existing operating budgets, grants, in-kind efforts of partners and the Green Initiatives Fund. Additional capital projects that support emission reductions and energy management will be brought forward for Council consideration as part of the regular budgeting process.

**Strategic Plan / Policy Impact / Climate Impact**
This report directly supports the following objectives from the 2024–2027 Corporate Strategic Plan:

- Environmental Stewardship by promoting climate resilience, sustainable infrastructure, and emission reductions;
- Progresses actions under the Sault Ste. Marie Community GHG Reduction Plan: 2020–2030, multiple pillars, including Corporate and Community Buildings, Transportation, and Waste; and
- Reinforces the City's participation in the PCP program and their net zero by 2050 target.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Sustainability Coordinator dated May 12, 2025 concerning 2023–2024 Sustainability Report and GHG Emissions Inventory Updates be received as information.

Respectfully submitted,

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

# City of Sault Ste. Marie Sustainability Report 2023 – 2024
# &
# 2022 Community and 2023 Corporate GHG Emissions Update

Presented to: City of Sault Ste. Marie Council Meeting: May 12, 2025

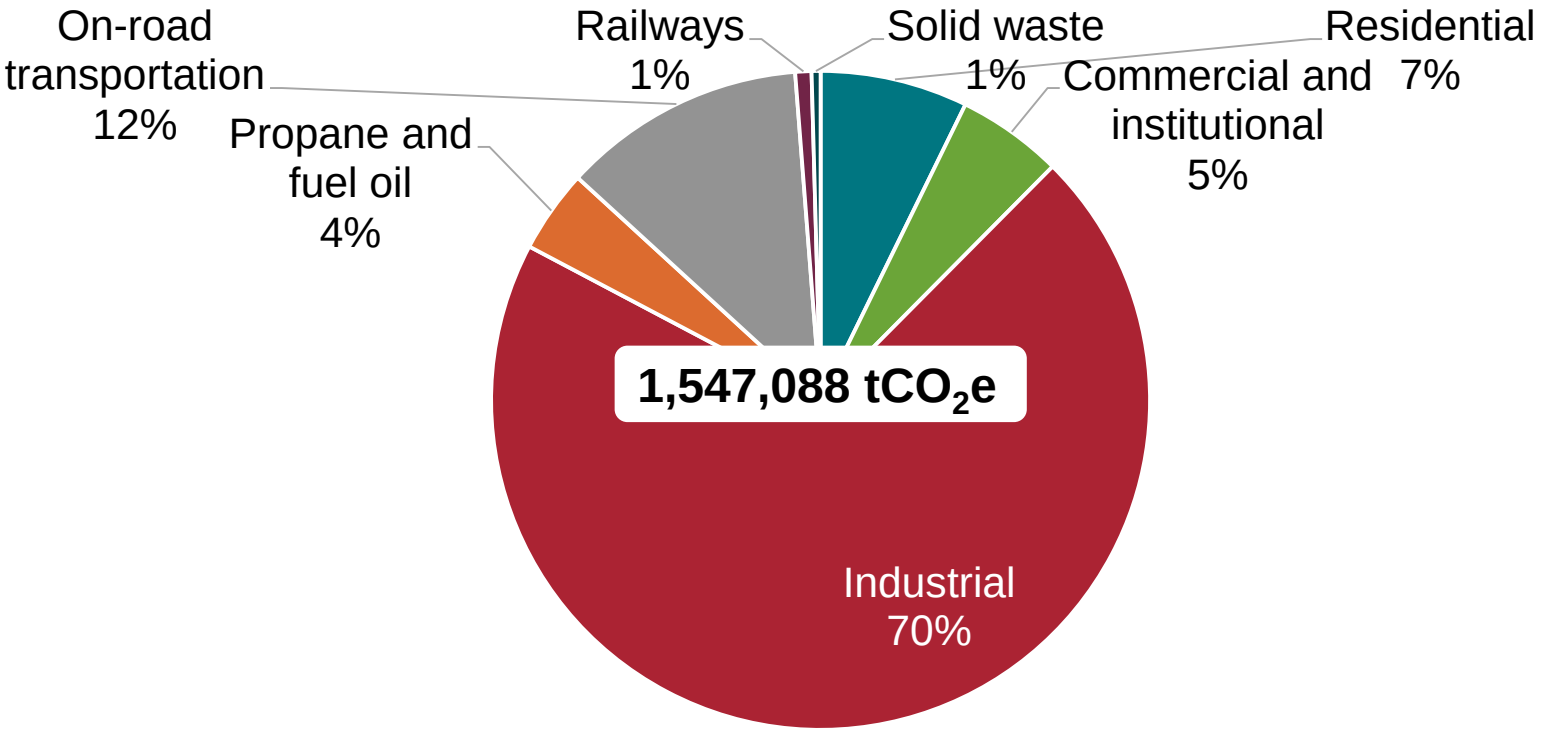
Prepared and Presented by: Emily Cormier, Sustainability Coordinator, Community Development & Enterprise Services

# Background

- December 14, 2024, marked the **four-year anniversary** of Council's unanimous endorsement of the *Sault Ste. Marie Community Greenhouse Gas (GHG) Reduction Plan 2020 – 2030.*
- Since the endorsement, the City has been working on increasing sustainability initiatives within its operations and the community
- This work is the result of **leadership** and **active partnerships** formed through a spirit of collaboration with departments and community partners
- The City's Sustainability Report aligns with the Sault Ste. Marie GHG Reduction Plan. Projects and initiatives are categorized under the plan's seven pillars, which are:

1. Buildings & Energy – Community
2. Buildings & Energy – Corporate
3. Transportation
4. Waste
5. Green Space
6. Economic Development
7. Municipal Leadership

# Results: 2022 Community GHG Inventory




*Total community emissions have increased 3% from the 2017 baseline and are projected to rise to **1,763,680 tCO2e (or 14%)** based on an average annual population growth rate of 0.7% (as of 2017) by the year 2037 if no serious action is taken.*

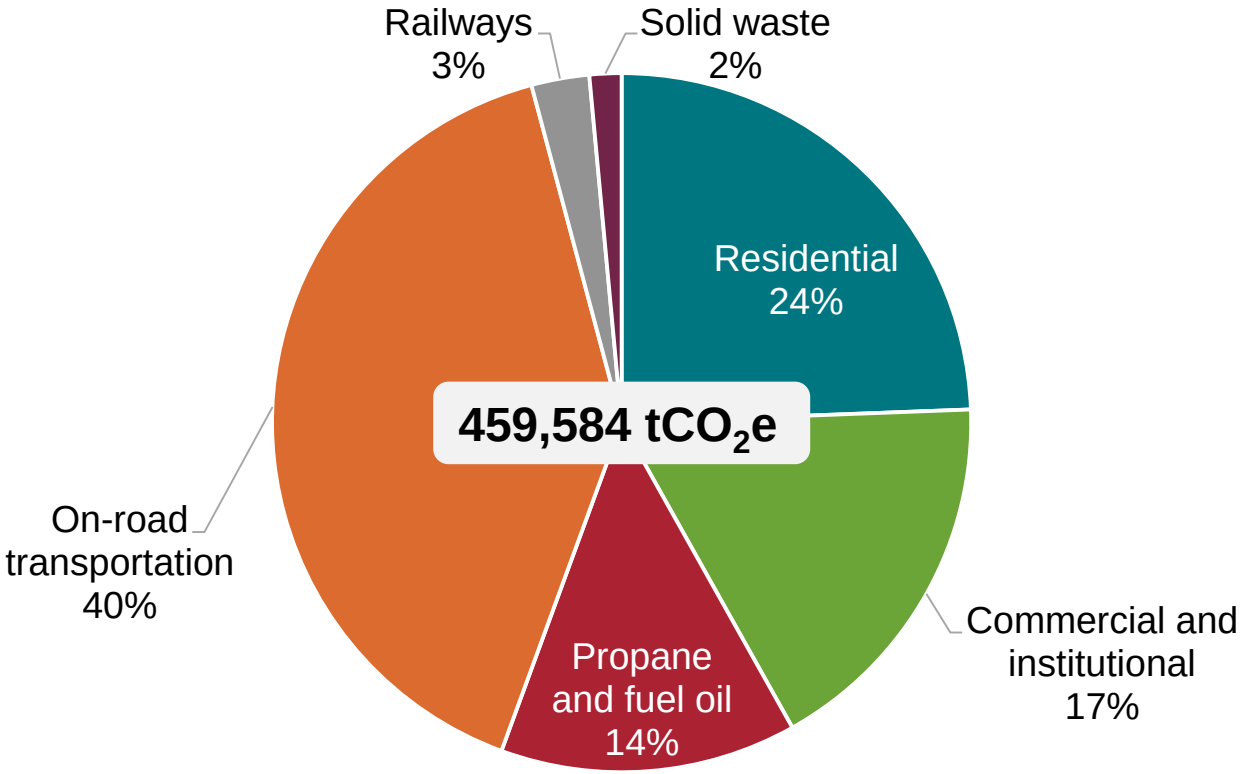
# Key Insights: Community GHG Inventory

- **Industrial emissions** are the highest sector of emissions in Sault Ste. Marie based on their consumption of **natural gas**
- Other cities, such as Hamilton, have **industrial facilities** which generate 70% of community emissions*
- The **second** largest source of emissions is from **on-road transportation**
- High energy use from **natural gas** in the industrial sector coupled with a **lower population** result in higher per capita emissions
- Industrial emissions are monitored and regulated by the federal and provincial **governments**

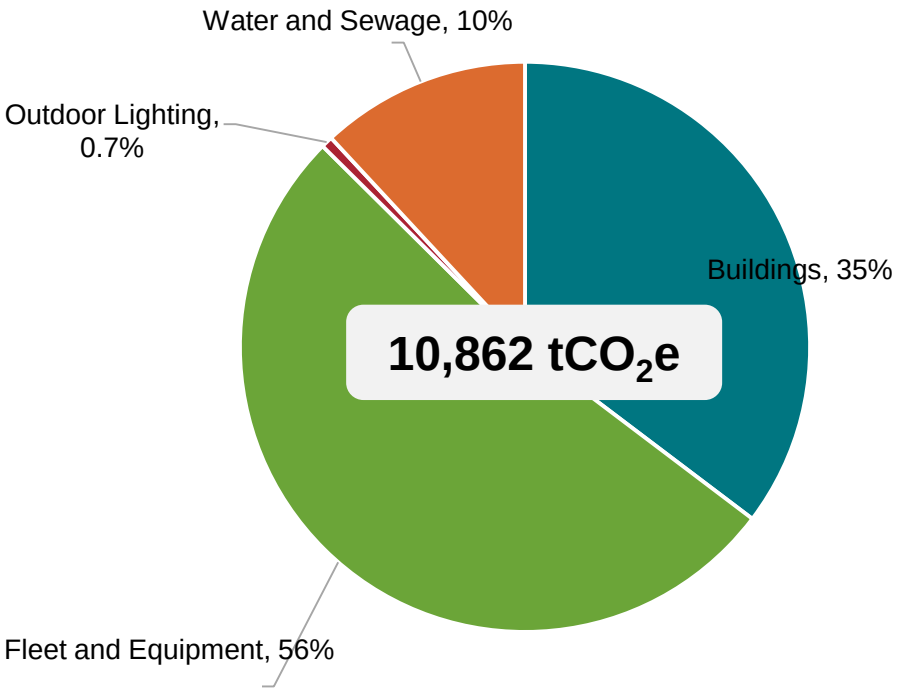


*https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=195837

# Results: 2022 Community GHG Inventory without industrial emissions



# Results: 2023 Corporate City GHG Emissions Inventory




*Total corporate emissions have increased 5% from the 2017 baseline and are projected to rise to **12,383 tCO2e (or 14%)** based on an average annual population growth rate of 0.7% (as of 2017) by the year 2037 if no serious action is taken.*

# Key Insights: Corporate GHG Inventory

- In 2023, the City spent approximately **$9,599,011.30** on energy and fuel costs
- The majority of emissions come from **vehicle fleet** and **equipment**
- Building emissions mainly come from the use of **natural gas**
- **Streetlights** consumed the most energy for outdoor lighting, and emissions increased due to the increase of natural gas generation for electricity in Ontario.
- **Water treatment plants** use of **natural gas** emissions create the most emissions in wastewater
- Total corporate emissions are projected to rise to 12,383 tCO2e (or **14%)** based on an average annual population growth rate of 0.7% (as of 2017) by the year 2037 if no action is taken
- To continue decreasing emissions, the City must prioritize **energy management** and **energy efficiency** in existing assets and new builds

**ChargeIT** Community Charging Infrastructure Plan approved by City Council

Community Efficiency Financing Feasibility Study approved by City Council

**$109,623.61** allocated towards **19** Green Fund Projects

**450+** Students participate in Yellow Fish Road (water pollution program)

**41** Climate / Energy Funding grants / incentives submitted

**$303,678.69** secured to date

**2** Electric ice resurfacers (Zamboni's) purchased by the City

**2** Energy Incentive workshops delivered in partnership with the Sault Ste. Marie Innovation

Community Efficiency Financing Feasibility Study Completed

**March 22, 2024** Boulevard Garden By-Law came into effect

Battery Electric Bus Study launched

**3,000+** Observations from City Nature Challenge held in partnership with the Sault Ste. Marie Region Conservation Authority, Kensington Conservancy and Chippewa County with **500+** species identified

**1000s** Engaged through collaborations with multiple community partners on annual events such as the EV Showcase, Bike to Work Week, World Water Day, Youth Climate Summit, City Nature Challenge

SAULT STE.MARIE

# 2023 – 2024 Sustainability Highlights

# 2023 – 2024 Sustainability Highlights














# 2025 City Sustainability Priorities

- Corporate EV Charger Project (COMPLETE)
- Corporate EV Charging Study
- Transit Depot Solar Project
- John Rhodes Roof Replacement, Heat Recovery and HVAC Replacement Project (roof will accommodate future solar)
- FCM CEF Phase 2: Program Design for a home-grown community retrofit program in SSM
- 2023 Sustainability Report
  - 2023 Corporate Inventory
  - 2022 Community Inventory Update
- 2024 City of SSM Energy Conservation and Demand Management Plan

# 2025 City Sustainability Priorities

- Deep Energy Retrofit Audit Project
- Active Transportation Master Plan
- Battery Electric Bus Study
- World Water Day 2025
- City Nature Challenge 2025
- Bike to Work Week 2025
- **Buildings to Net Zero Project** - the City of Sault Ste. Marie was selected as a cohort in ICLEI (Local Governments for Sustainability) Building to Net-Zero (BNZ) Project, a project designed to support municipalities in the adoption of building energy performance frameworks. Work on this project is ongoing. Click here to learn more.
- **Ecological Corridor Project Kickoff** –The City, Garden River First Nation, and the Algoma Highlands Conservancy are working with Ontario Nature on a project funded by Parks Canada to delineate and characterize existing protected areas and unprotected natural habitats to develop a consolidated ecological corridor to enhance connectivity between Lake Superior and Lake Huron.

# Thank You. Questions?

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**City of Sault Ste. Marie Sustainability Report: 2023 - 2024**

Prepared by: Community Development and Enterprise Services

2025 05 08

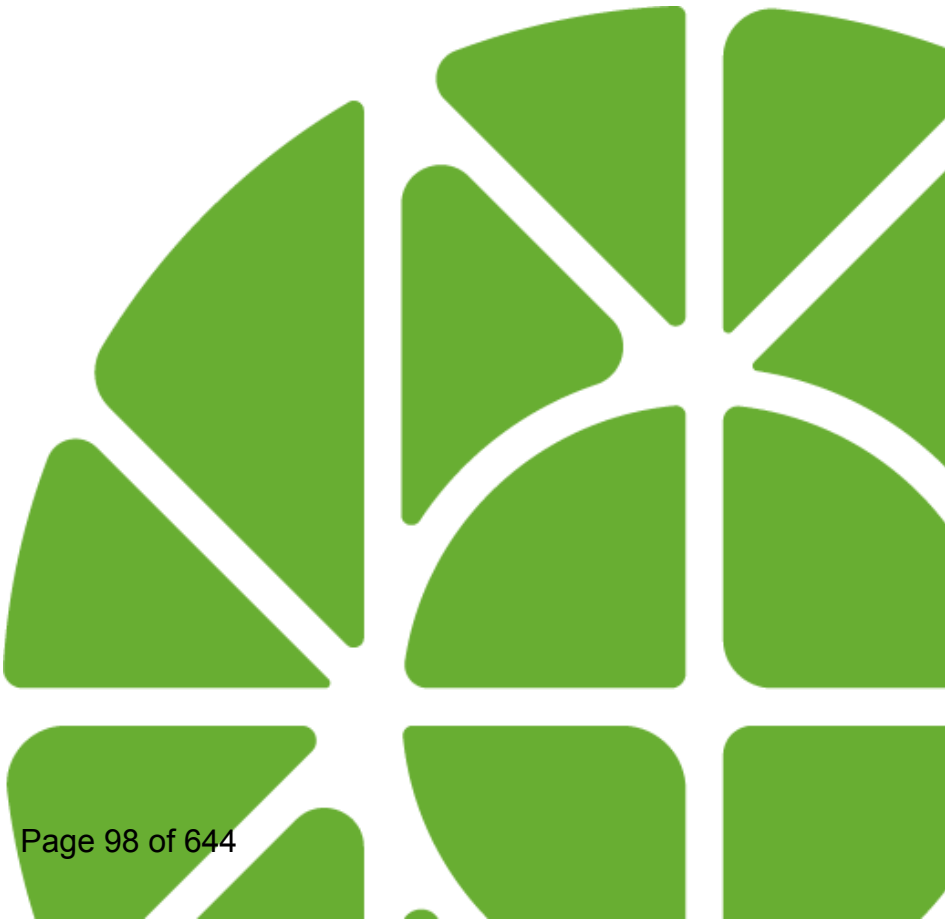


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**Land Acknowledgement**

The City of Sault Ste. Marie (the City) acknowledges, 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; home of Garden River First Nation, Batchewana First Nation and the Metis Nation. The City also acknowledges that this area is historically known as Bawating. The City recognizes the importance of our relationship with the Indigenous community, as we move forward together in Reconciliation, and the importance of meaningful consultation with the Indigenous community, who have a commitment to environmental stewardship.

## List of Acronyms

AADT – Average Annual Daily Traffic

ATMP – Active Transportation Master Plan

ATR – Automated Traffic Recorder

BEV – Battery Electric Vehicles

CAC - Community Adjustment Committee

CAC – Community Adjustment Committee

ccASHP - Cold-Climate Air Source Heat Pump

CD&ES - Community Development and Enterprise Services

CD&ES – Community Development and Enterprise Services

CDD – Cooling Degree Days

CDF – Community Development Fund

CEF – Community Efficiency Financing

$CH_4$ - Methane

$CO_2$ - Carbon Dioxide

DSSMSSAB - District Sault Ste. Marie Social Services Administration Board

ECCC - Environment and Climate Change Canada

EIE – Environmental Insights Explorer

EPA – Environmental Protection Act

ESC – Environmental Sustainability Committee

ESP – Expanded Polystyrene

EV – Electric Vehicle

EV – Electric Vehicle

FCM - Federation of Canadian Municipalities

FCM – Federation of Canadian Municipalities

FCM – Federation of Canadian Municipalities

GHG – Greenhouse Gas

GHG – Greenhouse Gas

GHG – Greenhouse Gas

GHGRP - Greenhouse Gas Reporting Program

GIS – geographic information systems

GJ – gigajoule

GMF – Green Municipal Fund

HDD – Heating Degree Days

HOEP – Hourly Ontario Energy Price

ICI – Industrial, Commercial and Institutional

ICLEI – Local Governments for Sustainability

ICLEI – Local Governments for Sustainability (ICLEI Canada)

IESO – Independent Electricity Systems Operator

IPPU -Industrial processes and product use

IT – Information Technology

kW – kilowatt

kWh – kilowatt hours

LED – Light Emitting Diode

LFG - Landfill Gas

LNG – Liquefied Natural Gas

MCIP – Municipal Climate Innovation Program

MNRF - Ministry of Natural Resources and Forestry

$N_2O$ - Nitrous Oxide

NAICS – North American Industry Classification System

NPRI - National Pollutant Release Inventory

NRCan – Natural Resources Canada

OEB – Ontario Energy Board

PCP – Partners for Climate Protection

PCP - Partners for Climate Protection Program

PCP – Partners for Climate Protection Program

RFP – Request for Proposal

ROI – Return on Investment

SMT – Senior Management Team

SSMIC – Sault Ste. Marie Innovation Centre

t – tonnes; typically the unit of measure in which GHG emissions are calculated

$tCO_2e$ - tonnes of carbon dioxide equivalent

$tCO_2e$ – tonnes of carbon dioxide equivalent

TOR – Time-of-Use

UN – United Nations

USA – United States of America

VKT – Vehicle Kilometres Travelled

Δ – Delta (change)

## Executive Summary

December 14, 2024, marked four years since the City of Sault Ste. Marie (the City) Council unanimously endorsed *Sault Ste. Marie Community Greenhouse Gas (GHG) Reduction Plan 2020 – 2030* targets net-zero emissions by 2050, and has interim targets of 10% corporate reduction and 5% community reduction by 2030. Since Council's endorsement, the City has made measurable progress in implementing the plan's seven pillars: Buildings & Energy (Community and Corporate), Transportation, Waste, Green Space, Economic Development, and Municipal Leadership, which is highlighted in this report. See Appendix A for a review of all 60 actions implementation status.

As part of ongoing climate action efforts, the City of Sault Ste. Marie completed an update to both its community and corporate greenhouse gas (GHG) emissions inventories, building on the initial baseline established in 2017. The updated inventories were completed in accordance with the Partners for Climate Protection (PCP) methodology, and provide a comprehensive overview of emissions within the municipal boundary of Sault Ste. Marie.

### 2022 Community GHG Emissions Update

Community emissions account for approximately 99% of total emissions within the city. In 2022, total community GHG emissions were estimated at 1,547,088 tonnes of $CO_2$ equivalent ($tCO_2e$). a 3% increase from 2017 levels. The largest share of emissions continues to come from the energy sector (87%), followed by transportation (12%) and waste (1%). Notably, while energy and transportation emissions have risen slightly (3% and 6% respectively), emissions from waste have declined by 22%.

### 2023 Corporate GHG Emissions Update

Corporate emissions, representing operations directly controlled by the City totaled 10,862 $tCO_2e$ in 2023, denoting a 5% increase from 2017. While building emissions saw a modest increase (5%), and outdoor lighting emissions rose by 70% (reflecting the increased use of natural gas in the Ontario electricity mix), and reductions in fleet emissions by 7%. Emissions from water and sewage services also rose by 20%. A detailed breakdown of the inventories, including methodology and data sources, can be found in Appendix B: *Sault Ste. Marie 2022 Community and 2023 Corporate Greenhouse Gas Emissions Inventory Update Report.*

This report summarizes highlights and progress made in 2023 and 2024, as well as the growing momentum toward environmental leadership and climate resilience in 2025 and beyond.

### 2023 Sustainability Highlights

In 2023, the City updated its corporate GHG emissions inventory based on 2022 data, revealing a 10% increase since 2017, reinforcing the urgency of action. To improve coordination, biannual energy and sustainability meetings with department heads and facility staff were launched. A climate impact statement was also integrated into Council reports to support policy alignment with emissions goals.

The City initiated or completed several energy efficiency projects, including LED lighting upgrades, the recommissioning of the GFL Memorial Gardens ice plant, and the purchase of electric ice resurfacers. Community engagement was strong through events such as World Water Day, the Northern Ontario Youth Climate Action Summit, the City Nature Challenge, Yellow Fish Road, Bike to Work Week, and the first EV Showcase.

Through the Green Initiatives Fund, $52,144.22 was allocated to community projects such as stormwater Litta Traps, electric snowblowers for fire services, and Clear Your Gear fishing line recycling at the Parks Canada Sault Canal. The City also hosted a Sustainable Procurement Workshop for staff, published its first Sustainability Report, and secured funding for a Deep Energy Retrofit audit of top six emitting municipal buildings.

**2024 Sustainability Highlights**
In 2024, the City focused on major infrastructure and emissions planning. The Deep Energy Retrofit (DER) Project progressed with site assessments and design workshops for six high-emitting community buildings, with final reports expected in 2025. Solar and energy efficiency upgrades continued, including the Transit Administration Building solar project, John Rhodes roof replacement (to support future solar), and installation of five EV fleet chargers.

The Green Initiatives Fund supported 14 projects over four intakes with an allocation of $57,479.39, funding projects including invasive species removal, an e-bike, LED retrofits, and school-based pollinator gardens. The Battery Electric Bus Study and participation in the ICLEI Buildings to Net-Zero Projects demonstrate further long-term climate action commitment.

Community engagement remained high, with the Earth Day video project, the second EV Showcase, and over 700 students from local schools participating in Yellow Fish Road program. The City also explored the Nature Canada Bird Friendly City program and partnered with Garden River First Nation and the Algoma Highlands Conservancy on the Ecological Corridor Project being led by Ontario Nature to enhance regional biodiversity.

As Sault Ste. Marie moves into 2025, continued leadership and stronger cross-departmental support will be critical to meet GHG reduction targets. A united focus on sustainable growth, infrastructure modernization, and community collaboration will drive progress aligned with the net zero target in the GHG Reduction Plan.

## 1. City of Sault Ste. Marie Sustainability Efforts: 2023 - 2024

This section of the City's Sustainability Report will outline sustainability efforts and projects that took place in 2023 and 2024. Efforts are broken down under the Sault Ste. Marie Community GHG Reduction Plan and has seven pillars, which are:

1. Buildings & Energy – Community
2. Buildings & Energy – Corporate
3. Transportation
4. Waste
5. Green Space
6. Economic Development
7. Municipal Leadership

The report will start with a review of what was completed in 2023, followed by efforts from 2024. A summary of planned initiatives for 2025 will also be provided, followed by Appendix A, which will provide a task update on the actions outlined in the GHG Reduction Plan. The following section of this report outlines the 2023 substantiality efforts.

## 2. 2023 Sustainability Efforts Summary

An overview of key sustainability efforts and projects the City worked on in 2023 are listed below.

### 1. Buildings & Energy – Community

***Community Energy Efficiency Prioritization***

In 2023, a variety of initiatives were undertaken by the City to encourage energy efficiency in the community. In particular, the City partnered with the Sault Ste. Marie Innovation Centre to deliver a free two-part in-person luncheon information series on commercial and industrial natural gas energy conservation incentive programs. Representatives from Enbridge and the IESO attended to share incentive program information with industrial, commercial, and broader public sector attendees.

In addition, City Council approved that the City proceed to apply for funding from the Federation of Canadian Municipalities for phase two of the Community Efficiency Financing project. A feasibility study was completed in 2023 that identified that there is potential for residential greenhouse gas reduction from developing a community retrofit program. The Design Study is needed to finesse details about costs, measures, implementation etc.

### 2. Buildings & Energy – Corporate

***Corporate GHG Emissions Inventory Update***
Staff provided City Council with an update on corporate emissions in 2022. The inventory compared emissions in 2022 to 2017 baseline and show that corporate emissions had increased 10%.

***Corporate Energy Efficiency Prioritization***

In 2023, a bi-annual corporate energy and sustainability meeting was organized with Department heads and key facility management staff to help prioritize and track emissions reduction projects. It also included a Sustainability Audit of the City's budget to create a baseline of spending allocated towards corporate sustainability initiatives. The first meeting took place on February 28,

2023. The second and last meeting of the year was held on July 11, 2023, with City Department heads and key facility management staff to help prioritize and track emission reduction projects. This was a remedial action identified in the 2022 Corporate GHG emissions inventory update that noted that corporate emissions were up 10%.

Some key energy retrofit projects were completed, including an LED Upgrade to the PW Garage A and the Ice Plant Recommissioning project at the GFL Memorial Gardens. These projects were estimated to reduce the City's electricity consumption by 139,370 kWh and 3.55 $tCO_2e$.

As well, the annual 2023 Broader Public Sector Energy and Emissions (O.Reg 25/23) Reporting was completed for the City by October 31, 2023, as mandated by the Province.

The City also received funding from the FCM to conduct a Deep Energy Retrofit (DER) Audit Project. The DER audits will enable the City to identify a sequence of GHG reduction measures to reduce GHG emissions for a portfolio of the top six (6) emitters of community buildings including: the John Rhodes Community Centre, East End Wastewater Treatment Plant, GFL Memorial Gardens, Public Works Centre, Fire Hall 4 / RESC Centre, and Transit Administration.

### *Corporate Energy Efficiency Incentives and Funding*

Multiple energy incentive grants have been pursued since 2022 to encourage energy savings and environmental sustainability. The following tables identify confirmed and prospective projects identified in 2023 and 2024.

## Confirmed Projects

| Year | Project | Estimated Annual Savings | Incentive Estimate | Incentive Funder | tCO2e Reduction | Status |
|---|---|---|---|---|---|---|
| 2023 | NCC Heat Recovery | TBD | $5,774.50 | Enbridge | 44.63 | Complete |
| 2023 | PW Building A LED Retrofit | $7,550.40 | $3,630.00 | IESO | Unknown | Complete |
| 2023 | EV Zamboni #1 - NCC Twin Pad | N/A | N/A | N/A | 9.3 | Complete |
| 2023 | North Street Outdoor Sports Complex Ball Field Lights | $6,184.62 | $22,320.00 | IESO | 1.21 | Not started |
| 2023 | Strathclair Soccer Fields 1 & 2 LED | $1,082.38 | $3,480.00 | IESO | Unknown | Not complete |
| 2024 | PW Building G | | | IESO | Unknown | Complete |
| 2024 | Cemetery | | | IESO | Unknown | Complete |
| 2024 | Fire Hall 4 - Shop LED lights | | | IESO | Unknown | Complete |
| 2024 | Fire Hall - 72 Tancred for DCV installed on the rooftop | Unknown | $500.00 | Enbridge | Unknown | Complete |
| 2024 | Fire Hall 2 - Air Unit with ARV | Unknown | | Enbridge | Unknown | Complete |
| 2024 | Fire Hall 3 - Air Unit with ARV | Unknown | | Enbridge | Unknown | Complete |
| 2024 | SSM Museum - Heat Pump | Unknown | TBD | N/A | Unknown | Complete |
| 2024 | Submitted a rebate application to Enbridge for $10K for an offset to Energy Audit cost | | | Enbridge | N/A | Complete |
| | | $14,817.40 | $35,204.50 | | 55.14 | |

## Projects In-Progress

| Year | Project | Estimated Annual Savings | Incentive | Funder | tCO2e |
|---|---|---|---|---|---|
| 2025 | JRCC - heat recovery, HVAC, and roof replacement | | | | |
| 2025 | GFL Parking Lot Lights | $4,651.92 | $4,651.92 | IESO | 0.91 |
| 2025 | PW Weather Stripping | | | | |
| 2025 | Transit Electric 40' Bus | | | | |
| 2025 | Transit Electric Parabus | | | | |
| 2025 | EV Charger Allocation | | | | |
| 2025 | Strathclair Dog Park Solar Lighting | | | | |
| 2025 | GFL Chiller | | | | |
| 2025 | JRCC LED Lighting | | | | |
| 2025 | Police HQ HVAC Replacement | | | | |
| 2025 | Fire Fall 4 Air Handling Units | | | | |
| 2025 | JR Field B LED oval and soccer | | | | |

## 3. Transportation

### *City's First Electric Ice Resurfacer Purchased*

In May 2023, the City of Sault Ste. Marie purchased and is using its very first electric resurfacer. A purchase was also approved for further into 2023. This was the City's first electric vehicle, and there are plans to electrify the entire ice resurfacing fleet.

### *Civic Centre EV Charger Project*

Funding was allocated from the City's Green Initiatives Fund for the installation of two (2) chargers to initiate the installation of electric vehicle charging infrastructure in the City's fleet.

### *Bike to Work Week*

The City of Sault Ste. Marie partnered with Algoma Public Health and the Sault Cycling Club to host a Bike to Work Week from June 3 – 9, 2023. Community members logged all non-car rides, also contributing to the ParticipACTION challenge. 85 participants were involved, resulting in 10 group rides and 2,802.06 kilometres travelled.

### *Activities to increase transit ridership*

The City continues to offer incentives to encourage public transit use, including a semester pass for university students, a senior and youth pass, and a program with the District Sault Ste. Marie Social Services Administration Board (DSSMSSAB) for free ridership. The City has also expanded upon its on-demand transit, a real-time passenger app site, as well as the adventure bus program. Information is available on the City's website regarding bus routes and schedules.

***Soo Moves Active Transportation***
The City of Sault Ste Marie is developing the Soo Moves Active Transportation Master Plan (ATMP) to make the City more comfortable, more accessible and more convenient for people who walk, bike and wheel to get around.

***Fire Services Electric Snowblower Project***

Funding was allocated to the City from the Green initiatives fund to purchase an electric snowblower for fire services.

***EV Showcase***

The City of Sault Ste. Marie, PUC Services Inc. (PUC) and the Sault Climate Hub hosted Sault Ste. Marie's first EV showcase on Saturday, October 12, 2023. During the showcase, local EV owners displayed their electric vehicles, including plug-in-hybrids, and shared their EV knowledge with the community. The partners plan to host this on an annual basis.

## 4. Waste

***Trapping the Flow Project***



The City's Environmental Sustainability recommended that funding from the City's Green Initiatives fund be allocated to the Sault Ste. Marie Innovation Centre Lake Huron North project to install eight (8) Litta Trap Filters in stormwater drains at the intersection of Bay and East Street. Litta Traps are designed to capture plastic pollution that would otherwise flow into the St. Mary's River and the North Channel of Lake Huron[1].





***Clear Your Gear Project***



The City's Environmental Sustainability recommended funding from the City's Green Initiatives fund was allocated to Tourism Sault Ste. Marie, to purchase and install seven (7) Clear Your Gear fishing line recycling receptacles to provide a safe and environmentally friendly way to collect and recycle discarded fishing line in high-impact fishing areas at the Sault Canal. Improperly discarded fishing line can last in the environment for up to 600 years and is the leading cause of entanglement issues for people, property & wildlife. This program provides fishing line receptacles at the Sault Ste. Marie Canal and Whitefish Island, helping anglers responsibly dispose of waste fishing lines.

[1] https://www.ctvnews.ca/northern-ontario/article/special-traps-help-keep-microplastics-out-of-sault-waterways/

Supported by local partners, including Parks Canada, Tourism Sault Ste. Marie, Batchewana First Nation, Clear Your Gear ensures the protection of waterways and wildlife, promoting sustainable tourism for future generations[2].

### *World Water Day Community Presentation*

The 2023 United Nations (UN) World Water Day theme was Accelerating Change to help solve the global water and sanitation crisis, and they are asking groups around the world to Be the Change They Want to See in the World. In preparation for this, volunteers from across the Twin-Saults came together to prepare the 3rd annual local series of events to encourage people to learn about water conservation and take action. The City participated by holding a virtual community presentation that took place on: March 22, 2023 - 7 PM - 8:30 PM. Speakers include:

- **Candace Day Neveau**, Co-founder of Baawaating Water Protectors, "Guidance from an Anishinaabe Fisherman's Granddaughter"
- **Dr. Paula Cypas Antunes**, Senior Research Scientist, Nautilus Environmental, "Contaminants of Concern: Challenges & Remediation"
- **Dr. Michael Twiss**, Dean, Faculty of Science, Algoma University: "Our Relationship with the Great Lakes"

### *Northern Ontario Youth Climate Action Summit*

The City of Sault Ste. Marie participated in the Science North Northern Ontario Youth Climate Action Summit April 25th – April 26th. The Sustainability Coordinator provided a group of high school students with an understanding of the City's climate change portfolio and engaged youth in a climate action planning activity. The City also supported a community clean-up led by the high school students as part of the summit.

### *Yellow Fish Road – June 5 – June 16th*

Over 500 students from the Algoma District School Board with support from the City of Sault Ste. Marie hit the streets to paint yellow fish near storm drains to bring awareness to stormwater pollution through Trout Unlimited Canada's Yellow Fish Road Program[3].

## 5. Green Space

### *FH Clergue Tree Planting Project*

The F.H. Clergue Playground Tree Planting Project received funding from the City's Green Initiatives Fund. The playground had lacked sufficient tree cover, offering little shade during hot days and minimal protection from cold winter winds. This impacted student comfort and well-being. The project aimed to address these issues by planting a variety of trees to provide shade, reduce urban heat effects, and lower greenhouse gas emissions.

[2] https://saulttourism.com/outdoors/fishing/#:~:text=Clear%20Your%20GEar&text=This%20program%20provides%20fishing%20line,the%20City%20of%20Sault%20Ste.

[3] https://www.saultthisweek.com/news/local-news/adsb-students-take-a-walk-down-the-yellow-fish-road

The initiative also supported local wildlife by restoring habitat for birds and pollinators, while contributing to improved mental health for students through exposure to natural, tree-filled spaces. Trees were planted along the Pine Street and Cunningham Street borders, spaced 3 metres from the fence and approximately 5 metres apart—a plan approved by the Physical Plant Department to ensure ongoing maintenance was not disrupted. All materials, including trees, soil, and supplies, were purchased and delivered. The planting was carried out by families of students, building on a successful pilot in summer 2022, which involved around 30 volunteers. The main planting took place in late spring and summer of 2023, coordinated around tree delivery and volunteer availability.





***Clean North Tree Planting Project***



Clean North received funding from the City's Green Initiatives Fund to support the establishment of a white cedar forest grove and healing garden at the Sault Area Hospital (SAH) Residential Withdrawal Management Centre, located at the corner of Second Line East and Old Garden River Road. With an existing plantation of over 800 eastern white cedar trees at a nearby site, Clean North partnered with the SAH project team and the landscape architect to contribute 300–500 trees for the facility's exterior landscaping.

The trees were intended to enhance the aesthetic, spiritual, and environmental value of the site. They would provide green space around the outdoor healing lodge, act as visual and noise buffers from nearby roads, offer wind protection and shelter for residents and staff, and help with runoff control and groundwater infiltration. Eastern white cedar, one of the four sacred medicines in many First Nations and Métis traditions, was selected for its cultural significance.

The primary objective of the project was to transplant 300–500 eastern white cedar trees from Clean North's nursery to the SAH site. Clean North donated both the trees and the required labour at no cost to the project[4].

[4] https://www.sahfoundation.com/post/trees-for-healing-sanctuary-clean-north-and-the-northway-wellness-centre-project

***Invasive Species Centre Himalayan Balsam Pull Project***



The Invasive Species Centre (ISC) Himalayan Balsam Community Management Project received funding from the City's Green Initiatives Fund. The project brought together the ISC and several local environmental organizations to develop a coordinated response to the growing Himalayan balsam population in Sault Ste. Marie. Efforts focused on creating unified messaging around identification, prevention, reporting, and management of the invasive species.

Public outreach included community pull events, educational initiatives, and resources to help homeowners manage and replace Himalayan balsam on their own properties. A total of five Himalayan balsam pull events were carried out by the ISC and its partners, involving both public and private land. Community members were invited to participate in the public pulls, where they received hands-on training in invasive species management and learned how to help control Himalayan balsam locally. Participants left with increased knowledge not only about this specific plant, but also about broader invasive species issues and practical prevention strategies they could apply in their daily lives[5].

***2023 City Nature Challenge***

From April 28 – May the City of Sault Ste. Marie, in partnership with the Sault Naturalists and the Sault Ste. Marie Region Conservation Authority joined the City Nature Challenge. Over 600 observations and 221 species were identified as part of the global BioBlitz. The City and the Sault Naturalists also met with the Central Algoma Elementary School Grade 6 class to talk about biodiversity and climate change as part of the City Nature Challenge.

***World Migratory Bird Day***

The City supported the Sault Naturalists in their World Migratory Bird Day outing with a proclamation at Council. This aligns with the City's efforts to work with Nature Canada to become a Bird-Friendly City. Note that this initiative was ultimately not recommended for Council to pursue in 2024 as resources can be allocated better to other initiatives and projects.

## 6. Economic Development

In 2023/24, the economic development team engaged with several sustainable industries that were considering potentially locating in Sault Ste. Marie. These industries were Green Hydrogen, Mineral Reprocessing, Green Cement, and Green Energy. They also held discussions with representatives in the Forestry sector to explore unique products such as Biochar and Bio coal.

The team continues to look for opportunities to advance to a deep-sea Port in Sault Ste. Marie applied for funding under the Green Shipping Corridor Program, successfully securing funds for several environmental and engineering studies, with a focus on developing low-GHG infrastructure into Port design.

[5] https://www.saultthisweek.com/news/local-news/invasive-species-centre-leads-community-project

### *Funding Received for Gateway Site Remediation Project*

Funding from the FCM was secured by the City to conduct a Phase II ESA and Record of Site Conditions for the Gateway site. This is a key part of the planned brownfield redevelopment which will serve as a catalyst for community revitalization. Transforming abandoned or contaminated sites can breathe new life into neighborhoods, attracting investment, businesses, and residents.

### *Climate Impact Statement on Council Reports*

Effective January 30, 2023, the Council Report template has been amended to include a section to address climate impact for relevant reports. The "STRATEGIC PLAN / POLICY IMPACT" section has been revised to include Climate impact as "STRATEGIC PLAN / POLICY IMPACT / **CLIMATE IMPACT.**" A background was also presented to Senior Management to support staff with this new criteria. Staff consult with the Sustainability Coordinator to support with this on council reports. Uptake is ongoing as it is currently voluntary.

### *City's First Sustainability Report Approved*

On May 29th, the City's first Sustainability Report was approved by City Council. It aligns with the Sault Ste. Marie GHG Reduction plan seven pillars and highlights all corporate sustainably efforts from 2021 and 2022 and plans for 2023. Staff intend to provide an update on all corporate sustainability efforts to Council on an annual basis.

### *Municipal Climate Action Leadership Meeting*

On November 27, 2023 the City's Environmental Sustainability Committee held a special meeting featuring two guest speakers who spoke about advancing municipal climate change action. The meeting featured Gabrielle Kalapos, Executive Director from the Clean Air Partnership, a non-profit that motivates and supports local government action on clean air and climate change for over 20 years, and Mike Layton, Chief Sustainability Officer at York University, and former three term City Councillor at the City of Toronto. A recording of the meeting and presentations can be viewed here.

## 3. 2024 Sustainability Summary

An overview of key sustainability highlights from the City that took place in 2024 are listed below.

### 1. Buildings & Energy – Community

### Deep Energy Retrofit (DER) Audit Project Site Assessments

Phase 1 of the City's DER project kicked off in 2023 with site assessments of the top six (6) emitters of community buildings (John Rhodes Community Centre, GFL, Transit Building, Public Works Building, Fire Hall 4 and the East End Wastewater Treatment Plant. These assessments will result in data driven financial analysis and accurate estimates of energy consumption, cost and savings as well as GHG emissions and emission reduction measures. Phase 2 was also completed which included an integrated design workshop assessing preliminary results of the audits.

## 2. Buildings & Energy – Corporate

### *Corporate Energy Efficiency Prioritization*

See 2023 section of report.

### *John Rhodes Roof Replacement Kickoff*

This project seeks to replace the roof to accommodate future solar panels, and also implement a heat recovery and HVAC replacement, aligning with the City's energy efficiency goals.

### *Transit Administration Solar Project*

Work kicked off on the City of Sault Ste. Marie's Transit Administration Building Solar Project, the first solar project for the City of Sault Ste. Marie.

### *Manzo Pool LED Retrofit Conversion*

A conversion of the Manzo Pool to LED lighting was completed in September 2024.

### *Buildings to Net Zero Project*

The City of Sault Ste. Marie was selected as a cohort in ICLEI (Local Governments for Sustainability) Building to Net-Zero (BNZ) Project, a project designed to support municipalities in the adoption of building energy performance frameworks[6].

## 3. Transportation

### *ChargeIT*

Sault Ste. Marie's Community Electric Vehicle Charging Infrastructure Plan (ChargeIT) was unanimously approved by City Council on January 8, 2024. ChargeITs goal is to help the City accelerate the deployment of public EV charging infrastructure in the community. To learn more click on the ChargeIT Report and the ChargeIT Council Presentation.

### *Transit Electrification Study Project*

In 2022, the City of Sault Ste. Marie, along with twelve (12) other municipalities in Ontario, started participating in a study that will develop information resources and implement a roadmap for the transition to electric buses. The study is being coordinated by Metrolinx Transit Procurement Initiative. This work was ongoing in 2024.

### *Active Transportation Master Plan*

In 2022, the City of Sault Ste. Marie launched the active transportation master plan (ATMP) project. The plan will serve as a guiding document to inform future capital expenditures into pedestrian, cycling and recreational trails infrastructure. It will also provide guidance for the City's street policy, street plan and incorporate mountain biking opportunities, trail systems and ensure all are barrier free. Increasing active transportation is important for community health and

[6] https://icleicanada.org/project/bnz/

wellness. It also contributes to reduced greenhouse gas emissions locally. This work was ongoing in 2024.

***2024 Bike to Work Week***



The City, Sault Cycling Club, and Algoma Public Health partnered for the second year in a row to host a Bike to Work Week in Sault Ste. Marie encouraged people to leave their cars at home and walk, cycle, carpool/ride-share, take transit or telecommute. #SooBikes2024 includes everything from getting groceries, riding to and from work or school, hitting the Hub Trail, trail rides, fat bike rides or other recreational rides exploring in and around Sault Ste. Marie. For more information on the seven days of challenges and prizes click here.

***2nd Sault Ste. Marie EV Showcase***



The City of Sault Ste. Marie, PUC Services Inc. (PUC), and the Sault Climate Hub hosted the second annual Sault Ste. Marie Electric Vehicle (EV) Showcase, which took place in partnership with the Queen Street Cruise in Downtown Sault Ste. Marie on June 14 and 15. As part of the Queen Street Cruise, local EV owners, including area businesses with EVs, displayed their vehicles, including plug-in hybrids. PUC was on site with their EV fleet to share their knowledge and explain how the EV Home Charger Rental Program worked.



***EV Fleet Charger Project***



Five (5) electric vehicle (EV) level 2 chargers have been installed at 3 City sites for the use of future City EV vehicles (2 at Public Works, 2 at the Civic Centre, and 1 at Transit).

Final commissioning is expected by the end of May 2025. These chargers are for City fleet use only (not available to the public) and will ensure the City has charging infrastructure as it begins to procure EVs.

***John Rhodes Public EV Charger Project***

An application made to the Provincial ChargeON funding program has resulted in 50% of funding towards the costs of installing four (4) public Level 2 chargers at the John Rhodes Community Centre. Project planning and additional funding applications are still underway, and kickoff is still undetermined. More to come.

## 4. Waste

***Yellow Fish Road***



In 2024, over 700 Students from the Algoma District School Board (ADSB) and Huron-Superior Catholic District School Board (HSCDSB) with support from the City, participated in the Yellow Fish Road Program by painting yellow fish near storm drains to raise awareness about stormwater pollution. Painting activities took place at 14 ADSB and HSCDSB schools.



## 5. Green Space

***2024 City Nature Challenge***

The City, The Kensington Conservancy, the Sault Ste. Marie Region Conservation Authority and the Sault Naturalists organized the 2024 City Nature Challenge (a global bioblitz for Algoma and Chippewa County. Over 2,800 observations were made and over 600 species were identified over four days during this community science initiative. Sault Ste. Marie ranked 11th in all of Canada for the global competition.

***Ecological Corridor Project Kickoff***

Sault Ste. Marie and Garden River First Nation are national priority areas for ecological corridors. The City, Garden River First Nation, and the Algoma Highlands Conservancy are working with Ontario Nature on a project funded by Parks Canada to delineate and characterize existing protected areas and unprotected natural habitats to develop a consolidated ecological corridor to enhance connectivity between Lake Superior and Lake Huron. To learn more click here.

## 6. Economic Development

In 2023/24, the economic development team engaged with several sustainable industries that were considering potentially locating in Sault Ste Marie. These industries were Green Hydrogen, Mineral Reprocessing, Green Cement, and Green Energy. They also held discussions with representatives in the Forestry sector to explore unique products such as Biochar and Bio coal.

The team continues to look for opportunities to advance a deep-sea Port in Sault Ste. Marie and applied for funding under the Green Shipping Corridor Program, successfully securing funds for several environmental and engineering studies, with a focus on developing low-GHG infrastructure into Port design.

## 7. Municipal Leadership

### *Green Initiatives Fund Refresh*

The City of Sault Ste. Marie's Environmental Sustainability Committee (ESC) kicked off the 2024 Green Initiatives Fund project season with a new promotional video designed to inspire increased participation. Applicant eligibility criteria has been expanded to include applications from local schools, unincorporated organizations and collectives with a minimum of two members, operational for at least one year. Click here to learn more and view the application form here.

### *Earth Day School Video Project*



*2024 City Sustainability Project Assistant Summer Student Hannah Grisdale joins St. Francis French Immersion School to give them their FoodCycler.*



*Students from Ben R McMillan Public School show their FoodCycler prize from the Earth Day Video project.*

As Earth Day approached on Monday, April 22, 2024, all Sault Ste. Marie schools were invited by the City to participate by creating a 1-minute video highlighting their sustainability initiatives. All submitted videos were compiled into one and shown on the City's Downtown Plaza screen as part of the City's Earth Day programming. Additionally, the videos were shared across the City's social media platforms. Each participating school was entered into a draw to win one of two countertop composters donated by FoodCycler (a countertop composter donated to the City). Ben R. McMillan Public School and St. Francis French Immersion School were the winners.

### *City Sustainability Summer Student Work*

The City applied to the Canada Parks and Recreation Association Green Jobs Grant and received funding to hire a sustainability summer student (Hannah Grisdale) who supported staff with creating educational programing to be shared at City community centres and the Plaza for environmental days including: Pollinator, Forest, Water Day and Earth Day Activities. The summer student also created and held youth pollinator activities at the Plaza, Manzo and Greco Pools. Hannah supported both City sustainability and recreation staff portfolios.

### *Algoma District School Board Speakers Summit*

A presentation on the City's sustainability portfolio was presented to Algoma District School Board Students at their Speakers Summit by the City's Sustainability Coordinator. A focus on the City's Green Initiatives Fund which schools can apply for was highlighted to drive up applications.

### *Sault College Bachelor of Nursing Students Outreach*

A presentation on the City's sustainability portfolio was presented to Sault College Bachelor of Nursing students in their population health course by the City's Sustainability Coordinator. A focus on the City's Climate Plan, net zero target progress, and climate risk assessment were

highlighted to showcase efforts to ensure the quality of life and health in Sault Ste. Marie as it pertains to climate change.

### *FCM Climate Ready Plans and Processes*

The City applied to the FCM GMF Climate Ready-Plan fund. This funding is intended to support communities in adapting to the impacts of climate change by developing climate risk assessments and climate adaptation plans. If successful, the City will be using this money to create the first Sault Ste. Marie Climate Adaptation Plan.

### *Funding Application for $1,000,0000 submitted to the Government of Canada Green and Inclusive Community Buildings Fund*

The Green and Inclusive Community Buildings (GICB) Program is a national merit-based Program with the objective of improving the availability and condition of community buildings in Canadian communities experiencing higher needs and who are currently underserved. At the same time, the Program helps to stimulate the economy while creating good job opportunities and aligning to the goals of Canada's strengthened climate plan. The Program advances the Government's climate priorities by improving energy efficiency, reducing GHG emissions, and enhancing the climate resilience of community buildings.

### *Environmental Sustainability Committee*

In 2024, the City's ESC received 12 project applications and allocated $57,479.39 towards them. $3,414.99 was allocated towards tree planting on City land for 2025. The following table summarizes the projects

| Line No | Applicant | Project | $ Approved | Status |
|---|---|---|---|---|
| 1 | Invasive Species | Himalayan Balsam Pull | $3,449.72 | Complete |
| 2 | Sault Climate Hub | Eastview PS Little Forest | $5,280.44 | Complete |
| 3 | Sault Search and Rescue | E-Bike Project | $8,786.25 | Complete |
| 4 | SSM Museum | LED Retrofit | $1,971.71 | Complete |
| 5 | Algoma Fish and Game Club | Invasive Species Signs | $885.92 | Complete |
| 6 | NORDIK Institute | Shoreline Clean-Up | $7,500.00 | Complete |
| 7 | City of Sault Ste. Marie Rec & Culture | Electric Lawn Equipment | $1,274.00 | Complete |
| 8 | École Notre-Dame-du-Sault | Hydroponic Tower Garden | $5,495.40 | Complete |
| 9 | FH Clergue | Tree and Pollinator Program Project | $4,125.75 | In-progress |
| 10 | Habitat for Humanity | Kitchen Salvage Program Project | $5,000.00 | In-progress |
| 11 | Algoma University | Invasive Species Sign Posters Project | $2,476.23 | In-progress |
| 12 | Sault Climate Hub | White Pines Little Forest & Eastview Citizen Science Lab | $11,233.97 | In-progress |

A variety of community initiatives took place as a result of the Green Initiatives Fund. City staff look forward to seeing the use of funds expand for community sustainability initiatives in the years to come.

## 4. City of Sault Ste. Marie 2025 Sustainability Priorities

Looking ahead to 2025, the City intends to work on further embedding sustainability into its operations and practices to improve its chances of meeting its GHG reduction targets (10% corporate and 5% community by 2050, as well as net zero by 2050), for which they are not on target to meet. From 2017 to 2022, the City's emissions have increased by 10%, led predominantly by emissions from fleet and equipment as well as natural gas consumption in City buildings. Efforts to reduce consumption and explore fuel switching technologies are essential to meet these targets, as well as mitigate the worst impacts of climate change. As part of an immediate remediation strategy, starting in 2023, a bi-annual corporate energy and sustainability meeting will be taking place with Department heads and key facility management staff to help prioritize and track emissions reduction projects

The completion of the deep energy retrofit (DER) audit project on the City's top six (6) GHG emitting facilities: 1. John Rhodes Community Centre, 2. East End Wastewater Treatment Plant, 3. GFL Memorial Gardens, 4. Public Works Centre, 5. Fire Hall 4 / RESC Centre, and 6. Transit Administration Garage, will be a key part of this. Work is underway on incorporating energy efficiency KPIs into the City's asset management process and working with Finance on developing a way to finance these audits to support the City's GHG Reduction Targets

Other key projects planned for 2025 include:

<u>COMPLETE</u>
- Corporate EV Charger Project
- World Water Day 2025 (Complete)

<u>IN PROGRESS</u>
- Corporate EV Charging Study
- Transit Depot Solar Project
- John Rhodes Roof Replacement, Heat Recovery and HVAC Replacement Project (roof will be designed to accommodate future solar)
- FCM CEF Phase 2: Program Design for a home-grown community retrofit program in SSM
- 2023 Sustainability Report
- 2023 Corporate Inventory
- 2022 Community Inventory Update
- 2024 City of SSM Energy Conservation and Demand Management Plan
- Deep Energy Retrofit Audit Project
- Active Transportation Master Plan
- Battery Electric Bus Study
- City Nature Challenge 2025
- Bike to Work Week 2025
- Buildings to Net Zero Project
- Ecological Corridor Project

## Appendix A: Sault Ste. Marie Community GHG Reduction Plan Implementation Progress

The Sault Ste. Marie Community GHG Reduction Plan focuses on actions to be completed within a 10-year timeframe: 2020 to 2030. It also lays some of the preliminary groundwork for net-zero emissions by 2050.

The plan recommends 60 actions and is broken down into seven key sectors, predominantly based on emission sources and reduction action opportunities. Actions are based on both community and corporate efforts. The sectors are as follows:

1. Buildings & Energy – Community
2. Buildings & Energy - Corporate
3. Transportation
4. Waste
5. Green Space
6. Economic Development
7. Municipal Leadership

Actions within the plan have been broken down into separate timeframes including: Immediate: action to begin right away, Short Term (1-2 Years), Medium Term (3-5 Years), Long Term (5+ Years), and ongoing (action which has been initiated and will continue throughout the life of the plan). Each action includes leads and partners, as well as performance measures to help measure progress towards implementation. The following section of this report outlines action progress from 2020 to 2022 by section. The legend below denotes the icons used to illustrate the progress levels which are used to categorize action to date:

| | | |
|---|---|---|
| Complete | In progress | Not started |

Most actions (50) have been initiated, 6 are completed and 5 have not started. The following section of this report summarizes efforts on plan implementation to date.

### 1. Buildings & Energy – Community

The building and energy section of the GHG Reduction plan accounts for actions to reduce emissions generated using electricity, natural gas, propane, and heating oil. When it comes to community actions, the plan focuses on energy efficiency. Other action areas in the GHG reduction plan include exploring the possibility of diversifying the energy supply (e.g., increasing renewable energy use on municipal buildings and in the community). The following outlines actions to date in the Buildings & Energy – Community.

#### EDUCATION

| | |
|---|---|
| | ***Develop a webpage on the City's website as a source of information about the GHG Reduction plan and energy efficiency saving opportunities.*** |

In December 2020, the City of Sault Ste. Marie created a webpage for the GHG Reduction Plan. This also includes a series of subpages where residents and businesses can access information about available energy incentive programs, EV charging stations in Sault Ste. Marie, information about how to be a community energy champion through the ECO School Canada Program and Student Energy for post-secondary students. There is also information about City Climate Change Adaptation efforts, including the completion of climate change adaptation planning and risk assessment completed by the City in 2020. Other pages have been and will continue to be added

with more programming information as the City continues its efforts in encouraging climate mitigation and adaptation.

***Create a local 'Student Energy Chapter (at either Algoma University or Sault College).***

City staff outreach is ongoing for this.

***Increase the number of local schools enrolled in the Eco Schools Canada Program (eco-certification program for K-12).***

City staff outreach is ongoing.

**REDUCE ENERGY CONSUMPTION AND OPTIMIZE ENERGY EFFICIENCY**

- Increase uptake in residential and commercial energy efficiency retrofits that reduce the use of fossil fuels.
- Increase the number of new homes and businesses builds to incorporate energy efficient equipment (e.g. new furnaces, weather stripping, efficient lighting, etc.).
- Develop a Green Building Policy.

Ongoing. Work aligns with past webinars available on the City's website as well as the BNZ project.

***Develop a community energy efficiency retrofits program (either for energy efficiency retrofits or renewable energy).***

In early 2025, the City received funding for Phase 2 of the three-part project to develop a detailed design for the community retrofit program. Work is underway to start this in partnership with the PUC and Your Neighborhood Credit Union.

***Develop a thermal imaging camera borrowing program in partnership with the Library.***

On October 14, 2021, the Environmental Sustainability Committee (ESC) supported a request for funding from the Sault Ste. Marie Public Library to the Community Development Fund (CDF) Green Initiatives Program for $2,120 to go towards the purchase of four (4) infrared imaging cameras to create a borrowing program. This was furthered by support from Council at their November 15, 2021, meeting. The library purchased the cameras in 2021. Thermal cameras offer both a valuable diagnostic tool and a compelling means of fostering engagement and educating homeowners on heat dynamics and can instill an appreciation for energy efficiency in homes. With the information gained by using the cameras, homeowners will be able to make repairs to prevent/reduce heat loss which in turn will result in energy savings and reduce greenhouse gas emissions.

### INDUSTRIAL / COMMERCIAL ENERGY EFFICIENCY

- ***Continue to consult with local industrial facilities to understand their current and planned energy efficiency and GHG reduction efforts.***
- ***Foster an environment that encourages new community energy projects to increase sustainable energy opportunities.***

The City has regular communication with industrial stakeholders in the community to understand their GHG reduction efforts.

### ALTERNATIVE ENERGY GENERATION

- ***Explore opportunities for increasing the use of solar photovoltaic (PV) electric net metering in Sault Ste. Marie.***
- ***Investigate the use of energy storage integration to move forward with balancing clean energy projects.***

As of 2025, the City is in the process of moving forward with its first net metering project for a solar PV project on the Transit Administration building. Work is also underway for a roof replacement project at the John Rhodes Community Centre that will accommodate solar panels in the future.

## 2. Buildings and Energy – Corporate

Currently, corporate operations result in approximately 1% of community-wide emissions. While this number may seem low, the Municipality has a responsibility to lead and demonstrate practices that will encourage broader emission reduction within the community to achieve climate targets and positively impact sustainable economic development. The corporate GHG emissions inventory indicates an opportunity to achieve emission reductions by focusing on fleet and equipment as well as the corporate building stock. When it comes to corporate actions, similar to the community, a focus on energy efficiency projects is encouraged. This aligns with the City's *Third-party service review of municipal operations* which was presented to Council on January 6, 2020, which recommends pursuing and implementing energy efficiency projects. According to KPMG this has potential cost savings of up to $100,000 annually (KPMG, 2019).

### GREEN FINANCING

***Develop a local improvement charge (LIC) by-law to allow clean energy improvement financing for new buildings/or upgrades, including green standards in Sault Ste. Marie.***

Phase 2 funding has been received to develop a Sault Ste. Marie Community retrofit program. The program design is expected to be completed in 2025.

***Review and streamline the Municipal Environmental Initiatives (Green) Committee to oversee applications to the Green Initiatives Program under the Community Development Fund (CDF), and act as the overseeing body for the GHG reduction plan implementation.***

## ENERGY EFFICIENCY



- ***Continue implementing energy efficiency retrofit projects identified in the IB Story Audits of 2010 and the 2019 Energy Conservation and Demand Management Plan (see Appendix 3 for a list of City retrofits).***
- ***Include wording in all requests for proposals (RFP) for capital projects to include applying for Ontario energy incentives.***

Energy efficiency projects are assed by the Sustainability Coordinator on an annual basis once the capital and operational projects are approved to identify projects for incentives as well as projects that are planned to reduce energy consumption for the City that year.

To ensure the City maximizes opportunities to take advantage of energy efficiency incentives, tender documents wording in the RFP to ensure incentive compliance is always encouraged.



- ***Take a portfolio approach to energy efficiency by establishing an implementation plan specifically for retrofits of existing buildings (if plans are dated or nonexistent, a revision of the audit should be done.***
- ***Ensure zero-emission technology is incorporated in regulations and public tenders.***

The Deep Energy Retrofit audits due for completion in 2025 are expected to do this.

## ENERGY MANAGEMENT



- ***Integrate sustainable energy technology and energy management practices across the municipality.***
- ***Integrate energy and climate considerations into the Asset Management Process.***
- ***Improve energy data tracking and use (e.g., utility meters and databases).***

The City is exploring the use of energy tracking software and data management programs (e.g., Energy Star Portfolio Manager, RETScreen, and Association of Municipalities of Ontario (AMO) Energy Planning Tool (EPT) Program). Outreach has also been conducted with the PUC and a process has been established to better obtain energy data tracking as part of the City's O.Reg 25/23 energy and emissions reporting. It is also important to note that in November 2021, the Ontario Government announced that in the next two years, Ontario electricity and natural gas utilities will be required to allow customers to download their natural gas and electricity data in a standardized format under the Green Button standard. This access to energy data will provide the City with better information regarding energy consumption.

## ALTERNATIVE ENERGY



- ***Commission a study to evaluate the business case for the deployment of hydrogen fuel cell applications as part of establishing a role for a low-carbon economy and community energy strategy.***
- ***Explore the feasibility of renewable energy procurement. (Note: the business case must be evaluated based on current renewable energy cost and effectiveness).***

- ***Increase the amount of solar power generation within municipal buildings and parking lots.***

Work is ongoing to incorporate solar energy into the Transit Administration/ Garage building located on Huron Street.

## 3. Transportation

In the Sault Ste. Marie community, the GHG emissions inventory and the transportation sector include emissions from the mobile combustion of gasoline and diesel, and were broken down by on-road transportation and railway diesel. Most transportation emissions come from on-road transportation, which is often one of the highest-emitting sectors in Ontario due to the heavy reliance on personal vehicles with combustion engines. As well, according to the *Canadian Municipal Backgrounder* (an annual survey of mayors and councillors in more than 400 municipalities across Canada, 90% of Sault Ste. Marie residents commute to work by car, 5% walk, 4% use transit, and 1% bike (Canadian Municipal Barometer, n,d.). This presents ample opportunity to improve upon active transportation in Sault Ste. Marie.

### ACTIVE TRANSPORTATION



- ***Increase education and awareness about the environmental, economic and health benefits related to active transportation.***
- ***Develop and maintain bike friendly infrastructure (e.g., bike lanes, trails and racks make cycling a safer, more attractive option for travel and commuting.***
- ***Initiate a commuter challenge (e.g., annual bike to work week or car-free day).***

Ongoing (see transportation section of the 2023 / 2024 summary of this report).



- ***Encourage local companies to reward cyclists (e.g. develop a reward program for those who are bike friendly, such as a parking spot by the door covered from the rain.***
- ***Create an inventory of bike trails, including shortcut trails***.

### INCREASE TRANSIT RIDERSHIP



- ***Improve transit options and non-motorized accessibility to major centers.***
- ***Create incentives for public transit use as a strategy to increase ridership.***
- ***Seek input from key bus users (e.g. seniors, students, commuters, etc.)***
- ***Educate the public on how to use bus routes (they will be more inclined to use them if they know how).***

The City does have incentives to encourage public transit use including a semester pass for university students, a senior and youth pass and a program with the District Social Services Administration Board (DSSMSSAB) for free ridership. The City has also expanded upon its on-

demand transit and the development of a real time passenger app site and adventure bus program. Information is available on the City's website regarding roads and schedules.

The City has also created a series of partnerships with local community organizations such as the Algoma District School Board and Algoma University to encourage transit ridership. These efforts are ongoing.

**ZERO-EMISSION TRANSPORTATION**



- ***Support transportation electrification infrastructure opportunities (e.g. electric vehicles charging stations).***
- ***Transition to purchasing only vehicles that are highly efficient and run on zero-carbon and renewable energy fuels.***
- ***Support transportation electrification opportunities (e.g. electric vehicles, alternative energy vehicles, buses, etc.***

The City purchased its first electric vehicle in 2025. Five electric chargers for the City fleet have been installed, and there are plans to develop a costing study to meet the resolution of converting the future light-duty fleet to electric vehicles. Work on this is ongoing.



- ***Develop and/or commission a community zero-emission vehicle strategy.***
- ***Update the Green Fleet Plan***.

Complete in 2024.

**PLANNING**



- ***Review potential actions that align with existing City Plans (e.g. Transportation Master Plan (2015), Green Fleet Plan (2011), and Cycling Master Plan (2007).***
- ***Encourage land use planning that reduces the distance people have to travel by car.***
- ***Active Transportation Master Plan.***

A fundamental objective of the new Official Plan will be to reduce the distances that people must travel by car. As well at the end of 2021, the City hired a consultant to complete an Active Transportation Master Plan. The plan will take a holistic approach and include a series of recommendations. It will also serve as guidance for the city's street policy, street plan and incorporate mountain biking opportunities, trail systems and ensure all are barrier free. Work on this is ongoing.

## 4. Waste

It is important for the City to continue, as well as increase their efforts to divert waste from the municipal landfill to reduce community emissions associated to solid waste.

### EDUCATION



- ***Educate and engage residents and business about waste diversion.***

Efforts such as the Litta Traps and Clear Your Gear projects funded by the Green Initiatives fund continue to support waste diversion opportunities in Sault Ste. Marie. Collaboration with key stakeholders like Clean North also support these efforts as well as project arise.

### WASTE DIVERSION



- ***Review strategies and policies that support ways to divert waste to extend the life of the landfill.***
- ***Encourage businesses and residents to reduce waste put into the landfill by using recyclables and reusable products.***
- ***Reduce the environmental impacts of City operations to demonstrate commitment and spur innovation (e.g. reducing or eliminating single use plastic products at facilities and events).***
- ***Explore organic waste diversion from the landfill.***

Waste diversion priority in extending landfill life and reducing environmental impact. With the transition of recycling to the producer responsibility model, the City's role has shifted; however, efforts continue to engage and educate residents on the importance of waste reduction, proper recycling practices, and the environmental benefits of minimizing landfill-bound waste.

Efforts to advance the development of a Single-Source Organics facility that will significantly reduce the amount of organic waste sent to landfill. While this project presents financial and logistical challenges, it remains a critical long-term investment in our waste diversion strategy and climate action goals.

### WASTE TO ENERGY



***Expand landfill gas capture as part of landfill expansion plans and review feasibility of using gas as a form of energy generation.***

## 5. Green Space

### FOREST MANAGEMENT



***Manage City woodlands and street trees for the purpose of carbon offsetting, heat sinks and aesthetics.***

City forest management practices do not include the purpose of carbon offsetting and heat island mitigation via a policy. Currently, it is more of an understanding and best practice.



***Encourage the planting of native, and non-invasive tree species that are resilient to climate change and provide high levels of carbon sequestration.***

Under the Green Space pillar, the Environmental Sustainability Committee has recommended to the Planning Department that the Official Plan encourage the planting of diverse and non-invasive tree species that are more resilient to climate change.

### PLANNING

***Develop an Urban Forest Management Plan, including an inventory of the tree canopy to understand Sault Ste. Marie's carbon sequestration potential.***

The Great Lakes Forestry Centre has offered to support the City with developing a Lidar Forest Inventory. This is a year or two away but is appreciated seeing as there are no monies currently allocated towards this project.

### ENVIRONMENTAL STEWARDSHIP

- ***Partner with local school boards (e.g. ADSB) to participate in an Environmental Stewardship activity with a focus on nature preservation (e.g. building a butterfly garden or hosting a community tree plant).***
- ***Encourage tree planting and preservation of natural areas a priority as part of community sustainability efforts.***

In partnership with Freshwater Conservation Canada, the City has successfully delivered the Yellow Fish Road over the past three years (and also planned for 2025) program to engage local students in stormwater pollution prevention and watershed education. Through this hands-on initiative, over 1,000 students from both the Algoma District School Board (ADSB) and the Huron-Superior Catholic District School Board have participated to date.

Students learn about the impact of pollution on local water bodies and take direct action by painting yellow fish symbols with the words *"Rainwater Only"* near storm drains—reminding residents that anything entering a catch basin flows untreated into nearby rivers and lakes. Participants also distribute fish-shaped brochures to homes in the area, raising awareness about water pollution prevention. These events are typically held in low-traffic neighbourhoods with access to storm sewers, ensuring student safety while allowing for impactful, community-facing education. The Yellow Fish Road is a national initiative that encourages youth to be stewards of clean water and healthy aquatic ecosystems.

## 6. Economic Development

### SUSTAINABILITY

***Encourage local businesses to embrace sustainability.***

The City continues to encourage local businesses to embrace sustainability as a core part of their operations. Municipal staff regularly partner with local stakeholders to deliver education and engagement opportunities, including webinars, workshops, and community events such as the EV Showcase. These initiatives aim to build awareness, share practical tools, and highlight the economic and environmental benefits of sustainable business practices.

### LOCAL FOOD PRODUCTION

- ***Support local food production and consumption to reduce transportation emissions and costs of importing food to the community.***
- ***Expand opportunities and markets for Sault Ste. Marie locally grown products.***

The Sault Ste. Marie Innovation Centre's Rural Agriculture Innovation Network (RAIN) is working on a variety of programs that support local food production, such as their Advancing Northern Maple program which increases maple syrup production in Northern Ontario and the Tile Drainage program which benefits commodity and crop production. They have also supported food processing infrastructure, such as a new slaughterhouse being built in Bruce Mines. RAIN has also supported businesses in Algoma through the Sustainable New Agri-Food Products and Productivity (SNAPP) Program which supports Northern Ontario agriculture and food producers, businesses, collaborations, communities, and First Nations to create new products, enhance abilities for season extension, scale up production or enhance productivity.

### CLEAN MARKET GROWTH

***Encourage the development of a low-carbon economy in Sault Ste. Marie (e.g. develop a Smart Park that encourages energy efficiency, LEED building standards) to encourage clean-tech companies to relocate and/or expand in Sault Ste. Marie. Continue to work with local partners (private sector, indigenous groups and non-profits) to encourage clean growth opportunities.***

In 2023/24, the economic development team engaged with several sustainable industries that were considering potentially locating in Sault Ste Marie. These industries were Green Hydrogen, Mineral Reprocessing, Green Cement, and Green Energy. They also held discussions with representatives in the Forestry sector to explore unique products such as Biochar and Bio coal.

The team continues to look for opportunities to advance a deep-sea Port in Sault Ste. Marie and applied for funding under the Green Shipping Corridor Program, successfully securing funds for several environmental and engineering studies, with a focus on developing low-GHG infrastructure into Port design.

## 8. Municipal Leadership

### HUMAN RESOURCES

- ***Assign and/or establish a position at the City to manage energy and sustainability initiatives, ensuring integration in all aspects of City operations and to act as a key municipal liaison towards community climate action.***
- ***Assign the newly established Environmental Sustainability Committee to oversee the implementation of the Sault Ste. Marie GHG Reduction Plan and climate change action across the community.***

Complete in 2022.

### FINANCING



***Leverage climate investment opportunities from all levels of government and private sector to encourage research and development (R&D) opportunities for the community to be a test site for GHG reduction strategies.***

Ongoing. Multiple grants have been pursued since 2019 that encourage energy savings and environmental sustainability.

**OPERATIONS / LEGISLATION**



- ***Introduce a 'Climate Lens' policy (evaluate and consider the climate impacts of all major City decisions, including financial decisions), to ensure City investments, policies and programs are supporting climate change goals.***
- ***Embed the GHG reduction plan into the Municipal and Community Planning Process.***

Complete in 2023.



***Draft bylaws and design infrastructure that encourage GHG mitigation at the citizen-level (e.g. discounted parking for electric vehicles)***

This concludes the status overview of the GHG Reduction Plan Year implementation progress as of December 31, 2022.

**Appendix B: Sault Ste. Marie 2022 Community and 2023 Corporate Greenhouse Gas Emissions Inventory Update**

2025 05 08

Prepared by: Community Development & Enterprise Services



## Executive Summary

In 2017 the City of Sault Ste. Marie (the City) completed the very first community greenhouse gas (GHG) emissions inventory and also updated their corporate GHG emissions inventory. This greenhouse gas (GHG) report provides a comprehensive overview of the updated GHG emissions inventories for both corporate and community levels in Sault Ste. Marie. The report includes an update on corporate emissions (baseline year 2017, updated to 2023) and community emissions (baseline year 2017, updated to 2022). Both inventories follow the 2021 *PCP Protocol: Canadian Supplement to the International Emissions Analysis Protoco*l created by ICLEI Canada and the FCM. The following tables highlight community and corporate emissions in tonnes of carbon dioxide equivalent ($tCO_2e$) in Sault Ste. Marie and highlights the delta in both.

*Table 1: Sault Ste. Marie 2022 Community GHG Emissions Update*

| **Sector** | **2022 Emissions ($tCO_2e$)** | **% of 2022 Emissions** | **2017 Emissions ($tCO_2e$)** | **% of 2017 Emissions** | **Delta** | **Scope of Data** |
|---|---|---|---|---|---|---|
| Energy | 1,342,979 | 87% | 1,306,759 | 87% | ↑ 3% | Natural gas, electricity, fuel oil, and propane |
| Transportation | 197,313 | 12% | 186,618 | 12% | ↑ 6% | Railway and on-road transportation |
| Waste | 6,796 | 1% | 8,764 | 1% | ↓ 22% | Landfill gas captured |
| **Total Emissions** | 1,547,088 | 100% | 1,502,142 | 100% | ↑3% | |

*Table 2: City of Sault Ste. Marie 2023 Corporate GHG Emissions Update*

| **Sector** | **2023 Emissions ($tCO_2e$)** | **% of Emissions (2017)** | **2017 Emissions ($tCO_2e$)** | **% of Emissions (2017)** | **Delta** | **Scope of Data** |
|---|---|---|---|---|---|---|
| Buildings | 3,832 | 35% | 3,652 | 34% | ↑5% | Natural gas and electricity |
| Vehicle Fleets and Equipment | 5,658 | 52% | 6,076 | 56% | ↓7% | Gasoline and diesel |
| Outdoor Lighting | 80 | 1% | 48 | 0.4% | ↑67% | Electricity |
| Water & Sewage | 1,292 | 12% | 1,080 | 10% | ↑20% | Electricity and natural gas |
| **Total Emissions** | **10,862** | | **10,857** | **100%** | **↑5%** | |

The GHG inventory updates indicate that approximately 99% of emissions are produced by the greater community, with 1% attributed to emissions from the city. Community emissions are up by 3%, while corporate emissions are up by 5%. The GHG emissions inventory section of this report will break down emissions in more detail.

## 1. Background

Sault Ste. Marie is a medium-sized single-tier municipality located in Northern Ontario with a population of 76,731 people (Statistics Canada, 2022*)*. It is located along the St. Mary's River and borders the northern part of the state of Michigan in the United States of America (USA). Major industry and business sectors include steel manufacturing and fabrication, forestry, lottery and gaming, information technology (IT); and tourism (Invest Sault Ste. Marie, n.d.).

In February of 2019, the city received funding from the Federation of Canadian Municipalities (FCM) Municipal Climate Innovation Program (MCIP) to increase capacity to reduce community GHG emissions. This funding aligns with the Corporate Strategic Plan, focus area 3 of infrastructure where the City seeks to be a leader in environmental sustainability and climate action.

To support municipalities in creating GHG emissions inventories, the FCM and ICLEI – Local Governments for Sustainability (ICLEI Canada) created the Partners for Climate Protection (PCP) Program to provide a forum for municipal governments on how to reduce GHG emissions. Participation in the program includes the completion of a 5-milestone framework which is intended to guide the municipality towards the development of a Climate Action Plan. The program is free to join and allows member cities to gain access to tools, resources, a community of practice and an online tool that assists in the development of GHG emissions inventories. The City has completed all five milestones.

In September 2019, the City Council passed a resolution to join the Partners for Climate Protection (PCP) Program. In doing so, the city committed to joining over 500 municipalities across Canada in working to reduce community GHG emissions. The PCP is a five-milestone framework which includes:

1. Creating a baseline emissions inventory and forecast,
2. Setting emissions reduction targets,
3. Developing a local action plan,
4. Implementing the local action plan, and
5. Monitoring progress and reporting results.

Joining the PCP program gave the city access to the PCP online milestone tool that allows them to update their GHG emissions inventories.

## 2. Methodology

The GHG inventory methodology used for this report is based on the 2021 *PCP Protocol: Canadian Supplement to the International Emissions Analysis Protoco*l created by ICLEI Canada and the FCM. The PCP program began in 1997 and has evolved over time to reflect changes in emission factors and improved GHG accounting methodologies. It is important to note that "other standards and protocols exist for different reasons such as compliance with provincial acts and regulations, funding arrangements or recognition programs" (ICLEI and FCM, 2021, p.4). The following section of this report will document the community GHG emissions data collection process, accounting methodology and analysis to facilitate the possibility of repeating this in the future to measure actions to reduce community emissions.

## 3. Sault Ste. Marie Community Greenhouse Gas (GHG) Emission Inventory Analysis

### 3.1. Project Overview

The purpose of developing a greenhouse gas (GHG) emissions inventory is to provide a baseline against which the community can measure progress towards the reduction of GHGs. The *Partners for Climate Protection (PCP) Protocol: Canadian Supplement to the International Emissions Analysis Protocol* defines a community GHG inventory as a measurement of "emissions generated by key activities within the territorial boundary of the local government" (ICLEI and FCM, 2021, p.9). The PCP protocol outlines a series of sectors and emission sources that are required, as well as optional attributes for the development of a community GHG emissions inventory. For more details on PCP protocol reporting requirements, please see Appendix C. To be considered in compliance with the PCP protocol, community GHG inventories must include emissions from the following five activity sectors:

1. Stationary energy use for residential buildings,
2. Stationary energy for institutional and commercial buildings,
3. Stationary energy use for industrial buildings,
4. Transportation, and
5. Community solid waste.

The inventory update expresses GHG production as the number of tonnes of carbon dioxide equivalent ($tCO_2e$) produced by energy use, transportation, and waste production in the community. $tCO_2e$ is a commonly used measure that expresses all greenhouse gas as an equivalent amount of carbon dioxide. The following section outlines the data collection and analysis process of the emission sources used to develop the community GHG emissions inventory update for Sault Ste. Marie.

### 3.2. Data Collection Process

The data for this report was obtained through a variety of different channels including utility consumption metrics, stakeholder interviews, City staff engagement, and reports, as well as publicly available data. Data types include electricity and natural gas consumption, Googles Environmental Insights Explorer, solid waste, and estimates for fuel oil and propane use.

The author of this report met with City staff, as well as relevant data stakeholders who offered required sources of information for the community GHG emissions inventory. Research was also conducted on what public GHG emissions data was available for organizations in Sault Ste. Marie.

It is important to note that due to challenges inherent in collecting local activity data and relying on diverse data sets, it is sometimes necessary to rely on national averages or other generalized data. For transparency, any time that estimates and assumptions were used instead of actual consumption metrics, will be identified in this report. Below is an overview of the data providers where both the required and optional data were obtained as part of the creation of the community GHG emissions inventory.

*Table 3: Required Data Providers for 2022 Community GHG Inventory Update*

| Emissions Source | Service Provider | Quality of Data[7] | Data Attribute | Comments |
|---|---|---|---|---|
| **Electricity** | PUC Services Inc. (Mark Britton, Business Development) | High | Consumption | Actual kilowatt hour (kWh) usage was provided by sector from the utility. |
| **Natural Gas** | Enbridge Inc. (Cindy Ni, Advisor Business Intelligence) | High | Consumption | Actual meters square (m3) usage was provided by sector from the utility. |
| **Fuel Oil** | Statistics Canada | Low | Consumption | Provincial fuel oil consumption (liters) was obtained and broken down per capita to obtain an estimate of emissions from this source in Sault Ste. Marie. |
| **Propane** | Statistics Canada | Low | Consumption | Provincial propane consumption (liters) was obtained and broken down per capita to obtain an estimate of emissions from this source in Sault Ste. Marie. |
| **On Road Transportation** | Google Environmental Insight Explorer | High | Vehicle Kilometres Travelled (VKT) | Google's estimate is a total of all trips taken within a municipal or regional boundary, and trips that cross the boundary. This is supplemented with the Climate Action for Urban Sustainability (CURB) tool's city energy profiles. |
| **Waste** | City of Sault Ste. Marie (Susan Hamilton Beach, Deputy CAO Public Works and Engineering) and Catherine Taddo, Manager of Engineering) | High | Landfill gas is collected and flared | City of Sault Ste. Marie 2022 Landfill Data Collection Form submitted to the Ministry of Environment and Climate Change. |

[7] High relates to actual consumption data and low relates to estimate data.

*Table 4: Optional Data Provider for 2022 Community GHG Emissions Inventory Update*

| Emissions Source | Service Provider | Quality of Data | Data Attribute | Comments |
|---|---|---|---|---|
| **Railway Diesel** | Statistics Canada, 2023 National Inventory Report 1990-2023 and Sault Ste. Marie Innovation Centre (SSMIC) | Low (Estimate) | Rail | Total kilometres of rail track in Canada were obtained from Statistics Canada, as well as emissions for rail diesel from the *National Inventory Report 1990-2023* datasets to estimate an average emission per kilometre of rail in Canada. The total length of rail in Sault Ste. Marie was obtained from the SSMIC and this was multiplied by the emissions factor to obtain the estimate of emissions from this source for Sault Ste. Marie. |

### 3.2.1. Excluded Emissions Data

The PCP program outlines optional reporting for several sources of emissions, including off-road transportation, rail, waterborne navigation, aviation, incineration and open burning, agriculture, forestry and other land uses, and industrial processes and product use. These emission sources are optional as they are often difficult to obtain with a level of accuracy and are beyond the control of a municipality. The community inventory in this report also excludes emissions from wood as it is considered biogenic in the PCP protocol, meaning that it assumes that carbon released during combustion is equal to carbon removed during the growth of the tree and it can be assumed that it is carbon neutral (ICLEI and FCM, 2021, p.10). The protocol does state that methane ($CH_4$) and nitrous oxide ($N_2O$) can be reported from wood combustion; however, this data is not readily available and figures for wood heat would be an estimate at best. A summary of input values into the PCP tool used to create the GHG emissions inventory, please see Appendix C. The next section of this report will identify actual emissions data metrics and will be followed by emissions data that require estimates due to lack of availability and/or privacy concerns.

### 3.2.2. Actual Data Consumption Collection and Analysis

***Electricity Emissions***

The author of this report contacted the PUC (the city's local electricity utility), to obtain 2022 community electrical consumption data by sector. The PUC provided a spreadsheet that broke down energy consumption by bill code. To calculate consumption data by sector, bill code consumption types were combined to ensure reasonable calculations for sector data and to maintain individual customer privacy. The PUC has 30 bill codes that describe the type of customer. Table 5 below illustrates the customer types and a description of what type of energy consumption those codes include:

*Table 5: PUC Electricity Bill Codes*[8]

| Line No. | Bill Code | Explanation |
|---|---|---|
| 1 | FT290 | Commercial FIT generation bill codes. |
| 2 | FT303 | Commercial FIT generation bill codes. |
| 3 | FT343 | Commercial FIT generation bill codes. |
| 4 | FT345 | Commercial FIT generation bill codes. |
| 5 | FT447 | Commercial FIT generation bill codes. |
| 6 | FT713 | Commercial FIT generation bill codes. |
| 7 | G1 | General Service <50 kilowatt (kW) - Non Time of Use. |
| 8 | G1I | General Service <50 kW Interval Meter. |
| 9 | G1TOU | General Service Time of Use. |
| 10 | G51 | General Service >50 kW Regular Meter - Non Time of Use. |
| 11 | G51I | General Service >50 kW Interval Meter. |
| 12 | G51S | General Service > 50 kW Spot Price. |
| 13 | GSTI | City Street Light Interval Meter Hourly Ontario Energy Price (HOEP). |
| 14 | MF384 | Commercial MicroFit generation bill codes. |
| 15 | MF396 | Commercial MicroFit generation bill codes. |
| 16 | MF549 | Commercial MicroFit generation bill codes. |
| 17 | MF642 | Commercial MicroFit generation bill codes. |
| 18 | MF802 | Commercial MicroFit generation bill codes. |
| 19 | MR1 | Multi-Residential on Tier Pricing. |
| 20 | MR51 | Multi-Unit Residential >50kW (T1 600-kilowatt hour (kWh)). |
| 21 | MRTOU | Multi-Residential Time of Use. |
| 22 | NB | Coded non billed[9] |
| 23 | R1 | Residential Regular Meter - Non Time of Use. |
| 24 | R1I | Residential Interval Meter. |
| 25 | R1TOU | Residential Time of Use. |
| 26 | S51 | Sentinel Light Energy PUC. |
| 27 | SF42 | Commercial Solar farm generation bill code. |
| 28 | ST51 | Streetlight - not city. |
| 29 | TL1 | City Traffic Lights. |
| 30 | UG1 | Unmetered Scattered Load. |

For this report, the above customer codes were combined into two distinct sectors (residential and commercial) to streamline the electrical consumption analysis for Sault Ste. Marie and to meet the category requirements of the PCP inventory tool. The PUC does not categorize customers into the industrial category; therefore, customer codes were not identified in this format. The table below displays the sector names and which PUC bill codes were combined to establish consumption metrics for that category.

[8] M.Britton (Conservation Officer, PUC Services), personal communication, June 30, 2023.
[9] Classified as commercial by the author of this report to account kWh.

*Table 6: Sault Ste. Marie Energy Consumption Sectors*

| Sector | PUC Bill Code Combination |
|---|---|
| Commercial | FT290, FT303, FT343, FT345, FT447, FT713, G1, G1I, G1TOU, G51, G51I, G51S, GSTI, MF384, MF396, MF549, MF642, MF802, NB, S51, SF42, ST51, TL1, UG1. |
| Residential | MR1, MR51, MRTOU, R1, R1I, R1TOU. |

The following table outlines the electricity consumption by sector for the community with 2022 as the base year.

*Table 7: Sault Ste. Marie 2022 Electricity Consumption*

| Sector | 2017 | 2022 | Change (Δ) Summary |
|---|---|---|---|
| **Commercial** | 330,100,574.42 | 359,737,109.7 | 8.98% |
| **Residential** | 396,485,631.44 | 363,842,212.2 | -8.23% |
| **TOTAL** | 726,586,205.86 | 723,579,321.8 | -0.41% |

The electrical consumption data for Sault Ste. Marie was input into the PCP online tool to identify associated GHG emissions for this fuel type by sector.

***Natural Gas Emissions***

The author of this report contacted Enbridge to obtain 2022 natural gas consumption data by sector. Enbridge provided a spreadsheet that broke down energy consumption at the postal code level and summarized it by sector including residential, commercial, and industrial. This information is displayed in the table below.

*Table 8: Sault Ste. Marie 2022 Natural Gas Consumption*

| Sector | Premise Count | % of Customer Base | 2022 Consumption (m3) | % of Consumption |
|---|---|---|---|---|
| Commercial | 1,849 | 7% | 36,830,107 | 6% |
| Residential | 23,145 | 93% | 53,234,361 | 8% |
| Industrial | 20 | 0% | 562,786,740 | 86% |
| **Total** | **25,014** | **100%** | **652,851,208** | **100%** |

*Calculated Changes for Natural Gas usage from 2017-2022 is noted below and based on premise count, customer base, consumption and total consumption.*

***Natural Gas Premise count***

| Sector | 2017 | 2022 | Change (Δ) Summary |
|---|---|---|---|
| Commercial | 2,021 | 1,849 | -8.51% |
| Residential | 22,657 | 23,145 | 2.15% |
| Industrial | 10 | 20 | 100% |
| **Total** | **24,688** | **25,014** | **1.32%** |

***Natural Gas Percentage of Customer base***

| Sector | 2017 | 2022 |
|---|---|---|
| Commercial | 8% | 7% |
| Residential | 92% | 93% |
| **Total** | **24,688** | **25,014** |

***Natural Gas Percentage of Consumption***

| Sector | 2017 | 2022 |
|---|---|---|
| Commercial | 6% | 6% |
| Residential | 7% | 8% |
| Industrial | 87% | 86% |
| **Total** | **100%** | **100%** |

***Natural Gas Total Consumption ($m^3$)***

| Sector | 2017 | 2022 | Change (Δ) Summary |
|---|---|---|---|
| Commercial | 37,574,750 | 36,830,107 | -2% |
| Residential | 47,357,679 | 53,234,361 | 12.40% |
| Industrial | 547,446,031 | 562,786,740 | 3% |
| **Total** | **632,378,459.490** | **652,851,208** | **3.23%** |

The results from Enbridge show that the industrial sector accounts for 86% of the natural gas consumption locally. The total natural gas consumption data was input into the PCP milestone tool by sector.

### *On-road Transportation Emissions*

An additional requirement of the community greenhouse gas (GHG) emissions inventory includes calculating emissions from on-road transportation within the municipal boundary. There are a variety of different methods of collecting transportation data. The table below outlines the three strategic alternatives identified in the PCP Protocol (2021) and provide a summary of each alternative's associated benefits and limitations regarding the data collection process. The emission of GHG from transportation relies on 5 essential factors.

*Table 9: On-road transportation Greenhouse Gas (GHG) Emission Calculation Approaches*[10]

| Strategic Alternatives | Cost | Benefits | Limitations |
|---|---|---|---|
| 1. Fuel Sales | $135 | Easy to obtain | Fuel sale volumes do not account for inbound or outbound |
| 2. Vehicle Kilometres Travelled (VKT) | $0.00 | Easy to calculate if a municipality has a traffic volume counting program | Does not include travel on all roadways, and some counts are dated. |

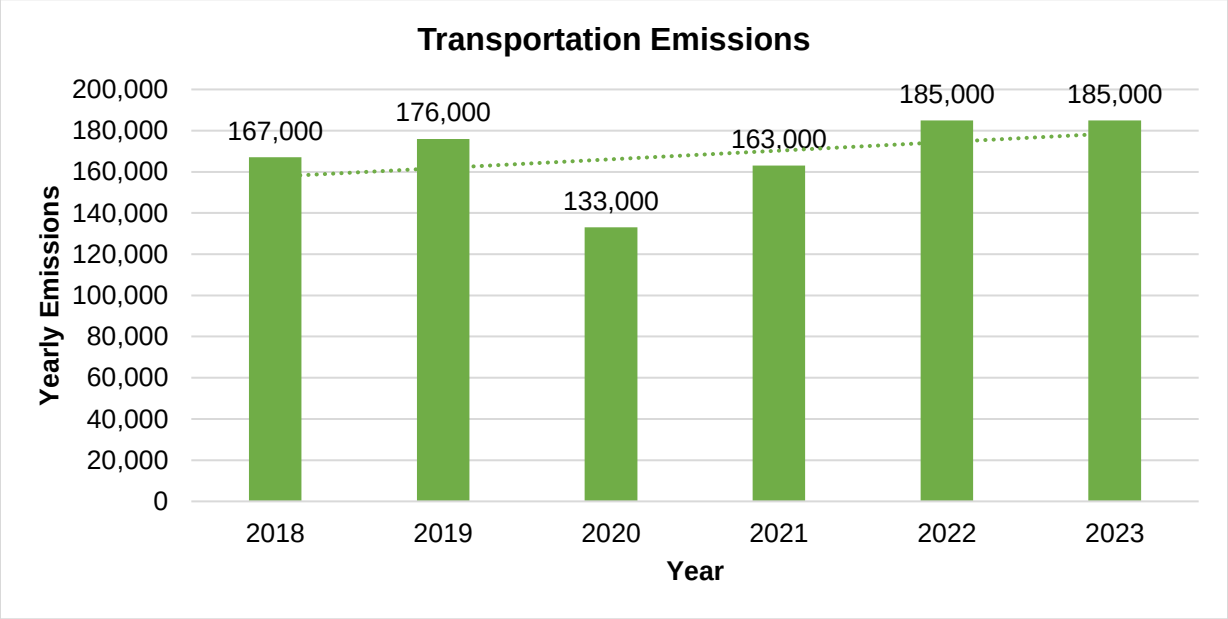
[10] Source adapted from Federation of Canadian Municipalities and ICLEI Local Governments for Sustainability (2021). PCP Protocol: Canadian Supplement to International Emissions Analysis Protocol. Retrieved from: https://www.pcp-ppc.ca/resources/partners-for-climate-protection-protocol

| | | | |
|---|---|---|---|
| 3. Vehicle Registration | Unknown | Data includes the type of vehicles present in the community, and the average weighted fuel efficiencies of vehicle classes. | Some vehicles do not necessarily operate in the community they are registered in (e.g., companies with large fleets). |

Previously, the city used the VKT methodology to calculate the emissions from on-road transportation within the municipal boundary. This method calculated the emissions by collecting traffic volume data and center line length data of primary roads within city limits. The results were calculated by multiplying the observed 24-hour average annual daily traffic volumes by the single center-line length of the primary roadways. The City does not regularly collect this data and had to explore alternatives to obtain data.

Google Environmental Insights Explorer (EIE) is a tool developed to help cities reduce their carbon emissions. It provides access to data that can be used to make decisions regarding the city's carbon footprint and sustainability. Google EIE calculates an estimate of the city's yearly emissions. They obtain this estimate by using aggregated location information from user trips to infer traffic, mode of travel, and total distances driven in the city. These are combined with an estimate of the types of vehicles and average fuel consumption of each mode. This data was used in the 2022 community emissions inventory update. As well, the 2017 baseline data set has been adjusted to reflect the changed data collection method. Data was not available for 2017, so 2018 data was used in its place. The updated community emissions inventory reflects the most accurate and available data.

*Table 10: Yearly Transportation Emissions from Google Environmental Insights Explorer*




Between 2018 and 2022 there is a 10% increase in yearly transportation emissions using the Google Environmental Insights Explorer as the source of our data.

### *Solid Waste Emissions*

The PCP online inventory tool outlines four strategic alternatives for determining community emissions from waste. The alternatives are:

1. Landfill with a comprehensive Landfill Gas (LFG)
2. Landfill with a partial LFG
3. Landfill with no LFG
4. Methane commitment approach

For this report, the author opted to pursue the first alternative (Landfill with a comprehensive Landfill Gas (LFG) as the city landfill has an active LFG collection system which was commissioned in 2011.

Insights obtained from City Engineering noted that the quantity of LFG collected and flared in 2022 was 2,596,660 $m^3$ at an average methane concentration of 45%. This information was input into the PCP milestone tool to determine the $tCO_2e$ from solid waste in the community.

### *Industry Processes and Product Use Emissions*

This section of the report was not included in the inventory but is shared as it discusses an additional source of emissions. Emissions from industrial processes and product use (IPPU) is not a required reporting attribute of the community greenhouse gas (GHG) emissions inventory under the PCP protocol. The reasoning for this is that there is an emission threshold for industry that regulates the report to provincial and federal governing bodies, which is not controlled by municipalities in which they operate. Should a municipality decide to include IPPU in their inventory, a starting point is to speak directly to the industries that operate in their municipal boundary and obtain both their energy consumption information as well as process emissions information. Large emitters in Canada are required to report their GHG emissions under the Environment and Climate Change Canada (ECCC) Greenhouse Gas Reporting Program (GHGRP). This data is available publicly online. The GHGRP "has collected data from industrial facilities every year since 2004" and information is collected under section 46 of the *Canadian Environmental Protection Act" (*Environment and Climate Change Canada, 2019a).

The GHGRP uses a threshold that identifies reporting emitters. Of note:

> "2017 marked the first year of the expansion of the GHGRP where the reporting threshold was lowered to 10 kilotons (kt) of $CO_2e$, meaning that all facilities that emit 10 kt or more of GHGs in $CO_2e$ per year are required to submit a report. The GHGs reported include carbon dioxide ($CO_2$), methane ($CH_4$), nitrous oxide ($N_2O$), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulfur hexafluoride ($SF^6$)" (*Environment and Climate Change Canada, 2019a)*.

In Sault Ste. Marie in 2017 (baseline) there were six (6) facilities that were required to report to the GHGRP. The facilities were:

1. Essar Steel Algoma Inc. - Essar Steel Algoma Inc.[11]
2. Essar Power Canada Ltd. - Essar Power Canada Ltd

[11] Essar Steel Algoma Inc. is now known as 'Algoma Steel Inc.' due to company name change and restructuring.

3. City of Sault Ste. Marie - East Wastewater Treatment Plant (excluded as already included in Corporate emissions inventory)
4. City of Sault Ste. Marie - West End Water Pollution Control Plant (excluded as already included in Corporate emissions inventory)
5. Algoma Tubes Inc. - Tenaris Algoma Tubes
6. Sault Ste. Marie Municipal Landfill (excluded as already included in corporate emissions inventory)

The following table includes emissions data from the above facilities reported under the GHGRP for 2017.

*Table 10: Sault Ste. Marie IPPU GHG (Tons $CO_2$ eq) Emissions for 2017 (Government of Canada, 2022)*

| GHGRP ID | Company & facility name | NAICS | CO2 | CH4 | N2O | Total |
|---|---|---|---|---|---|---|
| G10011 | Essar Steel Algoma Inc. - Essar Steel Algoma Inc | 331110 | 2,530,388.36 | 22,722.00 | 7,732.70 | 2,560,843.06 |
| G10462 | Essar Power Canada Ltd. - Essar Power Canada Ltd | 221119 | 1,415,052.45 | 14,087.92 | 3,074.00 | 1,432,214.37 |
| G10643 | Algoma Tubes Inc. - Tenaris Algoma Tubes | 331210 | 71,852.00 | 39.65 | 334.43 | 72,226.08 |
| | | | 4,017,292.81 | 36,849.57 | 11,141.13 | 4,065,283.51 |

In Sault Ste. Marie in 2022, four (4) facilities were required to report to the GHGRP. The facilities were:

1. Arauco Canada Limited – Flakeboard Company Limited
2. Sault Ste. Marie Municipal Landfill (excluded as already included in corporate emissions inventory)
3. Essar Steel Algoma Inc.
4. Tenaris Algoma Tubes

The following table includes emissions data for the above three facilities reported under the GHGRP for 2022.

*Table 11: Sault Ste. Marie IPPU GHG (Tons $CO_2$ eq) Emissions for 2022 (Government of Canada, 2022)*

| GHGRP ID | Company & facility name | NAICS | CO2 | CH4 | N2O | Total |
|---|---|---|---|---|---|---|
| G10466 | Arauco Canada Limited – Flakeboard Company Limited | 321216 | 37,135 | 20 | 171 | 37,327 |
| G10011 | Algoma Steel Inc. - Algoma Steel Inc | 331110 | 3,919,732 | 13,044 | 3,467 | 3,936,243 |
| G10643 | Algoma Tubes Inc. - Tenaris Algoma Tubes | 331210 | 80,556 | 49 | 380 | 80,985 |

| | | | | | | |
|---|---|---|---|---|---|---|
| G10822 | Sault Ste. Marie Municipal Landfill - SAULT STE. MARIE MUNICIPAL LANDFILL | 562210 | 628 | 54,678 | 30 | 55,337 |
| **Total** | | | 4,038,051 | 67,791 | 4,048 | 4,109,892 |

*Table 12: IPPU Delta 2017 to 2022*

| | |
|---|---|
| 2017 IPPU | 4,065,283.51 |
| 2022 IPPU | 4,109,892 |
| Delta | ↑ 1% |

The tonnes of $CO_2$ e for local facilities that emit 10 kt of $CO_2$e were not input into the community GHG inventory update. It can be inferred that the industrial natural gas metrics are included in the Enbridge data pull for the community so this information would have double-counted that emissions metric. This information is for reference purposes only and is publicly available online as reported by the emitting facilities.

### 3.2.2. Estimate Data Consumption Collection and Analysis

This section of the community GHG emissions inventory report is based on estimates obtained by accessing national and provincial consumption metrics that have been broken down based on local variables.

***Propane and Fuel Oil Emissions***

Propane and fuel oil are other sources of energy that are required to report in a community GHG emissions inventory, under the PCP protocol. Attempts to acquire complete actual consumption data from local fuel oil and propane distributors were unsuccessful; therefore, provincial averages were used to create emissions estimates in Sault Ste. Marie. Ontario. Energy consumption averages for propane and fuel oil were obtained from the 2022 Statistics Canada *Report on Energy Supply and Demand in Canada* (Statistics Canada, 2022). Averages were divided by the population of Ontario to obtain a provincial consumption per capita value by fuel type. This value was multiplied by the population of Sault Ste. Marie to obtain an estimate value of liters of propane and fuel oil consumed in the city per capita (2021 population is 76,731 people). The table and figures below identify the variables used for calculating the estimate emissions as well as the estimate calculation method.

*Table 13: 2022 Sault Ste. Marie Propane and Fuel Oil Estimate Variables*

| Variable | Metric |
|---|---|
| Ontario Propane Consumption | 1,799,100,000 liters (l) |
| Ontario Light Fuel Oil Consumption | 296,200,000 liters (l) |
| Ontario Population | 15,500,632[12] people |

[12] Government of Ontario. (2023). Ontario Demographic Quarterly: Highlights of first quarter. Retrieved (July 21, 2023) from: https://www.ontario.ca/page/ontario-demographic-quarterly-highlights-first-quarte r

| | |
|---|---|
| Sault Ste. Marie Population | 76,731 people[13] |

*Figure 1: Propane Estimate Calculations*

1,799,100,000 l of Propane Consumed in Ontario in 2012 = 116.06 l of propane consumed per capita in Ontario
15,500,632 Population of Ontario (2022)

145.88 l x 76,731 population of Sault Ste. Marie (2022) = 8,905,878 liters of propane consumed in Sault Ste. Marie in 2022

*Figure 2: Fuel Oil Estimate Calculations*

265,000,000 liters (l) of Fuel Oil Consumed in Ontario in 2022 = 17.10 l of fuel oil consumed per capita in Ontario
15,500,632 Population of Ontario (2022)

17.10 l x 76,731 population of Sault Ste. Marie (2022) = 1,311,799.09 liters of fuel oil consumed in Sault Ste. Marie in 2022

| Variable | 2017 | 2022 | Change (Δ) Summary |
|---|---|---|---|
| Ontario Propane Consumption (l) | 1,961,800,000.00 | 1,799,100,000.00 | -8.29% |
| Ontario Light Fuel Oil Consumption (l) | 362,600,000 | 296,000,000 | -18.31% |
| Ontario Population (People) | 13,448,494 | 15,500,632 | 15.26% |
| Sault Ste. Marie Propane Consumption (l) | 10,702,562 | 8,917,264 | -16.68% |
| Sault Ste. Marie Light Fuel Oil Consumption (l) | 1,978,157.32 | 1,797,412.27 | -9.14% |
| Sault Ste. Marie Population | 73,368 | 76,731 | 4.58% |

The 2022 consumption values of 8,905,878 liters of propane consumption and 1,311,799.09 liters of fuel oil consumption per capita were input into the PCP milestone tool.

### *Rail Emissions*

Rail emissions are not a required calculation of a community GHG emissions inventory under the PCP protocol as they are not regulated by municipalities. Similarly, to energy emission, acquiring actual consumption of rail diesel is the most accurate way of calculating emissions; however, this can be difficult to obtain and must be collected in a manner that does not infringe upon the privacy of the railway operator. As well, it is important to note that just because rail fuel was purchased in a municipality does not mean that it was consumed in the municipal boundary. Therefore, often rail emissions are estimated, or omitted completely.

The author of this report discussed estimating methodologies with ICLEI Canada, and it was determined that calculating the emissions per kilometre (km) of rail would be an acceptable estimate methodology. This calculation was established by taking the total kilotons of $CO_2e$ from the railway sector (based on the 2023 *National Inventory Report*) in Canada and multiplying it by 1000 to achieve the tonnes of $CO_2e$ which equates to 6,840,000 $tCO_2e$ (Environment and Climate Change Canada, 2023). Subsequently, the total km of track in Canada was obtained

[13] Statistics Canada. (2022). "Population and Dwelling Counts: Census Metropolitan Areas, Tracted Census Agglomerations and Census Tracts". Retrieved Aug 2, 2023, from: https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=9810001401&pickMembers%5B0%5D=1.3846.

from Statistics Canada which is 66,978 (Statistics Canada, 2023). The $tCO_2e$ per kilometre of rail in Canada was calculated by dividing the total $tCO_2e$ from the railway sector by the total national rail track kms to obtain the $tCO_2e$ per kilometre of rail which is 102.12 $tCO_2e$. Then the length of rail in the municipal boundary was obtained from the Sault Ste. Marie Innovation Centre (SSMIC) which is 120.24 km (which includes main lines, as well as spurs, sidings, and freight yards)[14]. Lastly the total length of rail track in Sault Ste. Marie was multiplied by the $tCO_2e$ factor per km of rail which equates to 12,279.28 $tCO_2e$ of rail emissions in Sault Ste. Marie. The following tables and figures further elaborate on the estimate variables and formulas used to calculate the rail emissions in Sault Ste. Marie.

*Table 14: Sault Ste. Marie Rail Emission Variables*

| **Variable** | **Metric** |
|---|---|
| Railway Emissions in Canada | 6,840,000[15] |
| Kilometres (km) of rail line operated in Canada | 66,978[16] |
| **Variable** | **Metric** |
| $tCO_2e$ / km | 102.12 |
| Km of line in Sault Ste. Marie | 120.24 |
| $tCO_2e$ / km of rail in Sault Ste. Marie | 12,279.28 |

*Figure 3: Rail Line Emission Estimate Calculation*

$$\frac{\text{6,840,000 Railway Emissions in Canada}}{\text{66,978 Kilometres (km) of rail line operated in Canada}} = 102.12t\ tCO_2e \text{ / km of rail in Canada}$$

102.12t tCO2e / km of rail in Canada x 120.24 (Km of rail line in Sault Ste. Marie) = 12,279.28 $tCO_2e$/km of rail in Sault Ste. Marie

| **Variable** | **2017** | **2022** | **Change (Δ) Summary** |
|---|---|---|---|
| Railway Emissions in Canada | 6,570,000 | 6,840,000 | 4.11% |
| Kilometres (km) of rail line operated in Canada | 61,859 | 66,978 | 8.28% |
| $tCO_2e$ / km | 106.21 | 102.12 | -3.85% |
| km of line in Sault Ste. Marie | 120.24 | 120.24 | 0% |
| $tCO_2e$ / km of rail in Sault Ste. Marie | 12,770.6 | 12,279.28 | -3.85% |

The total $tCO_2e$ / km of rail in Sault Ste. Marie which is 12,279.28 was input into the PCP milestone tool to identify total rail emissions in the community inventory.

[14] T. Favretto (Municipal/Utilities GIS Technician, Acorn Information Solutions, Sault Ste. Marie Innovation Centre), personal communication, August 1, 2019.
[15] *National Inventory Report 1990-2021: Greenhouse Gas Source and Sinks in Canada, Part 3,* Table A9-2, "2021 GHG Emissions for Railways" Available at: https://publications.gc.ca/collections/collection_2023/eccc/En81-4-2021-3-eng.pdf
[16] Statistics Canada. *Railway industry length of track operated at the end of the year by area, by company*. Table 23-10-0052-01 Retrieved (2 Aug. 2023) from: https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=2310005201

The following section of this report summarizes the 2022 updates to the Sault Ste. Marie community GHG emissions inventory, as well as provides an update on 2023 corporate emissions, which was last completed for 2022.

## 4. Sault Ste. Marie Community Greenhouse Gas (GHG) Emissions Inventory

The Sault Ste. Marie's community greenhouse gas (GHG) emissions inventory refers to an estimate of aggregate emissions within the municipal boundary. Community emission metrics were broken down by sector and source to obtain an understanding of where community emissions come from.

### 4.1 2022 Community GHG Emissions Inventory Results

The 2022 community greenhouse gas (GHG) emissions inventory update provides an overview of all GHGs produced within the community of Sault Ste. Marie in comparison to the baseline year of 2017, both by residents in their homes and by local businesses and institutions as they carry out their operations. Six key sectors were included in the community inventory, including: residential, commercial and institutional, and industrial stationary energy emissions (natural gas and electricity), solid waste, rail, non-specified sector energy emissions (propane and fuel oil), and on-road transportation. In 2022, the community produced approximately 1,547,088 $tCO_2e$. Figure 4 and Table 14 provide a summary of GHG emissions produced by each sector and .

*Figure 4: 2022 City of Sault Ste. Marie Community GHG Emissions by Sector*

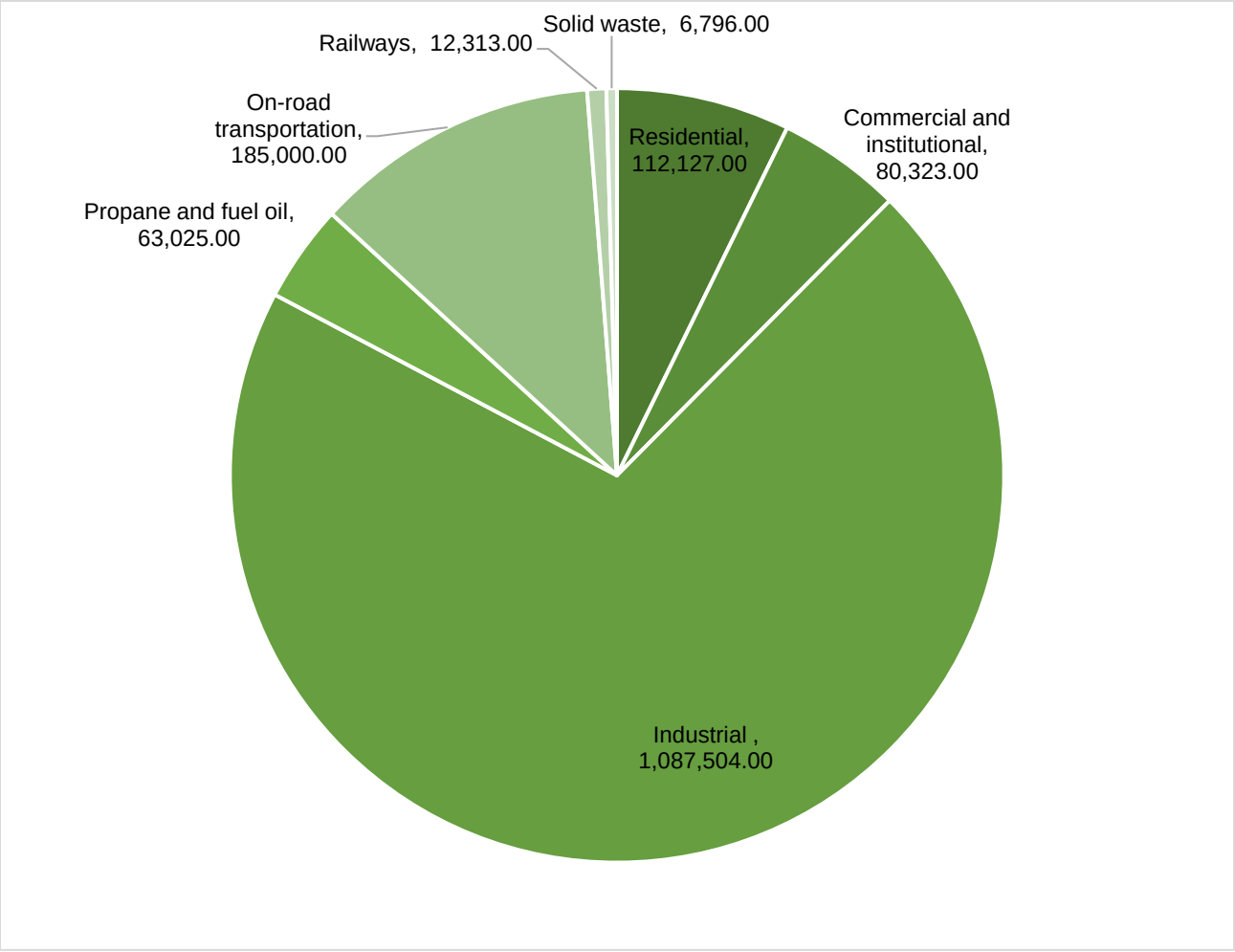


*Table 15: Community Emissions Inventory: 2022 Data Compared to 2017 Baseline*

| Sector | 2022 Emissions (tCO2e) | % | 2017 Emissions (tCO2e) | % | Delta |
|---|---|---|---|---|---|
| Residential | 112,127.00 | 7.2% | 96,807.00 | 6% | 14% |
| Commercial and institutional | 80,323.00 | 5.2% | 77,078.00 | 5% | 4% |
| Industrial | 1,087,504.00 | 70.3% | 1,039,016.00 | 69% | 4% |
| Propane and fuel oil | 63,025.00 | 4.1% | 93,080.00 | 6% | -48% |
| On-road transportation | 185,000.00 | 12.0% | 173,222.00 | 12% | 6% |
| Railways | 12,313.00 | 0.8% | 12,771.00 | 1% | -4% |
| Solid waste | 6,796.00 | 0.4% | 8,764.00 | 1% | -29% |
| Total | 1,547,088.00 | | 1,500,738.00 | | 3% |

The Community Emissions Inventory comparing 2022 data to the 2017 baseline shows a 3% increase in total emissions, from 1,500,738 tCO2e in 2017 to 1,547,088 tCO2e in 2022. The Industrial sector remains the largest contributor, accounting for 70.3% of total emissions in 2022, with a 4% increase compared to 2017. The Residential sector saw a significant 14% increase, while Commercial and Institutional emissions grew by a modest 4%. On-road Transportation emissions increased by 6%, maintaining a consistent share of 12% of total emissions. Notably, there were substantial reductions in emissions from Propane and Fuel Oil (down 48%) and Solid Waste (down 29%), indicating progress in these areas. The Railways sector experienced a slight decrease of 4%. Overall, while certain sectors have made progress with emissions reductions, the increase in total emissions highlights ongoing challenges, particularly in the Industrial sector, which remains the largest contributor and requires targeted action to achieve long-term emission reduction goals.

*Table 16: City of Sault Ste. Marie 2022 Community Inventory and Energy Emissions by Sector*

| Category | Sector | Emissions ($tCO_2e$) | Data Scope |
|---|---|---|---|
| **Energy** | Residential | 112,127 | Electricity (kWh) and natural gas (m3) |
| | Commercial and institutional | 80, 323 | Electricity (kwh) and natural gas (m3) |
| | Industrial | 1,087,504 | Natural gas (m3) |
| | Propane and fuel oil | 63,025 | Estimate of propane (l) and fuel oil (l) |
| **Transportation** | On-road transportation | 185,000 | Vehicle Kilometres Travelled (VKT) |
| | Railways | 12,280 | Estimate of emissions / km of rail track |
| **Waste** | Solid waste | 6,796 | Annual landfill gas (LFG) collected |
| | **Total GHG Emissions** | 1,547,088 | |

The community GHG emissions inventory indicates that energy used in buildings is the largest source of GHGs. When you break down energy emissions by sector, the industrial sector emits

the most emissions due to its consumption of natural gas. The residential sector use of natural gas and electricity contributes to the second highest amount of energy GHGs, followed by community estimates on propane and fuel oil use. It is important to note that in Ontario, electricity generation is cleaner than natural gas, therefore the emissions from the residential sector are considerably lower. Natural gas emissions from the industrial sector created the largest portion of GHG emissions in the community. This is reasonable as manufacturing is significantly more energy intensive than other sectors operating within the city. The second largest source of emissions comes from transportation accounting for 12% of community emissions. The least amount of emssions are produced from the solid waste sector acccounting for just 0.4% of community emissions. Emissions are further reviewed by their fuel source in the following section.

### 4.1.2 Community Energy Use and Emissions by Source

Breaking down emissions by source provides a deeper understanding of what produces the most GHGs. Table 17 provides a summary of community emissions produced by energy sources between 2022 and the 2017 baseline.

*Table 17: Community Energy Use and GHG Emissions by Source (tonnes): 2022 vs. 2017*

| **Source** | **2022 Emissions (tCO2e)** | **%** | **2017 Emissions (tCO2e)** | **%** | **Delta** |
|---|---|---|---|---|---|
| Electricity | 18,414.00 | 1% | 12,568.00 | 1% | 47% |
| Natural gas | 1,261,540.00 | 82% | 1,200,332.00 | 80% | 5% |
| Diesel | 12,313.00 | 1% | 12,771.00 | 1% | -4% |
| Fuel oil | 50,740.00 | 3% | 76,515.00 | 5% | -34% |
| Propane | 12,285.00 | 1% | 16,565.00 | 1% | -26% |
| On-road transportation fuel | 185,000.00 | 12% | 173,222.00 | 12% | 7% |
| Total | 1,540,292.00 | | 1,491,973.00 | | 3% |

As can be seen in Table 17, natural gas is the primary cause of greenhouse gas emissions in Sault Ste. Marie. Natural gas is responsible for 82% of energy emissions which minimizes propane at 1 %, the other significant energy source in buildings. The next largest emitter comes from fuel oil at 3%.

The concentration of industrial activity in Sault Ste. Marie is a significant contributor to the use of natural gas in the city. Industrial processes and heating of large industrial facilities use a large amount of natural gas and therefore create a considerable source of emissions. The next section of this report provides an update to the 2023 corporate GHG inventory.

### 4.2 2023 Corporate GHG Emissions Inventory Results

This section of the report refers to emissions from municipal operations in 2023. Corporate emission sources include municipal buildings, fleet and equipment, streetlights, and energy used for wastewater. It is important to note that due to the recently completed community GHG inventory having included emissions from community waste, it will not be included in the corporate inventory. In 2023, the city produced approximately 10,857 $tCO_2e$ and cost the city approximately $9,600,630 in energy and fuel costs. The following table illustrates the $tCO_2e$ by sector.

*Table 18: City of Sault Ste. Marie Corporate 2023 GHG Emissions*

| Sector | Emissions ($tCO_2e$) | % of Emissions | Scope of Data |
|---|---|---|---|
| Buildings | 3,832 | 35% | Natural gas and electricity |
| Fleet and Equipment | 5,658 | 52% | Gasoline and diesel |
| Outdoor lighting | 80 | 1% | Electricity |
| Water and Sewage | 1,292 | 12% | Electricity and natural gas |
| **Total Emissions** | 10,862 | 100% | |

The majority of 2023 corporate GHG emissions came from fleet, followed by buildings, then wastewater and streetlights

It is important to note that the city has already implemented many initiatives that save money and reduce GHG emissions over the years. This section of the report contains high-level insights into the emissions and cost data collected internally. For a more thorough overview of corporate emissions by sector, please refer to Appendix C for the 2023 Corporate Emissions Inventory update.

The 2022 community and 2023 corporate GHG inventories provide an update and can be used to measure progress in the future. The next section of this report looks at emissions projections for both the community and the corporate GHG inventories if no action is taken over the next 20 years.

**Business-as-usual Emissions Projection**

A business-as-usual (BAU) emissions forecast is used to estimate future GHG emission levels in the absence of local government action on climate change based on projected population growth. Based on Sault Ste. Marie Population Projections, which estimate population growth to increase 14% in the next 20 years, BAU emissions were extrapolated based on a 0.7 percent average annual population growth rate (Metro Economics, 2019). This assumes emissions will increase at the same rate as population growth. The following table and figure show the BAU forecast over 20 years for the community of Sault Ste. Marie and the City (corporate emissions).

*Table 19: Total Community Current and BAU Emissions*

| Category | Year | $tCO_2e$ | $tCO_2e$ Increase |
|---|---|---|---|
| Baseline Emissions | 2022 | 1,547,088 | ↑ 216,592 (or 14%) |
| BAU Emissions | 2037 | 1,609,161.25 | |

If Sault Ste. Marie does not make any changes, emissions are estimated to increase 14% (or 3216,592 $tCO_2e$) in the next 20 years.

*Figure 5: Community BAU GHG Emissions Forecast*

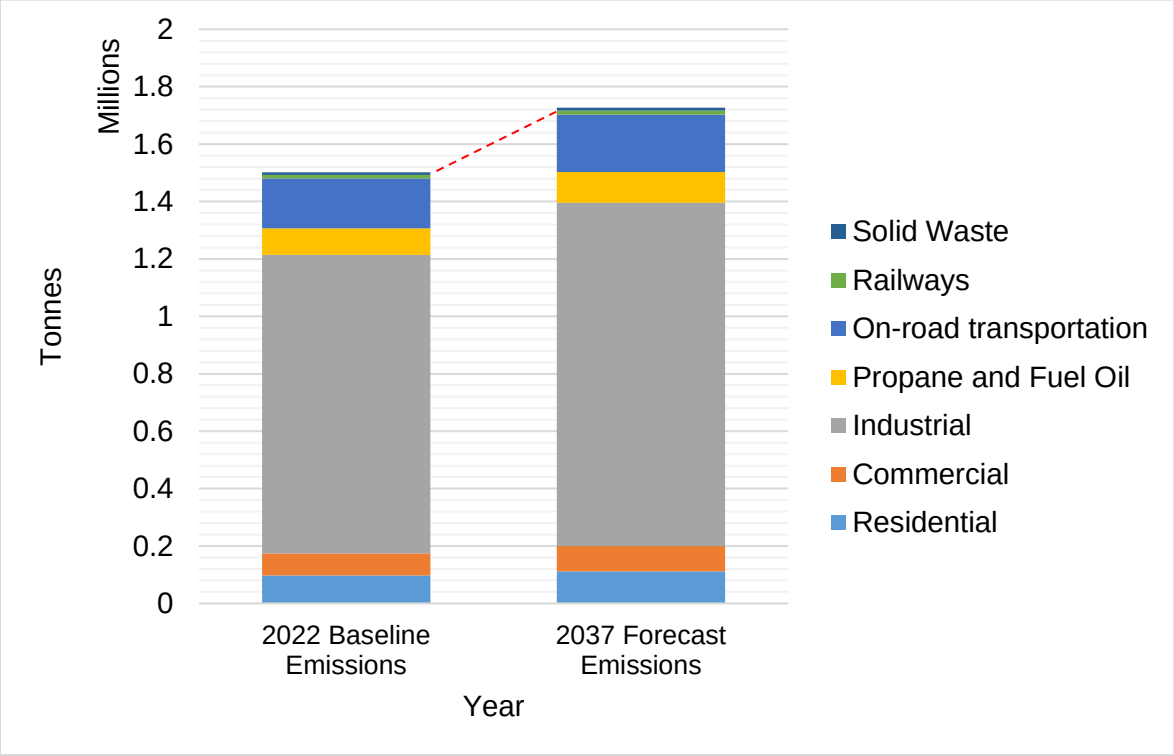
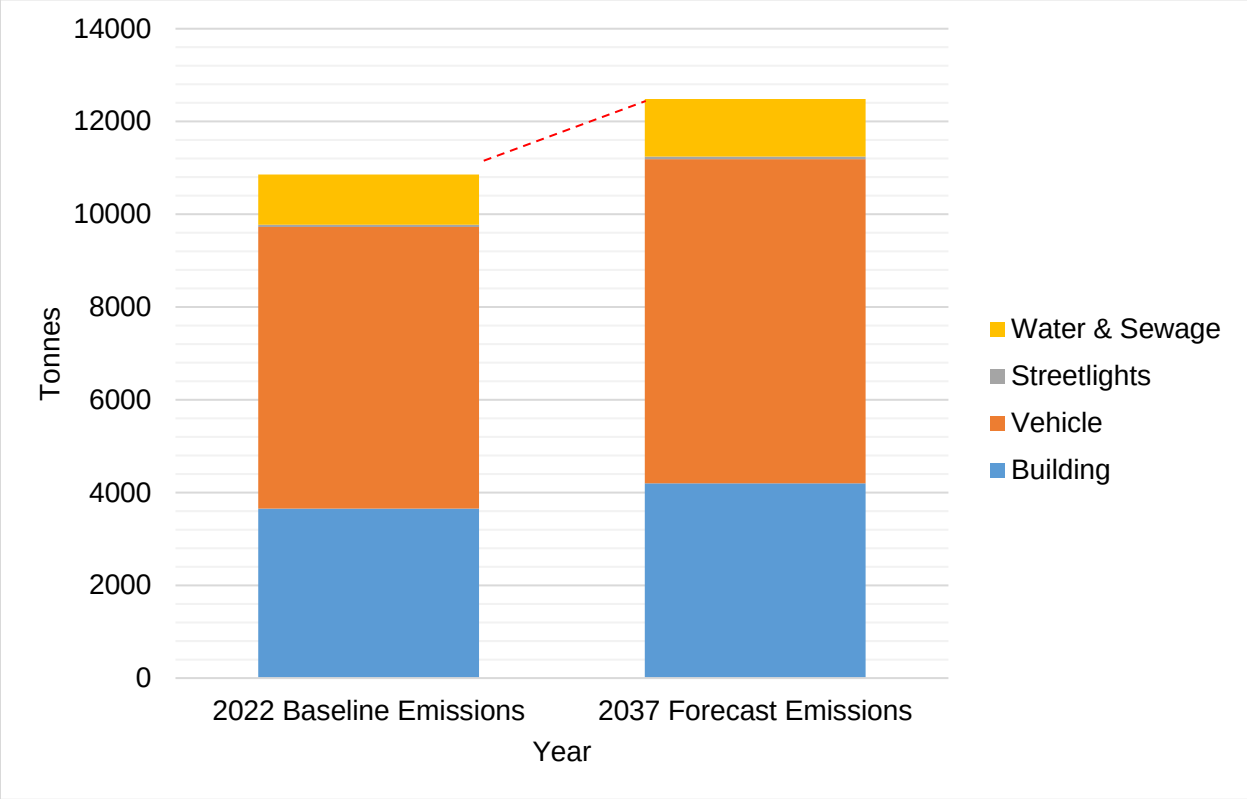



*Table 20: Corporate BAU GHG Emissions Forecast*

| Category | Year | $tCO_2e$ | $tCO_2e$ Increase |
|---|---|---|---|
| Baseline Emissions | 2022 | 10,856 | ↑ 1,626 (or 14%) |
| BAU Emissions | 2037 | 12,482 | |

*Figure 6: Corporate BAU GHG Emissions Forecast*




If Sault Ste. Marie does not make any changes, emissions are estimated to increase 14% (or 1,626 $tCO_2e$) in the next 20 years.

The BAU emissions for both the community and the city indicate what emissions will look like in twenty years if no action or changes are made. This sets the stage for action to create an action plan to reduce GHG emissions.

**Appendices**
The following section of this report contains Appendices A through F, referenced in the preceding document.

## Appendix C: PCP Protocol Community Inventory Requirements[17]

| Line No. | Activity Sector / Emission Source | PCP Reporting Requirements (Y/N) | Recommended Accounting Approach(es) | Data Acquired (Y/N) |
|---|---|---|---|---|
| 1 | **Residential Energy Consumption** | | | |
| a | Natural Gas | Y | Actual Consumption Data | N |
| b | Fuel Oil | Y | Actual Consumption Data | N |
| c | Propane | Y | Actual Consumption Data | N |
| d | Electricity | Y | Actual Consumption Data | Y |
| 2 | **Commercial/Institutional Energy Consumption** | | | |
| a | Natural Gas | Y | Actual Consumption Data | N |
| b | Fuel Oil | Y | Actual Consumption Data | N |
| c | Propane | Y | Actual Consumption Data | N |
| d | Electricity | Y | Actual Consumption Data | N |
| 3 | **Industrial Energy Consumption** | | | |
| a | Natural Gas | Y | Actual Consumption Data | N |
| b | Fuel Oil | Y | Actual Consumption Data | N |
| c | Propane | Y | Actual Consumption Data | Y |
| d | Electricity | Y | Actual Consumption Data | Y |
| 4 | **On-road transportation** | | | |
| a | Tailpipe combustion emissions from motor vehicles travelling within the community | Y | Retail Fuel Sales or Vehicle Kilometres Travelled or Vehicle Registration | Y |
| 5 | **Local Public Transit Systems** | | | |
| a | Combustion emissions from local rail and/or bus transit systems | Y | Actual Consumption Data | N |
| b | Emissions from electricity used in local rail and/or bus transit systems | Y | Actual Consumption Data | N |
| 6 | **Solid Waste** | | | |

[17] Source adapted from ICLEI – Local Governments for Sustainability and the Federation of Canadian Municipalities (FCM). (2014). *PCP Protocol: Canadian Supplement to the International Emissions Analysis* Protocol. Retrieved from: Ihttps://fcm.ca/sites/default/files/documents/resources/report/protocol-canadian-supplement-pcp.pdf

| | | | | |
|---|---|---|---|---|
| a | Projected downstream (future) emissions from disposal of community solid waste | Minimum | Methane commitment model | N |
| b | Emissions from in-boundary landfills, waste incineration and/or composting facilitates | Recommended | Landfill gas collection data or first order decay model | N |
| 7 | **Agriculture** | | | |
| a | Methane emissions from enteric fermentation | Optional | Livestock counts | N |
| b | Methane emissions from manure management | Optional | Livestock counts | N |
| 8 | **Industrial Processes** | | | |
| a | Non-energy related emissions from industrial processes (mineral products, chemical industries, metal products, etc.). | Optional | Seeking input | Y |
| 9 | **Fugitive Emissions** | | | |
| a | Fugitive emissions from the production, processing, transmission, storage and delivery of fossil fuels | Optional | Seeking input | N |

## Appendix D: Community GHG Emissions Inventory PCP Tool Input Data

### Stationary Energy

*Table 21: 2022 Residential energy consumption data*

| Fuel Type | Usage | Units | Data source(s) |
|---|---|---|---|
| Electricity | 363,842,212.2 | kWh | PUC Services Inc. |
| Natural Gas | 53,234,361 | m3 | Enbridge Inc. |

*Table 22: 2022 Commercial & Institutional energy consumption data*

| Fuel Type | Usage | Units | Data source(s) |
|---|---|---|---|
| Electricity | 359,737,109.7 | kWh | PUC Services Inc. |
| Natural Gas | 36,830,107 | m3 | Enbridge Inc. |

*Table 23: 2022 Industrial energy consumption data*

| Fuel Type | Usage | Units | Data source(s) |
|---|---|---|---|
| Natural Gas | 562,786,740 | m3 | Enbridge Inc. |

### Non-specified sources

*Table 24: 2022 Propane and Fuel Oil Consumption Data*

| Fuel Type | Usage | Units | Data source(s) |
|---|---|---|---|
| Propane | 8,905,878 | Liters (l) | Statistics Canada |
| Fuel Oil | 1,311,799.09 | Liters (l) | Statistics Canada |

### Transportation

*Table 25: 2022 On-Road Transportation Data*

| Input | Usage | Units | Data source(s) |
|---|---|---|---|
| Environmental Insights Explorer | 185,000 | tCO2e | Google estimates this by using aggregated location information from user trips to infer traffic, mode of travel, and total distances driven in the city. These are combined with an estimate of the types of vehicles and average fuel consumption of each mode |

*Table 26: Sault Ste. Marie Railway Track Emissions Data*

| Input | Usage | Units | Data source(s) |
|---|---|---|---|
| $tCO_2e$ / km of rail in Sault Ste. Marie | 12,279.28 | $tCO_2e$ | Estimate based on the 2019 National Inventory Report, Statistics Canada and total rail length in Sault Ste. Marie. |

**Waste**

*Table 27: 2022 Solid Waste Data*

| Input | Usage | Units | Data source(s) |
|---|---|---|---|
| Waste | 2,596,660 | Landfill gas collected (m3) | 2022 Landfill Data Collection Form submitted to the Ministry of Environment and Climate Change.) |

**Appendix E: City of Sault Ste. Marie 2023 Corporate Greenhouse Gas Emissions Inventory Update**

Prepared by: Community Development & Enterprise Services

Revised: 2025 04 29

**2023 Corporate Inventory Summary**

Accurate and reliable greenhouse gas (GHG) measurement provides local government with the necessary baseline information to monitor emissions reduction performance over time. In 2019, the City of Sault Ste. Marie (the City) joined the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) program to help them develop and monitor their GHG emissions. A baseline emissions inventory was created based on 2017 data. On December 14, 2020, City Council endorsed the *Sault Ste. Marie Community GHG Reduction Plan: 2020 – 2030,* which targets a 10% corporate and 5% community reduction of emissions by 2030, with net zero emissions by 2050. In 2021, City Council further solidified their reduction commitment by signing the United Nations (UN) Cities Race to Zero pledge, which requires them to report on their corporate GHG emissions on an annual basis. This report completes the UN Cities Race to Zero requirement with an update to the corporate GHG emissions inventory for the year 2023. Emissions in tonnes of carbon dioxide equivalent ($tCO_2e$) for 2023 are highlighted below.

*Table 28: City of Sault Ste. Marie 2023 Corporate GHG Emissions*

| Sector | Emissions ($tCO_2e$) | % of Emissions | Scope of Data |
|---|---|---|---|
| Buildings | 3,832 | 35% | Natural gas and electricity |
| Fleet and Equipment | 5,658 | 52% | Gasoline and diesel |
| Outdoor lighting | 80 | 1% | Electricity |
| Water and Sewage | 1,292 | 12% | Electricity and natural gas |
| **Total Emissions** | 10,862 | 100% | |

Emissions from fleet and equipment continue to be the highest corporate emitter, followed by buildings, which is the same as the 2017 baseline numbers. To understand emissions reduction efforts and trends, the author of this report compared the 2023 emissions to the baseline inventory in 2017. Emissions trends indicate an overall increase of corporate emissions of 5% compared to the baseline.

In 2023, a bi-annual corporate energy and sustainability meeting was organized with Department heads and key facility management staff to help prioritize and track emissions reduction projects. It also included a Sustainability Audit of the City's budget to create a baseline of spending allocated towards corporate sustainability initiatives. The first meeting took place on February 28, 2023. The second and last meeting of the year was held on July 11, 2023, with City Department heads and key facility management staff to help prioritize and track emission reduction projects. This was a remedial action identified in the 2022 Corporate GHG emissions inventory update that noted that corporate emissions were up 10%. Some key energy retrofit projects were completed, including an LED Upgrade to the PW Garage A and the Ice Plant Recommissioning project at the GFL Memorial Gardens. These projects were estimated to reduce the City's electricity consumption by 139,370 kWh and 3.55 $tCO_2e$.

The City also received funding from the FCM to conduct a Deep Energy Retrofit (DER) Audit Project. The DER audits will enable the City to identify a sequence of GHG reduction measures to reduce GHG emissions for a portfolio of the top six (6) emitters of community buildings including: the John Rhodes Community Centre, East End Wastewater Treatment Plant, GFL Memorial Gardens, Public Works Centre, Fire Hall 4 / RESC Centre, and Transit Administration

Despite these initiatives, efforts still fall short of the 1% reduction target per year for 10% corporate emissions reduction by 2030. A more aggressive corporate financial commitment and effort from all departments will be required to meet the 2030, and also 2050 net zero emissions reduction target.

## Background

In February of 2019, the City received funding from the FCM Municipal Climate Innovation Program (MCIP) to increase capacity to reduce community GHG emissions. The funding aligns with the community development pillar of Environmental Sustainability, which was identified as one of four strategic priorities in the Community Adjustment Committee (CAC) report *A Common Cause and New Direction for Sault Ste. Marie* (Community Adjustment Committee, 2017). FutureSSM was tasked with implementing and building on recommendations in the CAC report, including creating the City's first community GHG emissions inventory to help plan and implement municipal climate change priorities.

To support municipalities in creating GHG emissions inventories, the FCM and ICLEI – Local Governments for Sustainability (ICLEI Canada) created the Partners for Climate Protection (PCP) Program to provide a forum for municipal governments on how to reduce GHG emissions. Participation in the program includes the completion of a 5-milestone framework which is intended to guide the municipality towards the development of a Climate Action Plan. The program is free to join and allows member cities to gain access to tools, resources, a community of practice and an online tool that assists in the development of GHG emissions inventories.

In September 2019, City Council passed a resolution to join the Partners for Climate Protection (PCP) Program. In doing so, the City committed to joining over 400 municipalities across Canada in working to reduce community GHG emissions. The PCP is a five-milestone framework which includes:

1. Creating a baseline emissions inventory and forecast
2. Setting emissions reduction targets
3. Developing a local action plan
4. Implementing the local action plan, and
5. Monitoring progress and reporting results

The City 2017 inventory baseline and 2022 update express GHG production as the number of tonnes of carbon dioxide equivalent ($tCO_2e$) produced by energy use (electricity and natural gas) and transportation (gasoline and diesel). $tCO_2e$ is a commonly used measure that expresses all GHG as an equivalent amount of carbon dioxide. The following section of this report outlines the data collection and analysis process of the emission sources.

## Methodology

The methodology for conducting the City's Corporate GHG emissions data update utilized the *Partners for Climate Protection (PCP) Protocol: Canadian Supplement to the International Emissions Analysis Protocol.* This same methodology was used for the baseline corporate inventory which was completed for 2017 data. To be considered in compliance with the PCP protocol, municipal corporate GHG inventories must include emissions from the following four activity sectors:

1. Buildings and facilities;
2. Fleet Vehicles;
3. Streetlights and Traffic Signals;
4. Water and Wastewater;

5. Waste[18]

The following section of this report will document the data collection and analytics process, accounting methodology and analysis to facilitate the replication of the corporate inventory update in the future to measure results on corporate GHG reduction efforts. The data for this report was obtained through a variety of different channels including utility consumption metrics and the City's finance department. Data types include electricity, natural gas, and mileage, gasoline and diesel costs by each City department. It is important to note that due to challenges inherent in collecting department activity data, specifically for fleet vehicles it was necessary to estimate emissions based on the cost of fuel in that year. The following section of this report will outline and explain any carbon accounting adjustments undertaken as part of the corporate GHG inventory update for 2022.

***2023 GHG Accounting Adjustments and Considerations***

**Buildings and Energy**

*Electricity*

Electrical consumption data for all City assets (buildings, outdoor lighting and water and wastewater was obtained by the author of this report from the PUC (the City's electric utility) for the year 2023 electricity consumption data. The PUC provided a spreadsheet that broke down energy consumption and cost by City account by year. The electrical consumption data for all buildings at the City was then input into the PCP online tool to identify associated GHG emissions by building for 2023. See Appendix A for more details.

*Natural Gas*

Natural gas consumption data for all City assets (buildings, water and wastewater) was obtained by the author of this report from Enbridge, by exporting consumption and invoice data from the City's *myenbridge* login portal for 2023. Natural gas consumption and cost by asset building was then input into the PCP online tool to identify associated GHG emissions for 2023. See Appendix A for more details.

**Fleet and Equipment**

Corporate fleet emissions were calculated by City departments based on their total costs associated to the use of gasoline and diesel fuel. The average cost per litre of gasoline and diesel was calculated from the Ontario Government *Fuel Price Survey* for the years 2023 (Government of Ontario, 2023). See table below for a breakdown of fuel averages for 2023.

*Table 29: 2023 Average Fuel Prices (Cents / Litre) in Ontario*

| Fuel Type | 2023 |
|---|---|
| **Gasoline** | 1.56 |
| **Diesel** | 1.81 |

[18] Solid waste emissions are not included as they are part of the community emissions inventory and will be reported on every five years. The next community inventory update will occur in 2023 for 2022 data.

The average cost of fuel (gasoline and/or diesel by year) was then divided by the total amount of money spent on fuel by department to determine estimate fuel consumption figures. The amount spent by department was obtained by the author of this report from the City's Finance Department. The fuel consumption figures, both diesel and gasoline were then input into the online PCP tool to determine the GHGs by fuel type for each department by year. See Appendix B for more details on all fleet and equipment emissions from 2023.

**Outdoor lighting**

Energy consumption, cost and emissions were calculated for all City streetlights and traffic signal lighting, as well as all other outdoor public lighting such as park and recreational area lighting. Consumption data in kilowatt hours (kWh) as well as costs were provided to the author of this report by the PUC for 2023. Total consumption for each streetlight and traffic signal, and all other outdoor lighting, was then input into the online PCP inventory tool with the appropriate emissions coefficient to determine the GHG emissions per asset by year. See Appendix C for more details on all outdoor lighting emissions from 2023. From 2017 to 2023, the Ontario electrical grid became more carbon-intensive due to an increase in natural gas electricity generation[19]. This is forecast to continue to increase and will impact future emission inventory updates.

**Water and Wastewater**

Emissions were calculated for all municipal water and wastewater infrastructure, including lift, pumping stations, and treatment facilities for 2023. 2023 electricity consumption data and costs were provided to the author of this report by the PUC. Natural gas consumption and invoice data was obtained by the author of this report from Enbridge, by exporting consumption data from the City's *myenbridge* login portal for 2023. Consumption of each fuel type (electricity and natural gas) by asset was input into the PCP inventory tool with the appropriate emissions coefficient to determine the GHG emissions for 2023. See Appendix D for more details on all water and wastewater emissions in 2023.

The following section of this report reviews the City's corporate emissions from 2017 to 2023.

## 2023 Corporate GHG Emissions Inventory Update: Results

The City completed its first corporate GHG emissions inventory in 2007. It was updated in 2020 and established a new corporate baseline based on 2017 data. This section of the report contains high level overviews of the emissions, consumption and cost changes from 2017 to 2023. For a more thorough overview of the corporate emissions by sector, please refer to Appendices A to D of this report. The author of this report conducted a thorough analysis in comparison to the baseline inventory in 2017. All emissions information is included in the appendix section of this report. Corporate emission sources include municipal buildings, fleet and equipment, streetlights and energy used for water and wastewater. In 2023, the City produced approximately 10,853.76 $tCO_2e$ and cost the City approximately $9,599,011.30 in energy and fuel costs.

[19] A.Gross, ICLEI, personal communication, July 29, 2022. The electricity emission factor has increased in Ontario from 17 gC02e/kWh in 2017 to 25 gC02e/kWh in 2020 due to the increase in natural gas use since some of the nuclear reactors have been down for refurbishment. The IESO also projects a continued rise in the emission factor due to increased reliance on natural gas for electricity generation. Also the 2021 emission factors have not been published yet - so the PCP Tool is pulling from the closest year available which is 2020. There is a 2-year lag in the publishing of emission factors for the Canada National Inventory Report.

*Figure 7: Sault Ste. Marie Corporate Emissions ($tCO_2e$) 2017 to 2023*

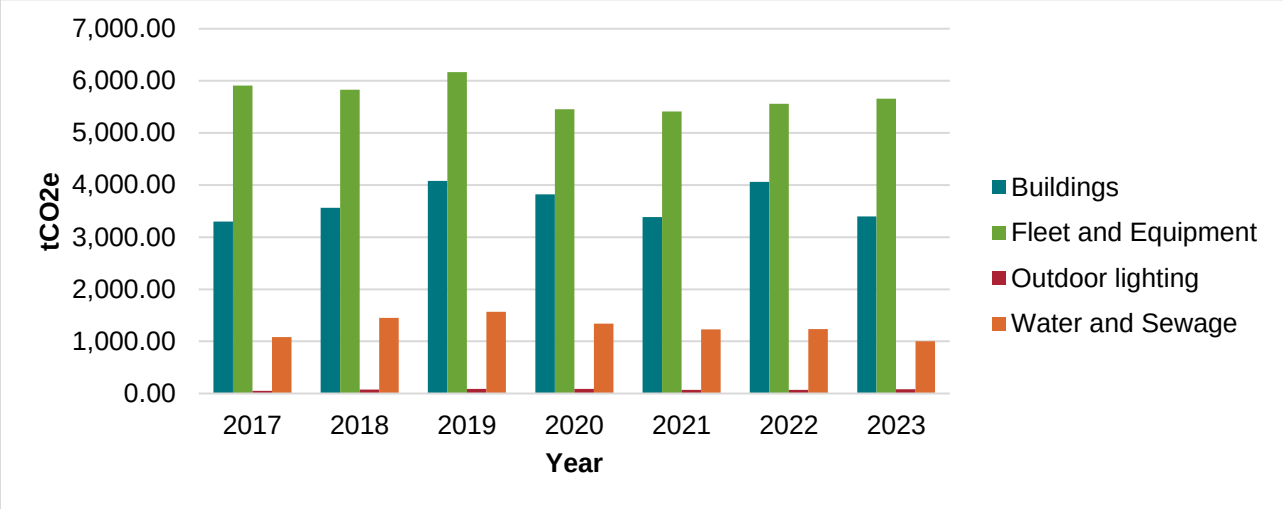



*Table 30 Sault Ste. Marie Corporate Emissions ($tC0_2e$) 2017 to 2023*

| Sector | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | % Δ 2017 to 2023 |
|---|---|---|---|---|---|---|---|---|
| Buildings | 3,300.95 | 3,566.38 | 4,078.17 | 3,823.10 | 3,385.34 | 4,063.10 | 3,831.92 | 16% |
| Fleet and Equipment | 5,909.40 | 5,828.60 | 6,164.41 | 5,455.32 | 5,412.78 | 5,558.42 | 5,658.02 | -4% |
| Outdoor lighting | 48 | 75.04 | 85.25 | 87.12 | 71.73 | 71.49 | 79.93 | 67% |
| Water and Sewage | 1,080.00 | 1,450.18 | 1,569.19 | 1,337.84 | 1,231.02 | 1,234.01 | 1,292.33 | 20% |
| **TOTAL** | **10,338.35** | **10,920.20** | **11,897.02** | **10,703.38** | **10,100.87** | **10,927.02** | **10,862.2** | **5%** |

In 2023, emissions from fleet and equipment remain the highest corporate emitter, followed by buildings, which are the same as the 2017 baseline. The corporate GHG inventory update indicates that emissions have increased 5% from 2017 to 2023. Records show that three corporate building energy efficiency retrofits completed in 2023 were estimated to have reduced emissions by 54.14 $tCO_2e$ since 2022, which falls short from the 1% reduction target per year for 10% corporate emissions reduction by 2020. This will be elaborated on in the corporate retrofit section of this report. It must also be noted that emissions factors in Canada are updated annually, and electricity emission factors have increased from 2017 to 2023 due to more natural gas generation in the Province of Ontario and are expected to continue to grow. This can be observed specifically with the emissions associated with outdoor lighting, where you see a jump from 48 $tCO_2e$ in 2017 to ~80 $tCO_2e$ in 2023. Despite efforts to reduce consumption through LED lighting retrofits, consumption continues to grow and emissions are also increasing due to the greater use of natural gas to generate electricity in the Province of Ontario[20]. The next section of this report will look at corporate energy costs.

[20] Electricity emissions in ON have increased from 2017 to 2022 due to the use of more natural gas in generation

*Figure 8: Corporate Energy Costs 2017 to 2023*

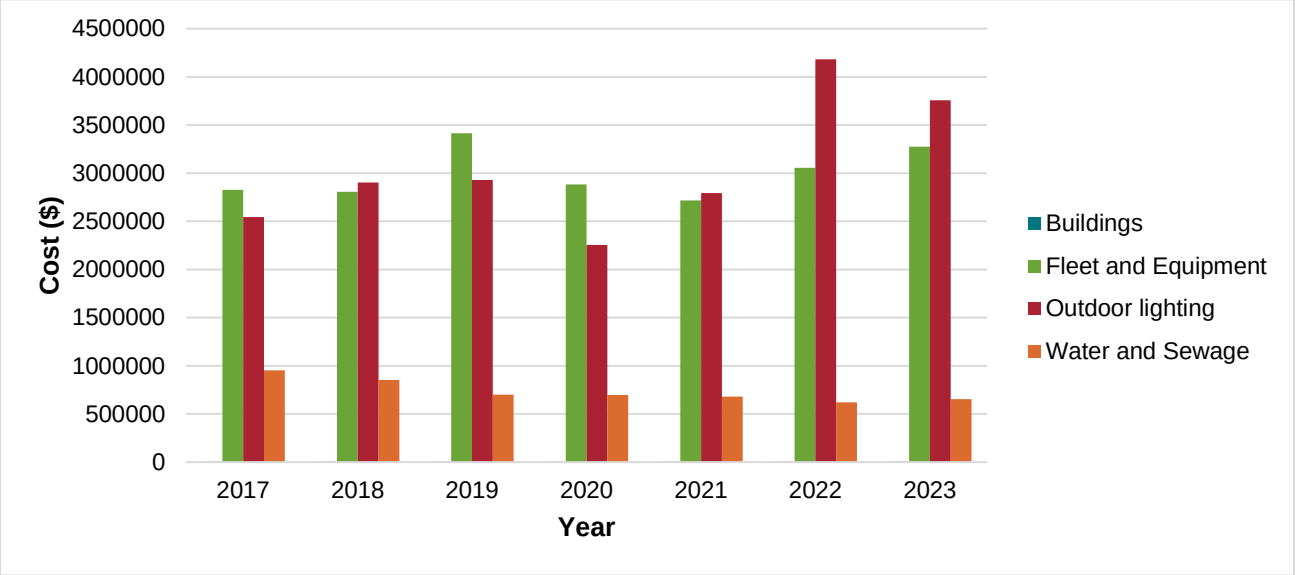



*Table 31: Corporate Energy Costs 2017 to 2023*

| Sector | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | % Δ 2017 to 2023 |
|---|---|---|---|---|---|---|---|---|
| Buildings | $2,826,579.70 | $2,807,582.83 | $3,414,143.58 | $2,883,239.61 | $2,716,117.81 | $3,056,640.20 | $3,274,276.37 | 14% |
| Fleet and Equipment | $2,544,530.24 | $2,902,004.09 | $2,928,459.57 | $2,255,731.35 | $2,793,615.69 | $4,182,567.07 | $3,757,683.09 | 32% |
| Outdoor lighting | $952,585.03 | $852,382.44 | $699,784.75 | $695,617.82 | $679,179.33 | $621,013.61 | $652,824.03 | -46% |
| Water and Sewage | $1,872,426.04 | $1,718,187.03 | $2,534,100.44 | $1,871,088.84 | $1,571,485.33 | $1,597,570.30 | $1,914,227.81 | 2% |
| **TOTAL** | **$8,196,121.01** | **$8,280,156.39** | **$9,576,488.34** | **$7,705,677.62** | **$7,760,398.16** | **$7,960,09.30** | **$9,599,011.30** | **15%** |

From 2017 to 2023, corporate energy costs increased by approximately 15%, or an average per year of 2.5%. Costs peaked in 2023 at $9,599,011.30, with the majority of increases in fleet, equipment, and buildings. The City has prioritized energy LED lighting upgrades, which are discussed in more detail in Section 4 of this report. These provide excellent return on investment (ROI) and there are many incentives available from the Province of Ontario to help subsidize project costs. The City should continue to prioritize LED lighting conversion wherever possible. It aligns with the implementation of both the GHG Reduction Plan and the City's Energy Conservation and Demand Management Plan. The next section of this report reviews changes in electricity consumption for the City from 2017 to 2023.

*Figure 9: Electricity (kWh) Consumption 2017 to 2023*

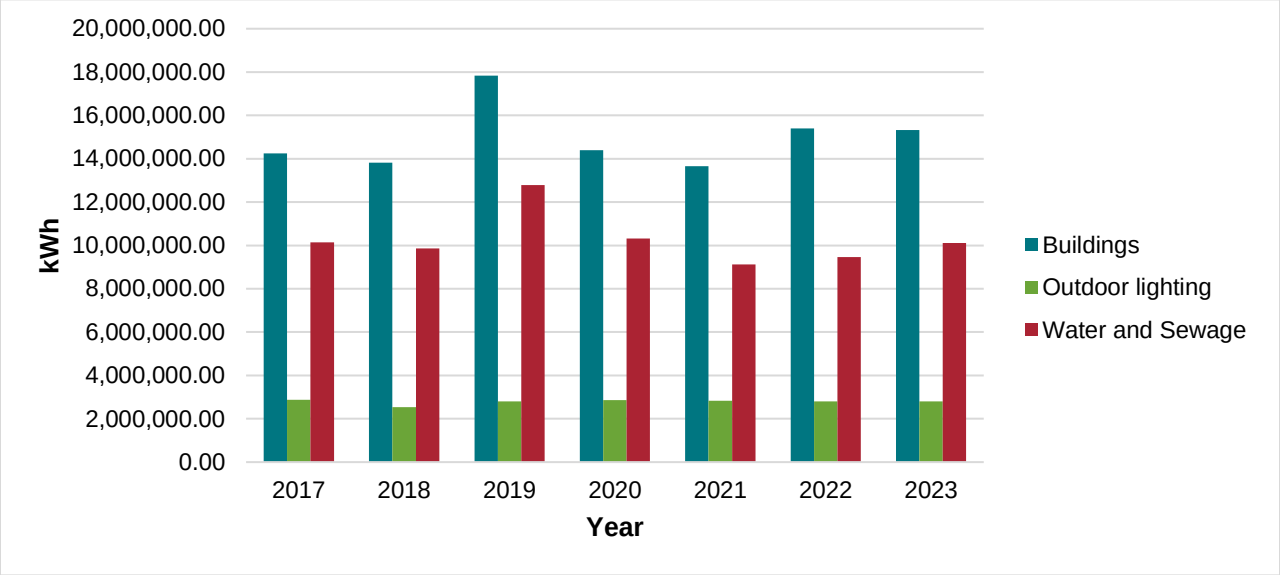



*Table 32: Electricity (kWh) Consumption 2017 to 2023*

| Sector | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | % Δ 2017 to 2023 |
|---|---|---|---|---|---|---|---|---|
| Buildings | 14,244,841.84 | 13,823,996.00 | 17,836,026.59 | 14,389,791.53 | 13,650,020.67 | 15,404,215.06 | 15,324,755.34 | 8% |
| Outdoor lighting | 2,882,048.26 | 2,540,033.06 | 2,797,276.43 | 2,860,169.05 | 2,826,766.66 | 2,803,118.27 | 2,806,802.24 | -3% |
| Water and Sewage | 10,135,280.06 | 9,853,926.42 | 12,785,304.24 | 10,314,567.26 | 9,123,702.81 | 9,459,279.76 | 10,104,772.80 | 0% |
| **TOTAL** | **27,262,170.16** | **26,217,955.48** | **33,418,607.26** | **27,564,527.84** | **25,600,490.14** | **27,666,613.09** | **28,236,330.38** | **4%** |

From 2017 to 2023, corporate electricity consumption, which is measured in kilowatt hours (kWh) increased by 4% or an average of 0.6% year. Consumption peaked in 2019 at 33,418,607.26 kWh and decreased in 2020 and 2021. The decrease is likely due to lockdowns in 2021 from the COVID-19 pandemic which would have reduced corporate energy consumption due to many staff working from home. Current data indicates consumption went up slightly again in 2023. The City has been prioritizing energy efficiency retrofits and should continue to do so to further reduce their consumption. It is however important to note that electricity emissions in Ontario are rising due to an increase in use of natural gas in generation. However, electricity is still a less carbon intensive fuel than natural gas and electrification should continue to be a corporate priority. Electricity consumption reduction should continue to be prioritized per the City's GHG Reduction and Energy Conservation Demand Management Plan. The next section of this report will review changes in natural gas consumption for the City from 2017 to 2023

*Figure 10: Natural Gas ($m^3$) Consumption 2017 to 2023*

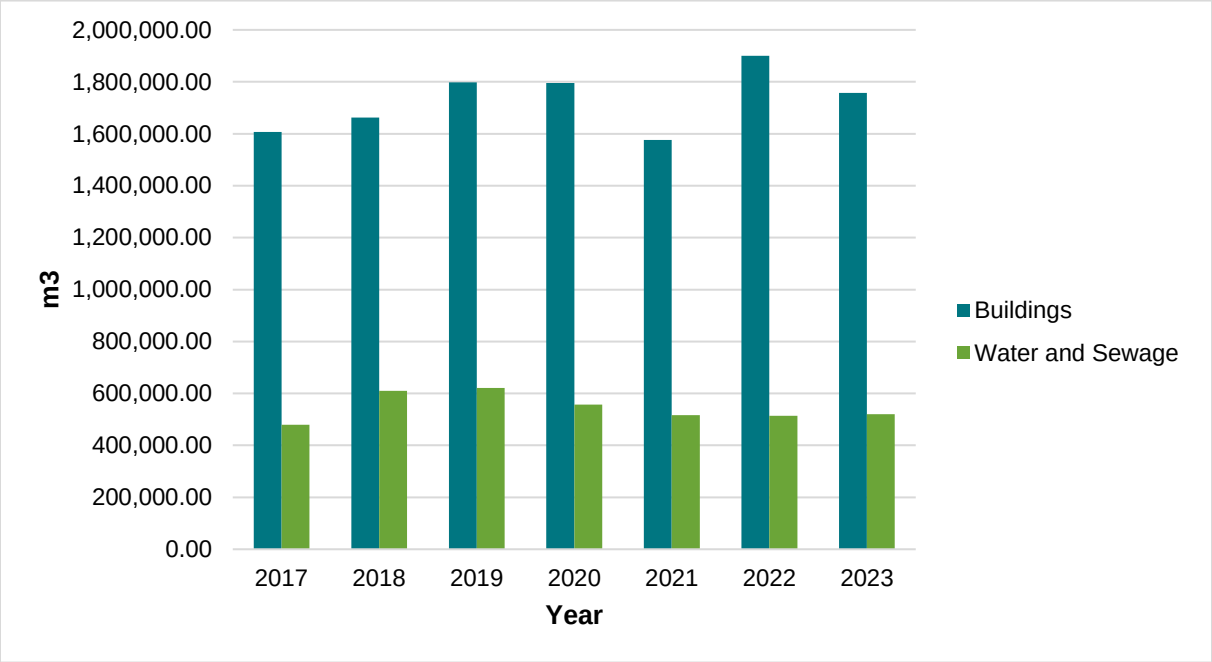



*Table 33: Natural Gas (m3) Consumption 2017 to 2023*

| ***Natural Gas (m3) Energy Consumption*** | | | | |
|---|---|---|---|---|
| - | ***2017*** | ***2018*** | ***2019*** | ***2020*** |
| ***Buildings*** | *1,607,381.07* | *1,662,632.58* | *1,798,455.77* | *1,872,226.99* |
| ***Water and Sewage*** | *479,415.69* | *610,091.16* | *621,115.46* | *556,581.74* |
| ***TOTAL*** | *2,086,796.76* | *2,272,723.73* | *2,419,571.23* | *2,428,808.73* |

| **Sector** | **2017** | **2018** | **2019** | **2020** | **2021** | **2022** | **2023** | **% Δ 2017 to 2023** |
|---|---|---|---|---|---|---|---|---|
| Buildings | 1,607,381.07 | 1,662,632.58 | 1,798,455.77 | 1,794,941.52 | 1,575,613.53 | 1,899,792.35 | 1,757,230.00 | 9% |
| Water and Sewage | 479,415.69 | 610,091.16 | 621,115.46 | 556,581.74 | 516,914.00 | 514,039.50 | 519,829.00 | 8% |
| **TOTAL** | **2,086,796.76** | **2,272,723.73** | **2,419,571.23** | **2,351,523.25** | **2,092,527.53** | **2,413,831.85** | **2,277,059.00** | **9%** |

From 2017 to 2023, natural gas consumption increased by 9% or approximately 1.5% per year. Consumption peaked in 2019 and decreased in 2020 and again in 2021. Consumption increased again in 2022 but decreased in 2023. No large-scale natural gas reduction energy efficiency projects have occurred at the City since 2017, and there has also been an addition of assets consuming natural gas. If the City wishes to meet its emissions reduction target, a more concentrated effort and investment in energy efficiency projects that reduce natural gas consumption must occur.

The following section of this report outlines information regarding energy efficiency retrofits, which have been prioritized as part of the City's GHG Reduction Plan implementation strategy.

## Corporate Energy Efficiency Retrofits

The following table lists tracked corporate energy efficiency retrofits as of December January 2023.

Multiple energy incentive grants have been pursued since 2022 that encourage energy savings and environmental sustainability. The following tables identify confirmed and prospective projects identified in 2023 and 2024.

### Confirmed Projects

| Year | Project | Estimated Annual Savings | Incentive Estimate | Incentive Funder | tCO2e Reduction | Status |
|---|---|---|---|---|---|---|
| 2023 | NCC Heat Recovery | TBD | $5,774.50 | Enbridge | 44.63 | Complete |
| 2023 | PW Building A LED Retrofit | $7,550.40 | $3,630.00 | IESO | Unknown | Complete |
| 2023 | EV Zamboni #1 - NCC Twin Pad | N/A | N/A | N/A | 9.3 | Complete |
| 2023 | North Street Outdoor Sports Complex Ball Field Lights | $6,184.62 | $22,320.00 | IESO | 1.21 | Not started |
| 2023 | Strathclair Soccer Fields 1 & 2 LED | $1,082.38 | $3,480.00 | IESO | Unknown | Not complete |
| 2024 | PW Building G | | | IESO | Unknown | Complete |
| 2024 | Cemetery | | | IESO | Unknown | Complete |
| 2024 | Fire Hall 4 - Shop LED lights | | | IESO | Unknown | Complete |
| 2024 | Fire Hall - 72 Tancred for DCV installed on rooftop | Unknown | $500.00 | Enbridge | Unknown | Complete |
| 2024 | Fire Hall 2 - Air Unit with ARV | Unknown | | Enbridge | Unknown | Complete |
| 2024 | Fire Hall 3 - Air Unit with ARV | Unknown | | Enbridge | Unknown | Complete |
| 2024 | SSM Museum - Heat Pump | Unknown | TBD | N/A | Unknown | Complete |
| 2024 | Submitted a rebate application to Enbridge for $10K for offset to Energy Audit cost | | | Enbridge | N/A | Complete |
| | | $14,817.40 | $35,204.50 | | 55.14 | |

### Projects In-Progress

| Year | Project | Estimated Annual Savings | Incentive | Funder | tCO2e |
|---|---|---|---|---|---|
| 2025 | JRCC - heat recovery, HVAC, and roof replacement | | | | |
| 2025 | GFL Parking Lot Lights | $4,651.92 | $4,651.92 | IESO | 0.91 |
| 2025 | PW Weather Stripping | | | | |
| 2025 | Transit Electric 40' Bus | | | | |
| 2025 | Transit Electric Parabus | | | | |
| 2025 | EV Charger Allocation | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 2025 | Strathclair Dog Part Solar Lighting | | | | |
| 2025 | GFL Chiller | | | | |
| 2025 | JRCC LED Lighting | | | | |
| 2025 | Police HQ HVAC Replacement | | | | |
| 2025 | Fire Fall 4 Air Handling Units | | | | |
| 2025 | JR Field B LED oval and soccer | | | | |

### 2023 Weather Impacts on Energy Consumption

A key factor that can be considered for understanding changes in emissions relates to temperature. Two key metrics are used for this analysis including heating degree days (HDD) and cooling degree days (CDD). Heating Degree Days (HDD) are equal to the number of degrees Celsius a given day's mean temperature is below 18 °C. For example, if the daily mean temperature is 12 °C, the HDD value for that day is equal to 6 °C. If the daily mean temperature is above 18 °C, the HDD value for that day is set to zero. If a location shows a decrease in projected HDD values, this implies that it will experience shorter periods of cold weather, or that it will experience less severe cold (Government of Canada, 2025).

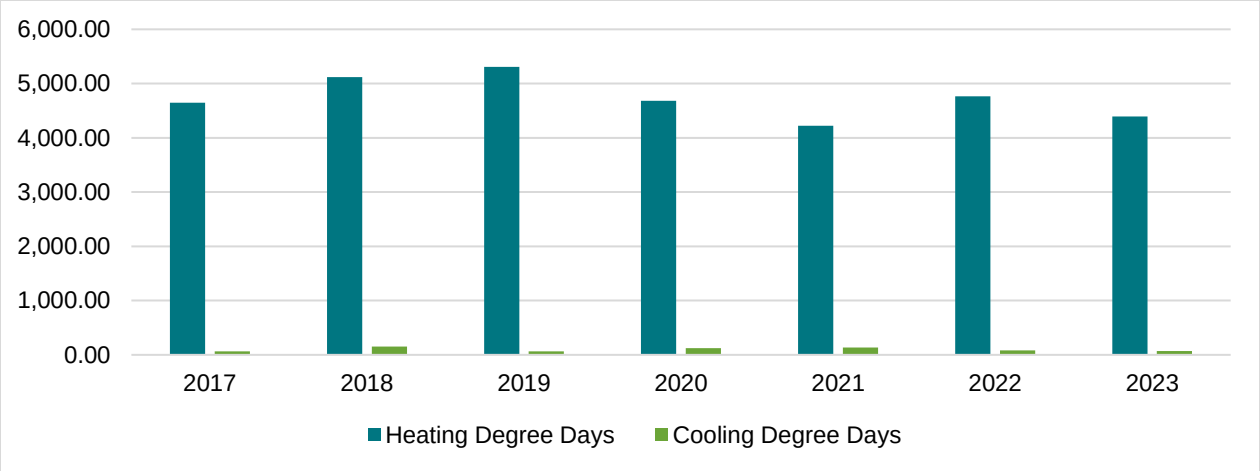
Cooling degree-days for a given day are the number of degrees Celsius that the mean temperature is above 18 °C. If the temperature is equal to or less than 18 °C, then the number will be zero. For example, a day with a mean temperature of 20.5 °C has 2.5 cooling degree-days; a day with a mean temperature of 15.5 °C has zero cooling degree-days. Cooling degree-days are used primarily to estimate the air-conditioning requirements of buildings (Government of Canada, 2025).

HDD and CDD data was analyzed in Sault Ste. Marie from 2017 to 2022. Total HDD and CDD were totaled for each year (2017 to 2023) and are summarized in the table below. (Government of Canada, 2025a).

*Table 34: Sault Ste. Marie Heating and Cooling Degree Days 2017 to 2023*

| Year | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Δ 2017 - 2023 |
|---|---|---|---|---|---|---|---|---|
| Heating Degree Days | 4,649.6 | 5,117.8 | 5,306.5 | 4,684 | 4,222.1 | 4,767.1 | 4,393.8 | -6% |
| Cooling Degree Days | 61.7 | 150.3 | 62.3 | 121.5 | 134.4 | 82.2 | 69.4 | 12% |

*Figure 11: Sault Ste. Marie Heating and Cooling Degree Days 2017 to 2023*




Over the past six years from 2017 to 2023, HDD has decreased by approximately 6% while CDD has increased approximately 12%. This clearly indicates that the winters are getting milder and shorter and summers are getting longer and hotter, as a result of climate change. These trends should continue to be monitored by the City as part of their energy and emissions monitoring, as well as climate adaptation planning.

**Conclusion / Next Steps**

The 2023 corporate inventory indicates a corporate emissions decrease of 2% from 2017 to 2023. As it currently stands, the City is not on track to meeting its corporate GHG emissions reduction target of 10% by 2030 (approximately 1% reduction per year) based on energy use reduction projects for both buildings and fleet and equipment. As such, a more aggressive corporate financial commitment and effort from all departments will be required to meet net zero emissions by 2050. The City must ensure that investments made to make new assets and/or additions as green and energy efficient as possible. The GHG Reduction Plan recommends establishing a green building policy that goes above and beyond the Ontario building code. Currently the City is one of 14 municipalities participating in the Buildings to Net Zero project which will develop a business case to support this important next step[21]. The completion of the six deep energy retrofit audits on the top six emitting facilities is an excellent step as well.

[21] https://icleicanada.org/project/bnz/

**Appendix F: City of Sault Ste. Marie Corporate Building Emissions Update**

## 2023 Building Energy Consumption, Costs and $tCO_2e$

| Department and Building | Electricity | | | Natural Gas | | | | Total | |
|---|---|---|---|---|---|---|---|---|---|
| | Use (kWh) | Cost ($) | $tCO_2e$ | Use (m3) | Cost($) | Carbon Tax | $tCO_2e$ | Cost | $tCO_2e$ |
| ***Arenas*** | | | | | | | | | |
| GFL Essar Centre | 2,736,255.15 | $424,147.30 | 77.91 | 392,025.00 | $260,385.74 | $43,858.93 | 757.53 | $684,533.04 | 835.44 |
| John Rhodes Community Centre | 2,962,363.35 | $441,496.11 | 84.35 | 522,979.00 | $134,861.99 | $57,613.95 | 1010.58 | $576,358.10 | 1094.93 |
| Northern Community Centre | 2,280,250.94 | $276,742.03 | 64.93 | 46,123.00 | $151,755.37 | $21,403.37 | 89.13 | $428,497.40 | 154.06 |
| ***Outdoor Pools*** | | | | | | | | | |
| Greco | 26,897.55 | $3,841.16 | 0.77 | 4,178.00 | $1,857.47 | $512.57 | 8.07 | $5,698.63 | 8.84 |
| Manzo | 17,223.49 | $2,657.09 | 0.49 | | | | | $2,657.09 | 0.49 |
| ***Marinas*** | | | | | | | | | |
| Bellevue Marina | 78,738.66 | $10,814.89 | 2.24 | | | | | $10,814.89 | 2.24 |
| Bondar Marina | 128,334.38 | $17,709.47 | 3.65 | | | | | $17,709.47 | 3.65 |
| ***Senior Facilities*** | | | | | | | | | |
| Senior Drop-In (Bay) | 160,382.65 | $22,896.65 | 4.57 | 13,375.00 | $7,398.84 | $1,458.05 | 25.85 | $30,295.49 | 30.42 |
| ***Other*** | | | | | | | | | |
| Ermatinger | 43,376.61 | $6,159.66 | 1.24 | 12,287.00 | $5,974.48 | $1,322.96 | 23.74 | $12,134.14 | 24.98 |
| Bondar - Pavilion Feed | 29,606.62 | $4,253.40 | 0.84 | 3,769.00 | $2,135.66 | $401.02 | 7.28 | $6,389.06 | 8.12 |
| Bondar - Stage Building Electric | 6,027.78 | $1,118.56 | 0.17 | | | | | $1,118.56 | 0.17 |
| Norgoma | 7,547.51 | $1,299.15 | 0.21 | | | | | $1,299.15 | 0.21 |
| 402 Fifth Line E DEMO | 35,476.16 | $5,123.82 | 1.01 | | | | | $5,123.82 | 1.01 |

| Department and Building | Electricity | | | Natural Gas | | | | Total | |
|---|---|---|---|---|---|---|---|---|---|
| | Use (kWh) | Cost ($) | $tCO_2e$ | Use (m3) | Cost($) | Carbon Tax | $tCO_2e$ | Cost | $tCO_2e$ |
| Heritage Centre Bay | 113,483.45 | $16,074.47 | 3.23 | 13,382.00 | $4,981.95 | $1,453.98 | 25.86 | $21,056.42 | 29.09 |
| Plaza 535 Queen | 28654.72 | $4,353.73 | 0.82 | 31,232.00 | $46,240.59 | $3,215.50 | 60.35 | $50,594.32 | 61.17 |
| ***Cemetery*** | | | | | | | | | |
| Cem Garage | 20,514.76 | $3,430.25 | 0.58 | 3,037.00 | $2,261.62 | $332.33 | 5.87 | $5,691.87 | 6.45 |
| Cem Chapel | 91,100.55 | $13,099.78 | 2.59 | 108,084.00 | $58,334.12 | $12,574.62 | 208.86 | $71,433.90 | 211.45 |
| ***Landfill*** | | | | | | | | | |
| Landfill Administration | 53,853.08 | $7,657.48 | 1.53 | 26,701.00 | $21,859.42 | $2,887.43 | 51.6 | $29,516.90 | 53.13 |
| Pipe Plant - 115 Industrial Par | | | | 3,860.00 | $3,328.38 | $413.50 | 7.46 | $3,328.38 | 7.46 |
| Landfill methane gas blower | 49,724.25 | $6,959.94 | 1.42 | | | | | $6,959.94 | 1.42 |
| Landfill Garage | 155,291.82 | $23,044.77 | 4.42 | | | | | $23,044.77 | 4.42 |
| HSW | 38,768.34 | $5,605.35 | 1.1 | 1,977.00 | $1,303.34 | $216.80 | 3.82 | $6,908.69 | 4.92 |
| ***Outdoor Rinks*** | | | | | | | | | |
| Rink Central | 7,610.18 | $1,317.21 | 0.22 | | | | | $1,317.21 | 0.22 |
| Rink Mark | 11,202.00 | $1,783.05 | 0.32 | | | | | $1,783.05 | 0.32 |
| Rink Patrick St | 13,840.08 | $2,129.01 | 0.39 | | | | | $2,129.01 | 0.39 |
| ***Parks*** | | | | | | | | | |
| Bellevue GRHS | 59,838.83 | $9,103.56 | 1.7 | | | | | $9,103.56 | 1.7 |
| Bellevue Canteen | 33,143.96 | $4,783.56 | 0.94 | | | | | $4,783.56 | 0.94 |
| Pointe Des Chenes Park | 9,053.28 | $1,524.91 | 0.26 | | | | | $1,524.91 | 0.26 |
| | **Electricity** | | | **Natural Gas** | | | | **Total** | |

| Department and Building | Use (kWh) | Cost ($) | $tCO_2e$ | Use (m3) | Cost($) | Carbon Tax | $tCO_2e$ | Cost | $tCO_2e$ |
|---|---|---|---|---|---|---|---|---|---|
| James Elliott | 8,699.16 | $1,726.38 | 0.25 | | | | | $1,726.38 | 0.25 |
| North Stand CSB | 6,656.62 | $1,129.44 | 0.19 | | | | | $1,129.44 | 0.19 |
| Strathclair | 3,186.19 | $729.13 | 0.09 | | | | | $729.13 | 0.09 |
| Bay Street Fountain | 24,644.25 | $3,383.85 | 0.7 | | | | | $3,383.85 | 0.7 |
| Foster Sprinkler | 7,971.93 | $1,262.50 | 0.23 | | | | | $1,262.50 | 0.23 |
| Esposito Park | | | | 3,735.00 | $1,792.27 | $405.68 | 7.22 | $1,792.27 | 7.22 |
| Splash Pad | 2185.19 | $594.90 | 0.06 | | | | | $594.90 | 0.06 |
| ***Public Works & Transit*** | | | | | | | | | |
| PWT Sackville Road | 803,797.12 | $119,758.99 | 22.89 | 182,686.00 | $102,001.93 | $19,833.77 | 353.01 | $221,760.92 | 375.9 |
| PWT A - 128 Sackville Rd Unit B Shop | | | | 8,606.00 | $4,911.90 | $944.42 | 16.63 | $4,911.90 | 16.63 |
| Transit Terminal | 60,510.45 | $8,403.65 | 1.72 | 4,183.00 | $2,837.42 | $448.06 | 8.08 | $11,241.07 | 9.8 |
| Transit Administration | 245,385.83 | $36,767.36 | 6.99 | 92,528.00 | $53,337.57 | $10,096.50 | 178.8 | $90,104.93 | 185.79 |
| ***Engineering and Planning*** | | | | | | | | | |
| Civic – Civic Centre | 2,429,968.57 | $354,307.01 | 69.19 | | | | | $354,307.01 | 69.19 |
| ***Fire & Police Services*** | | | | | | | | | |
| Fire 1 | 150,606.30 | $21,391.91 | 4.29 | 49,677.00 | $29,367.50 | $5,354.20 | 95.99 | $50,759.41 | 100.28 |
| Fire 2 | 40,105.71 | $5,460.03 | 1.14 | 7,742.00 | $4,338.38 | $855.93 | 14.96 | $9,798.41 | 16.1 |
| Fire 3 | 44,805.35 | $6,277.47 | 1.28 | 6,792.00 | $3,853.74 | $732.19 | 13.12 | $10,131.21 | 14.4 |
| Number 4 Fire Hall – RESCUE Center | 508,662.47 | $75,817.52 | 14.48 | 82,145.00 | $51,171.36 | $9,197.52 | 158.73 | $126,988.88 | 173.21 |
| | **Electricity** | | | **Natural Gas** | | | | **Total** | |

| Department and Building | Use (kWh) | Cost ($) | $tCO_2e$ | Use (m3) | Cost($) | Carbon Tax | $tCO_2e$ | Cost | $tCO_2e$ |
|---|---|---|---|---|---|---|---|---|---|
| RESC B - 65 Old GR Rd Unit B | | | | 30,998.00 | $20,057.55 | $3,700.14 | 59.9 | $20,057.55 | 59.9 |
| River Road - 2 Murphy St | | | | 11,103.00 | $2,818.83 | $1,203.52 | 21.45 | $2,818.83 | 21.45 |
| Police Services Building | 1,112,646.28 | $166,743.94 | 31.68 | 29,077.00 | $15,895.31 | $3,130.18 | 56.19 | $182,639.25 | 87.87 |
| City Police - 311 Queen | 5,918.15 | $1,105.30 | 0.17 | | | | | $1,105.30 | 0.17 |
| Police 132 Industrial Cres | | | | 3,381.00 | $2,506.07 | $307.47 | 6.53 | $2,506.07 | 6.53 |
| ***Museum & Library*** | | | | | | | | | |
| SSM Public Library – Centennial | 414,962.92 | $71,215.33 | 11.82 | 49,582.00 | $39,122.86 | $5,340.53 | 95.81 | $110,338.19 | 107.63 |
| Sault Ste. Marie Museum | 255,482.70 | $35,057.06 | 7.27 | 11,986.00 | $7,326.58 | $1,280.92 | 23.16 | $42,383.64 | 30.43 |
| **Total** | **Use(kWh)** | **Cost($)** | **$tCO_2e$** | **m3** | **Cost($)** | **Carbon Tax** | **$tCO_2e$** | **Cost** | **$tCO_2e$** |
| | **15,324,755.34** | **$2,230,258.13** | **436.34** | **1,757,230.00** | **$1,044,018.24** | **210,496.04** | **3,395.58** | **$3,274,276.37** | **3,831.92** |

**Appendix G: City of Sault Ste. Marie Corporate Fleet and Equipment Emissions Update**

## 2023 Vehicle Fleet and Equipment Fuel Usage, Costs and $tCO_2e$

| Department / Division | 2023 Gasoline Consumption (l) | 2023 Gasoline Cost ($) | 2023 Gasoline $tCO_2e$ | 2023 Diesel Consumption (l) | 2023 Diesel Cost ($) | 2023 Diesel $tCO_2e$ | 2023 Total Cost | 2023 Total $tCO_2e$ (t) |
|---|---|---|---|---|---|---|---|---|
| Fire - Support Services | 64,084.03 | $99,971.08 | 148.51 | 43,609.84 | $78,933.81 | 119.83 | $178,904.89 | 268.34 |
| PWT - Building & Equipment | 210,131.49 | $327,805.12 | 486.95 | 659,561.23 | $1,193,805.82 | 1,812.32 | $1,521,610.94 | 2,299.27 |
| Transit - Fleet | 60,772.56 | $94,805.20 | 143.95 | 778,279.30 | $1,408,685.53 | 2,123.34 | $1,503,490.73 | 2,267.29 |
| Transit - Para Bus | 86,413.42 | $134,804.93 | 200.25 | - | | | $134,804.93 | 200.25 |
| Transit - Operations | 1,329.38 | $2,073.83 | 3.08 | - | | - | $2,073.83 | 3.08 |
| Cemetery | 10,857.35 | $16,937.46 | 25.16 | 11,042.18 | $19,986.34 | 30.34 | $36,923.80 | 55.50 |
| Rec & Culture - Admin | 375.83 | $586.29 | 0.87 | - | $ - | | $586.29 | 0.87 |
| CDES - McMeeken | | | - | - | $ - | | $0.00 | - |
| CDES - John Rhodes Arena | 7,000.03 | $10,920.04 | 16.22 | - | - | | $10,920.04 | 16.22 |
| CDES - GFL Memorial Gardens | 6,658.40 | $10,387.10 | 15.43 | - | $ - | | $10,387.10 | 15.43 |
| CDES - NCC | - | | | - | $ - | | $0.00 | - |
| Police - Executive | 10,979.83 | $17,128.53 | 25.44 | - | $ - | | $17,128.53 | 25.44 |
| Police - Support Services | 5,141.28 | $8,020.39 | 11.91 | - | $ - | | $8,020.39 | 11.91 |
| Police - Patrol | 181,890.65 | $283,749.42 | 421.51 | - | $ - | | $283,749.42 | 421.51 |
| Police - Investigation | 15,703.92 | $24,498.12 | 36.39 | - | $ - | | $24,498.12 | 36.39 |
| Police - Community Services | - | | | - | $ - | | $0.00 | - |
| Police Admin | - | | - | - | $ - | | $0.00 | - |
| Engineering - Technical | 7,319.67 | $11,418.68 | 16.96 | - | $ - | | $11,418.68 | 16.96 |
| Engineering - Bldg Inspection | 4,678.69 | $7,298.76 | 10.84 | - | $ - | | $7,298.76 | 10.84 |
| Eng. & Planning - Bylaw Enforce | 1,393.69 | $2,174.16 | 3.23 | - | $ - | | $2,174.16 | 3.23 |
| Mileage | 2,366.97 | $3,692.48 | 5.49 | - | $- | | $3,692.48 | 5.49 |
| **TOTAL** | **677,097.17** | **$1,056,271.59** | **1,572.19** | **1,492,492.54** | **$2,701,411.50** | **4,085.83** | **$3,757,683.09** | **5,658.02** |

**Appendix H: City of Sault Ste. Marie Corporate Outdoor Lighting Emissions Update**

## 2023 Outdoor Lighting Consumption, Cost and $tCO_2e$

| Outdoor Lighting Group Name | Total Electricity(kWh) | Total Costs | tCO2e |
|---|---|---|---|
| **Traffic Lights** | | | |
| Traffic Lights Main | 157,890.55 | $23,378.46 | 4.5 |
| Traffic Lights Bruce Street | 1,812.19 | $547.80 | 0.05 |
| Traffic Lights Carmen's Way | 3,702.24 | $798.33 | 0.11 |
| Traffic Lights Great Northern Road | 761 | $393.74 | 0.02 |
| Traffic Lights 312 Second Line West | 3,706.95 | $800.72 | 0.11 |
| Traffic Lights Lyons | 2,807.48 | $678.79 | 0.08 |
| Traffic- 818 Wellington St. East | 3,487.24 | $775.65 | 0.1 |
| Traffic - 742 Great Northern Rd | 3,073.41 | $653.15 | 0.09 |
| Traffic - 543 Trunk Rd | 3,529.57 | $776.35 | 0.1 |
| Traffic - John St. | 3,248.45 | $737.86 | 0.09 |
| Traffic - Black Rd | 2,154.27 | $593.27 | 0.06 |
| Traffic - Pine St. | 3,031.94 | $709.83 | 0.09 |
| T-Lts Pine St | 4,021.48 | $842.89 | 0.11 |
| Traffic - Queen St. E 1 | 4,048.62 | $847.20 | 0.12 |
| Traffic Queen St. E 2 | 3,945.07 | $832.01 | 0.11 |
| Traffic Second Line E | 4,049.82 | $845.38 | 0.12 |
| Traffic - St George's Ave | 4,283.38 | $876.92 | 0.12 |
| Traffic Second Line E | | | |
| Traffic - Bay St. | 4,447.31 | $899.71 | 0.13 |
| Traffic light - 180 BAY ST | 5,327.04 | $1,018.54 | 0.15 |
| Traffic light - 384 BAY ST | 3,352.05 | $752.69 | 0.1 |
| Traffic light - 70 EAST ST | 4,986.64 | $973.37 | 0.14 |
| Traffic light - 542 BAY ST | 5,145.50 | $994.70 | 0.15 |
| Traffic Light - 439 GRT NORTHERN RD | 7,134.28 | $1,231.11 | 0.2 |
| Traffic Light - 162 OLD GARDEN RIVER RD | 3,003.04 | $703.00 | 0.09 |
| Black Rd - Traffic | 5,284.80 | $1,008.32 | 0.15 |
| **Total** | **248,234.32** | **$42,669.79** | **7.09** |
| **Street Lights** | | | |
| Street Lights Main | 2,426,463.80 | $583,165.71 | 69.09 |
| Street Lights St. Mary's Drive | 28,111.78 | $3,809.05 | 0.8 |
| Street Lights Foster Drive | 8,475.40 | $1,457.64 | 0.24 |
| 639 Black Rd - Streetlights | 3,291.58 | $691.01 | 0.09 |
| 42 Queen St E - streetlights | 639.94 | $531.62 | 0.02 |
| Slts - Mary | 0 | $216.96 | 0 |
| 6 King St SLTS | 126.15 | $203.13 | 0 |
| SLTS - 57 DES CHENES DR | 0 | $650.88 | 0 |
| **Total** | **2,467,108.65** | **$590,726.00** | **70.24** |

| Outdoor Lighting Group Name | Total Electricity(kWh) | Total Costs | tCO2e |
|---|---|---|---|
| **Parking Lots** | | | |
| PkLts King | 16767.04 | 2,360.34 | 0.48 |
| PkLts Spring | 2985.73 | 693.82 | 0.09 |
| PkLts Brock | 7186.63 | 1,251.44 | 0.2 |
| Bruce Street KIOSK | 1919.38 | 560.55 | 0.05 |
| Bruce Street Lot | 559.4 | 369.17 | 0.02 |
| Queen Street KIOSK | 2079.75 | 582.62 | 0.06 |
| PkLts Bingham | | | |
| Sackville Parking Lot | 1282.59 | 456.8 | 0.04 |
| Civic Centre East Parking Lot | 13111.44 | 1,914.09 | 0.37 |
| West Korah Cemetery Parking Lot | 8.19 | 302.41 | 0 |
| Mausoleum | 16853.19 | 2,556.41 | 0.48 |
| Pointe Des Chenes | | | |
| Bay Street Lights | 1595.2 | 518.2 | 0.05 |
| **Total** | | | |
| Hub Traill Lights | | | |
| Hub Trail Texas | 1309 | 462.59 | 0.04 |
| Hub Trail Northwood | 1424.31 | 475.21 | 0.04 |
| Hub - 542 Bay St | 696.41 | 387.14 | 0.02 |
| Hub - 32 Bay St | 1190.18 | 446.6 | 0.03 |
| Hub - 440 Bay St | 0 | 301.25 | 0 |
| Hub - 269 Bay St | 1098.13 | 435.38 | 0.03 |
| Hub - 648 Bay St | 824.6 | 402.06 | 0.02 |
| Hub Trail Church | 18341.94 | 2,562.21 | 0.52 |
| Hub Trail Queen St | 2077.52 | 552.79 | 0.06 |
| Hub Trail | 148.64 | 318.44 | 0 |
| **Total** | **91,459.27** | **$17,909.52** | **2.60** |
| **Sentinel Light** | | | |
| Sentinel Bocci | 0 | 867.84 | |
| Sentinel Greenwood | 0 | 216.96 | |
| 972 Second Line 2 Sentinel | 0 | 433.92 | |
| **Total** | **0** | **1518.72** | **0** |
| | | | |
| **Total (All Outdoor)** | **Total Electricity(kWh)** | **Total Costs** | **tCO2e** |
| | 2,806,802.24 | $652,824.03 | 79.93 |

**Appendix I: City of Sault Ste. Marie Corporate Water / Wastewater Emissions Update**

## 2023 Wastewater Consumption, Cost and $tCO_2e$

| Facility Group | 2023 Electricity | | | 2023 Natural Gas | | | | Total | |
|---|---|---|---|---|---|---|---|---|---|
| | Total Electricity(kWh) | Total Costs($) | Total tCO2e | Natural Gas(m3) | Total Costs($) | Total Carbon Tax ($) | Total tCO2e | Total Costs($) | Total tCO2e |
| **Pump Stations** | | | | | | | | | |
| Gore Pump Station | 5,309.30 | 1023.11 | 0.15 | | | | | $1,023.11 | 0.15 |
| Bonney Pump Station | 21,911.34 | 3,269.41 | 0.62 | | | | | $3,269.41 | 0.62 |
| Muriel PMP | 13,063.97 | 2,072.95 | 0.37 | | | | | $2,072.95 | 0.37 |
| Lower Lake Pump Station | 2,411.27 | 627.79 | 0.07 | | | | | $627.79 | 0.07 |
| Pine PMP | 8,651.54 | 1,481.01 | 0.25 | | | | | $1,481.01 | 0.25 |
| McGregor Pump Station | 2,777.69 | 677.35 | 0.08 | | | | | $677.35 | 0.08 |
| Foster Drive Pump Station | 18,184.71 | 2,497.76 | 0.52 | | | | | $2,497.76 | 0.52 |
| Landfill Pump Station | 110,391.67 | 17,373.01 | 3.14 | | | | | $17,373.01 | 3.14 |
| Varsity Pump Station | 10,313.85 | 1,703.76 | 0.29 | | | | | $1,703.76 | 0.29 |
| Fort Creek PMP | 7,812.31 | 1,373.21 | 0.22 | | | | | $1,373.21 | 0.22 |
| Tallack PMP | 2,870.55 | 690.5 | 0.08 | | | | | $690.50 | 0.08 |
| Mary PMP | 3,396.17 | 768.12 | 0.1 | | | | | $768.12 | 0.10 |
| Ind Crt B PMP | 9,453.71 | 1,572.87 | 0.27 | | | | | $1,572.87 | 0.27 |
| Upper Lake Pump Station | 14,619.34 | 2,319.01 | 0.42 | | | | | $2,319.01 | 0.42 |
| Glasgow PMP | 2,680.25 | 560.39 | 0.08 | | | | | $560.39 | 0.08 |
| Millwood Pump Station | 7,809.62 | 1,358.36 | 0.22 | | | | | $1,358.36 | 0.22 |
| Frontenac Pump Station | 4,441.48 | 896.02 | 0.13 | | | | | $896.02 | 0.13 |
| Atlas Pump Station | 904.64 | 324.64 | 0.03 | | | | | $324.64 | 0.03 |
| Dell Pump Station | 904.69 | 324.13 | 0.03 | | | | | $324.13 | 0.03 |
| WEWWTP Main Pump Station | 1,479,012.33 | 226,783.54 | 42.11 | | | | | $226,783.54 | 42.11 |
| Clark A | 904.64 | 324.64 | 0.03 | | | | | $324.64 | 0.03 |
| Clark SPS | 662,728.02 | 121,587.97 | 18.87 | | | | | $121,587.97 | 18.87 |
| 816 Bay Street/PimStreet SPS | 370,618.17 | 77,960.22 | 10.55 | | | | | $77,960.22 | 10.55 |
| River Road Pump Station | 181,520.17 | 32,752.09 | 5.17 | | | | | $32,752.09 | 5.17 |
| Bellevue SSO | 104,086.52 | 14,402.03 | 2.96 | | | | | $14,402.03 | 2.96 |
| Lyons Pump Sensor | 364.36 | 245.26 | 0.01 | | | | | $245.26 | 0.01 |
| Young Pump Station | 403,576.10 | 71,170.00 | 11.49 | | | | | $71,170.00 | 11.49 |
| John St Pump Station | 350,064.80 | 62,513.41 | 9.97 | | | | | $62,513.41 | 9.97 |
| Canal Dr Sewage Pump Station | 2,819.45 | 685.61 | 0.08 | | | | | $685.61 | 0.08 |
| Glasgow Ave Pump 2 | 4,046.53 | 711.07 | 0.12 | | | | | | 0.12 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Total** | 3,803,602.66 | $649,338.17 | 108.43 | - | $- | $- | - | $649,338.17 | 108.43 |
| **Treatment Plants** | | | | | | | | | |
| | **Total Electricity(kWh)** | **Total Costs($)** | **Total tCO2e** | **Natural Gas(m3)** | **Total Costs($)** | **Total Carbon Tax ($)** | **Total tCO2e** | **Total Costs($)** | **Total tCO2e** |
| West End Waste Water Treatment Plant | 1,265,308.01 | 190,072.26 | 36.03 | 142,409.00 | 78,487.16 | 16,537.93 | 275.18 | $268,559.42 | 311.21 |
| East End WWTP | 5,000,234.28 | 723,804.64 | 142.37 | 377,420.00 | 267,425.99 | 40,783.32 | 729.31 | $991,230.63 | 871.68 |
| Pointe Des Chenes WT Facility | 35,627.85 | 5,099.59 | 1.01 | | | | | $5,099.59 | 1.01 |
| **Total** | 6,301,170.14 | $918,976.49 | 179.41 | 519,829.00 | $345,913.15 | $57,321.25 | 1,004.49 | $1,264,889.64 | 1,183.90 |
| | | | | | | | | | |
| **Final Total** | **Total Electricity(kWh)** | **Total Costs($)** | **Total tCO2e** | **Natural Gas(m3)** | **Total Costs($)** | **Total Carbon Tax ($)** | **Total tCO2e** | **Total Costs($)** | **Total tCO2e** |
| | 10,104,772.80 | $ 1,568,314.66 | 287.84 | 519,829.00 | $345,913.15 | $57,321.25 | 1,004.49 | $1,914,227.81 | 1,292.33 |

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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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Carl Rumiel, Director of Engineering |
| DEPARTMENT: | Public Works and Engineering Services |
| RE: | Housing Enabling Core Services Fund – Transfer Payment Agreement |

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## Purpose

The purpose of this report is to obtain Council approval to enter into a contribution agreement with the Province for the Housing Enabling Core Services Fund (HECSF) for the Sackville Road Extension.

## Background

The Ministry of Infrastructure recently approved the Sackville Road Extension project, submitted as the City's application under the HECSF. The Province will contribute 50 percent of the total eligible costs, up to a maximum of $5,253,000 towards this project.

## Analysis

In order to access the grant, it is necessary for the City to enter into a transfer payment agreement with the Province. The Sackville Road project is in the Capital Transportation Program planned to be completed in two phases in 2025 and 2026.

## Financial Implications

The estimated cost of the Sackville Road project for 2025 and 2026 is $11.4M, with $5,253,000 coming from the Province through the HECSF and the remainder funded by the City.

## Strategic Plan / Policy Impact / Climate Impact

Improvements to core infrastructure, such as roads, are linked to the infrastructure focus area of the corporate strategic plan.

## Recommendation

It is therefore recommended that Council take the following action:

By-law 2025-83 is listed elsewhere on the Agenda and is recommended for approval.

Respectfully submitted,

Carl Rumiel, P. Eng.,
Director of Engineering
705.759.5379
c.rumiel@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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Maggie McAuley, Manager of Design and Transportation Engineering |
| DEPARTMENT: | Public Works and Engineering Services |
| RE: | 2025-2E Reconstruction of Peoples Road – Contract Award |

---

## Purpose

The purpose of this report is to obtain approval to award Contract 2025-2E for the reconstruction of Peoples Road from Churchill Avenue to Penno Road, including the construction of a multi-use trail from Second Line to Churchill Avenue.

## Background

Council approved the first phase of the Peoples Road reconstruction in the 2025 Capital Budget.

In the spring of 2024, the City finalized the Class Environmental Assessment study to review overland and basement flooding in the area of Peoples Road. Increasing the capacity of the sanitary sewer was one of the recommendations of the EA which results in the full reconstruction of the road from Churchill Avenue to Third Line.

Tenders were received via the City's electronic bidding system. Submissions were opened on Tuesday, April 22, 2025 in the presence of City staff. Tender results were made public on the project page in the electronic bidding system.

## Analysis

A total of three tenders were received. All tenders submitted were checked by AECOM and found to be complete and valid. AECOM's tender report is attached. The low tender of $8,138,266 (excluding HST) was received from Avery Construction Limited.

As part of the design process, the traffic analysis of the Peoples Road corridor was undertaken. The road will be reconstructed to the same width although will be painted with a three-lane cross-section with a multi-use trail along the west side. The multi-use trail will extend to Second Line.

The Agawa Canyon railroad crossing will also be upgraded during construction. Details of the upgrade are being determined in coordination with Watco, the railroad's owner. An allowance for this work has been included in the financial requirements. If a crossing agreement is required, it will be presented at a future Council meeting.

**Financial Implications**
When allowances for engineering, utilities, railroad costs, and non-recoverable HST are added and PUC water costs are removed, the City's cost to complete this project is projected to be $8,747,000. This is under the allocation in the 2025 capital budget of $9,870,000 which includes parts of the funding from the Housing-enabling Water Systems Fund as well as part of the Building Faster Fund.

**Strategic Plan / Policy Impact / Climate Impact**
This report is linked to the infrastructure focus area of the strategic plan.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Design and Transportation Engineering dated May 12, 2025 concerning the reconstruction of Peoples Road be received and that contract 2025-2E be awarded to Avery Construction Limited.

The relevant By-laws 2025-78 authorizing execution of Contract 2025-2E and 2025-79 authorizing the road closure of Peoples Road from Second Line to Penno Road including intersections from May 13, 2025 to November 28, 2025 are listed under Agenda item 12 and will be read with all by-laws under that item.

Respectfully submitted,

Maggie McAuley, P.Eng.
Manager of Design and Transportation Engineering
705.759.5385
m.mcauley@cityssm.on.ca

AECOM Canada ULC
523 Wellington Street East
Sault Ste. Marie, ON P6A 2M4
Canada

T: 705 942 2612
F: 705 942 3642
www.aecom.com

Ms. M. McAuley, P. Eng.
City of Sault Ste. Marie
Engineering Department
99 Foster Drive
Sault Ste. Marie, Ontario
P6A 5N1

April 28, 2025

***Project #***
60737206

Dear Ms. McAuley:

**Subject: Reconstruction of Peoples Road Phase 1 (Second Line to Penno Road)**
**Contract No. 2025-2E**
**Tender Report**

We have reviewed the tenders received by the City on Tuesday, April 22, 2025 for the above contract and present herewith our Tender Report.

## 1.0 Introduction

Contract No. 2025-2E – Reconstruction of Peoples Road Phase 1 (Second Line to Penno Road) consists of all materials, labour and equipment necessary to compete upgrades of approximately 850 metres of Peoples Road including removals, earth excavation grading, granular subbase and base, asphalt, concrete curbs and sidewalk, asphalt multi-use trail, electrical/utility ducts and replacement of storm sewers, sanitary sewers and watermains along with related appurtenances.

The tender documents and drawings were issued to the City's Engineering Department prior to April 1, 2025 for posting on their website to notify prospective bidders about the availability of the tender documents. Tender documents were available for download via the City's electronic bidding system, known as Bids and Tender starting as of April 1, 2025. The tender documents were also available for downloading and review by potential bidders on the Sault Ste. Marie Construction Association website.

Twelve (12) plan takers registered on the Bids and Tender portal and acquired the tender documents, comprising of nine (9) Contractors and three (3) suppliers.

During the tender period, plan takers submitted general inquiries about the scope of work via the Bids and Tender platform. Formal responses to these inquiries were included in subsequent Addenda. In total, two Addenda were issued to clarify details and address minor adjustments to the scope of work.

## 2.0 Summary of Tenders

Three (3) Contractors electronically submitted tenders for Contract No. 2025-2E via the Bids and Tender before the 3:00 p.m. closing time on Tuesday, April 22, 2025. Following the tender closing time, the submitted tenders including all relevant documentation were downloaded and provided for review.

The following were the results of the submitted Total Tender Prices, excluding HST, in ascending order of bid price as posted online:

1. Avery Construction Limited - $8,138,266.10
2. Trimount Construction Group Inc. - $9,845,176.57

3. Pioneer Construction Inc. - $10,300,000.00

The Total Tender Price for each tender includes a contingency allowance of $300,000 along with various provisional items.

The Engineer's estimated tender price for this contract was $8,696,694.00 (excl. HST). This estimate was developed with consideration of prices from prior City capital construction contracts, where relevant, and by evaluating costs associated with equipment, labour and materials to complete the work with consideration of the ground conditions and the requirements for disposal of surplus excess soil.

## 3.0 Review of Tenders Received

The tenders were reviewed to verify all tender submission requirements were complied with as stipulated in the Information to Tenderers. The following specific comments are noted:

1. All Tenderers submitted tender deposit in the form of a bid bond in the amount of 10% of the Total Tender Price.
2. The tenderers were required to provide an Agreement to Bond from a Surety Company certifying that they are able to obtain the required 100% Performance and 50% Labour and Material Payment bonds. An electronic copy of the Agreement to Bond was attached to all tender submissions.
3. The Schedule of Price breakdowns were checked for each submission and no errors were identified.
4. The tender document called for submission of the tenderer's experience in similar work, senior staff, list of subcontractors and their senior staff and experience. All tenderers filled in the appropriate information.
5. Tenderers were required to acknowledge any Addenda received during the tender period. All tenderers confirmed receipt of Addendum No. 1 and 2.

## 3.0 Low Bidder Experience

Avery Construction is a local Civil Contractor who have completed many similar contracts for the City over the past years. In recent years, these contracts have included Queen Street Improvements, Reconstruction of Third Line, Dufferin Street, Cedar Street and Wemyss Street. The subcontractors listed in the tender submission are all well known local Contractor who have also worked on various City contracts in the past.

## 4.0 Tender Estimate

The low tender amount of $8,138,266.10 (excl. HST) is lower than the Engineer's tender estimate by $558,427.90 (excl. HST) or approximately 6.4%.

## 5.0 Conclusions

In summary, based on our detailed review of the tenders submitted, we recommend the following:

1. The required by-law should be drafted and passed by Council to facilitate execution of the Form of Agreement based on the available City funds; and

2. AECOM should be authorized to issue an award letter to the successful Contractor which will include requirements for the Contractor to submit the required contract documentation (ie: bonds, insurance, etc.) and prepare the related contracts for signing by both parties based on the awarded contract amount.

We hope you find this report acceptable, although, please do not hesitate to call should you have any questions regarding the contents of this Tender Report.

Yours very truly,
**AECOM Canada ULC**



Darrell Maahs, C. Tech.
Project Manager

DRM:nm
Encl.

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Carl Rumiel, Director of Engineering |
| DEPARTMENT: | Public Works and Engineering Services |
| RE: | West End Treatment Plant Phase 1 – Engineering Fee Addendum |

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## Purpose

The purpose of this report is to request Council approval to increase the construction administration budget related to Phase 1 of the upgrades at the West End Sewage Treatment Plant.

## Background

At the May 16, 2016 meeting, Council approved an Engineering Agreement with AECOM for consulting engineering services related to the West End Sewage Treatment Plant Phase 1 Upgrades. The current approved engineering fee budget is $5,239,385. At the June 8, 2020 meeting, Council approved awarding the contract to Maple Reinders Constructors Ltd. (Maple) through a competitive bid process at a value of $31,440,700. The original total approved budget for this project was approximately $37.6M.

## Analysis

The project's original projected substantial completion date was June 30, 2022. Numerous unforeseen issues related to the existing sewage treatment plant equipment extended the completion date to November 30, 2022, and ultimately, Maple attained substantial completion on February 28, 2023. There are also numerous deficiencies and construction items that are still outstanding in the project. AECOM has remained committed to administering the contract until its final completion. While continuing with contract administration tasks years past the initial projected completion date, other remaining budgets for items such as UV disinfection and aeration studies, as-constructed drawings, and effluent water system upgrades have been used up by the added contract administration costs. Additional fees are now required to complete those critical engineering tasks and bring the project to a close.

To complete this project, AECOM requires additional fees for engineering, contract administration, and inspection related to various unforeseen extras, construction deficiencies, unfinished work, and the studies and tasks listed in the previous

paragraph. The additional fee request is $315,000. To offset some of these added costs, the City can recover approximately $20,000 in holdbacks from Maple Reinders for the electrical as-built work that they were to complete as part of the contract that AECOM will now complete. Therefore, the total increase to the project budget is $285,000, bringing the engineering fee budget to approximately $5.524M, which represents 14.5% of the overall project cost and is in line with acceptable industry ratios for engineering on an infrastructure project of this type.

**Financial Implications**
When non-recoverable HST is added, cost to complete the additional engineering is estimated to be approximately $290,000 which can be covered within the emergency sanitary sewer allowance from the 2025 Sanitary Sewer budget.

**Strategic Plan / Policy Impact / Climate Impact**
The report links to the Strategic Plan focus area of Infrastructure, and specifically maintaining existing infrastructure.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Engineering dated May 12, 2025, concerning West End Treatment Plant Phase 1 – Engineering Fee Addendum be received and that $290,000 be added to the City's engineering agreement with AECOM.

Respectfully submitted,

Carl Rumiel, P. Eng.
Director of Engineering
705.759.5379
c.rumiel@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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Maggie McAuley, Manager of Design and Transportation Engineering |
| DEPARTMENT: | Public Works and Engineering Services |
| RE: | 2025-4E Fourth Line Culvert Replacement |

---

## Purpose

The purpose of this report is to obtain approval to award Contract 2025-4E for the replacement of the culvert across Fourth Line between Great Northern Road and Old Goulais Bay Road.

## Background

Council approved the replacement of the Fourth Line cross culvert in the 2024 Capital Budget. Due to delays during the design phase, the project was tendered in 2025.

Tenders were received via the City's electronic bidding system. Submissions were opened on Thursday, April 24, 2025 in the presence of City staff. Tender results were made public on the project page in the electronic bidding system

## Analysis

Three tenders were received. All tenders submitted were checked by Tulloch Engineering and found to be complete and valid. Tulloch's tender report is attached. The low tender of $1,299,011 (excluding HST) was received from Trimount Construction Inc.

## Financial Implications

When allowances for engineering costs and non-recoverable HST are added, the City's cost to complete this project is projected to be $1,517,761. This project is funded up to $486,606 by the Ontario Community Infrastructure Fund and the remainder is under the allocation in the 2024 capital budget of $1,500,000.

## Strategic Plan / Policy Impact / Climate Impact

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

## Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Design and Transportation Engineering dated May 12, 2025 concerning Fourth Line culvert replacement be received and that contract 2025-4E be awarded to Trimount Construction Inc.

The relevant By-laws 2025-80 authorizing execution of Contract 2025-4E and 2025-81 authorizing the road closure of Fourth Line from Great Northern Road to Old Goulais Bay Road from May 13, 2025 to October 17, 2025 are listed under Agenda item 12 and will be read with all by-laws under that item.

Respectfully submitted,

Maggie McAuley, P.Eng.
Manager of Design and Transportation Engineering
705.759.5385
m.mcauley@cityssm.on.ca

April 25, 2025
221087

The Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5N1

**Attn: City of Sault Ste. Marie Mayor and Members of Council**
**c/o Maggie McAuley, P.Eng. Municipal Services and Design Engineer**

**Re: Contract 2025-4E – Fourth Line Culvert Replacement**
**Tender Report**

Mayor and Members of Council:

Provided herein is our Tender Evaluation Report with recommendations pertaining to the tenders received for Capital Project 2025-4E, Fourth Line Culvert Replacement.

## Project Description

The general scope of work for which the Contractor shall be responsible includes the excavation and removal of the existing failed culvert, installation and backfill of a new concrete culvert, slope protection, guide railing replacement and road restoration.

## Tendering of the Works

The call for tenders was advertised with the Sault Ste. Marie Construction Association, the City of Sault Ste. Marie website and the Bids and Tenders website. Copies of the Contract Documents were available through the Bids and Tenders website.

One (1) Addendum was issued during the tender period. Tenders closed on April 24, 2025, at 3:00 pm and were opened by representatives of The City of Sault Ste. Marie at approximately 3:15 pm on the same day. Results were posted on the City website and Bidding Website on the same day.

## Tender Prices

Three (3) tenders were received for the works. The tender prices excluding HST, as read at the tender opening, were as follows:

| Contractor | Total Tender Price Excluding HST | Total Tender Price Including HST | Rank |
|---|---|---|---|
| Trimount Construction Inc. | $1,299,010.93 | $1,467,882.35 | 1 |
| Sheppard Custom Building | $1,380,993.20 | $1,560,522.32 | 2 |
| Pioneer Construction Inc. | $1,464,404.25 | $1,654,776.80 | 3 |

The tenders were checked for arithmetic accuracy, and no errors were found.

All the tenders were submitted with the appropriate Tender Security in the amount of 10% of the respective tenders, Agreements to Bond and other required documentation. The Tender Securities were retained by the City for safekeeping. The submitted tenders all included a Contingency Allowance in the amount of $50,000.00.

## Tender Evaluation

### Pricing Evaluation

TULLOCH completed a pretender budget estimate immediately prior to issuing the call for tenders of $1,258,075.00 excluding HST ($1,421,624.75 including HST).

The submitted low bid was $40,935.93 (excluding HST) higher than our estimate, and in the opinion of TULLOCH, the submitted low price is reasonable.

### Completion Dates

The contract documents require that all work be completed by September 30th, 2025.

### TULLOCH's Experience with the Low Bidder

TULLOCH Engineering is very familiar with Trimount Construction Group Inc. and has worked with them on numerous projects. Their submitted past experience meets our expectations and we are of the opinion Trimount Construction Group Inc. has the experience, manpower and equipment necessary to successfully complete the project.

## Tender Validity

The tender contract documents stipulated that the tenders be held open for acceptance for a period of 60 days following the closing date.

## Recommendation

TULLOCH recommends that the Corporation of the City of Sault Ste. Marie award the tender to Trimount Construction Group Inc. for a Total Tender Price of $1,299,010.93 excluding HST ($1,467,882.35 including HST).

## Tender Security

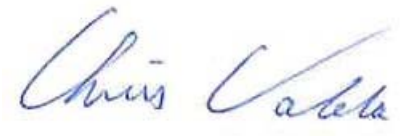
We recommend that the tender security of Trimount Construction Group Inc. and Shepherd Custom Building, the two low bidders, be retained until such time as a contract has been executed between The City of Sault Ste. Marie and Trimount Construction Group Inc.

## Conclusion

Enclosed with this report, please find a completed Agreement for your use at Council. Contract documents for execution are being finalized and will be forwarded to Trimount Construction Group Inc. once the official award of contract has been determined.

The above is respectfully submitted. If you have any questions, please do not hesitate to contact the undersigned.

Yours truly,



Christopher Valela, PhD, P.Eng.
Project Manager,
**TULLOCH**

CV/db

Encls.

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Maggie McAuley, Manager of Design and Transportation Engineering |
| DEPARTMENT: | Public Works and Engineering Services |
| RE: | Traffic Calming Prioritization List 2025 |

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## Purpose

The purpose of this report is to present Council with the 2025 Traffic Calming Prioritization List.

## Background

As per the Traffic Calming Policy, a prioritization list made up of road segments that qualify for traffic calming will be presented to Council annually

## Analysis

Appendix A shows the Traffic Calming Prioritization List. In 2024, a total of 46 traffic calming assessments were performed. The assessments incorporated the following five weighted factors: traffic speeds; traffic volumes; collision history; pedestrian generators; and bicycle facilities or routes. Each road segment was awarded points for its score based on each factor, with a maximum score of 100 points. The minimum threshold to qualify for traffic calming is 75 points.

As part of the 2025 miscellaneous construction contract, staff will be recommending the installation of temporary flexible traffic calming bollards, if budget permits, at the following locations:

- Shannon Road – Wellington Street East to Capp Ave
- Lake Street – MacDonald Avenue to McNabb Street
- Pine Street – MacDonald Avenue to McNabb Street; Willoughby Street to Northern Avenue
- Fourth Line West – Aronson Drive to Peoples Road with paved shoulder improvements

Temporary flexible traffic calming bollards are a form of passive traffic calming that involves installing flexible bollards along the centreline and shoulders of a road segment to encourage slower and more cautious driving. These bollards can be removed prior to the winter so they do not interfere with winter control operations

and can be re-installed the following spring after sweeping operations have concluded. The bollards from the 2024 installation program will be re-installed once road conditions are suitable. There are other locations on the Traffic Calming Prioritization List that have a higher score than the sections listed above, however those locations are not suitable for temporary flexible traffic calming bollards.

**Financial Implications**
The initiatives outlined in this report will be funded within the 2025 Council approved budget under the headline Miscellaneous Construction.

**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 Manager of Design and Transportation Engineering dated May 12, 2025 concerning Traffic Calming Prioritization List 2025 be received as information.

Respectfully submitted,

Maggie McAuley, P.Eng.
Manager of Design and Transportation Engineering
705.759.5385
m.mcauley@cityssm.on.ca

## Appendix A – Traffic Calming Priority List 2025

| Location | From | To | Score | Ward | Posted Speed | Travelled Speed |
|---|---|---|---|---|---|---|
| Northern Avenue | Willow Avenue | Pine Street | 100 | 3 | 50 km/h | 67 km/h |
| Northern Avenue | Sackville Road | Metro Entrance | 97 | 4 | 40 km/h | 63 km/h |
| Old Garden River Road | Windsor Trail | Smyl Boulevard | 95 | 3 | 50 km/h | 68 km/h |
| Shannon Road | Wellington Street | Capp Avenue | 86 | 1 | 50 km/h | 65 km/h |
| Queen Street | Hugill Street | Shannon Road | 85 | 1 | 50 km/h | 68 km/h |
| North Street | Strand Avenue | St Georges Avenue | 82 | 4 | 50 km/h | 59 km/h |
| Boundary Road | South Market Street | Trunk Road | 81 | 1 | 50 km/h | 66 km/h |
| Dacey Road | Queen Street | Chambers Avenue | 79 | 1 | 50 km/h | 67 km/h |
| Shannon Road | Wellington Street | Queen Street | 79 | 1 | 50 km/h | 56 km/h |
| Fourth Line | Aronson Drive | Peoples Road | 78 | 4 | 40 km/h | 68 km/h |
| Queen St | Carmens Way | Huron St | 77 | 2 | 50 km/h | 59 km/h |
| Lake Street | McNabb Street | MacDonald Avenue | 75 | 2 | 40 km/h | 63 km/h |
| Third Line | Peoples Rd | Old Goulais Bay Rd | 80 | 3 | 50km/h | 68km/h |
| Goulais Ave | Chippewa St | Korah Rd | 75 | 4 | 50km/h | 73km/h |

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Freddie Pozzebon, Chief Building Official |
| DEPARTMENT: | Public Works and Engineering Services |
| RE: | Building Inspector Appointment |

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## PURPOSE

The purpose of this report is to seek Council approval of the appointment of Jason Cleminson as Building Inspector.

## BACKGROUND

Toni-Marie Streicher was serving as the Part 9 Building Inspector and recently transitioned to a new role within the Building Division as Senior Plans Examiner. This move created a vacancy for a Building Inspector position. Following the hiring process, Jason Cleminson was selected as the successful candidate for the position of Building Inspector.

## ANALYSIS

N/A

## FINANCIAL IMPLICATIONS

The salary for the Building Inspector role is consistent with the budgeted amount for this position. No additional financial impact is expected as a result of this appointment.

## STRATEGIC PLAN / POLICY IMPACT

Within the Corporate Strategic Plan our focus area for Service delivery will concentrate on the delivery of excellent customer service. The Building Inspector positions are in place to allow the City of Sault Ste. Marie to have an efficient approach to building inspections.

## RECOMMENDATION

It is recommended that Council approve the following actions:

The relevant by-Law 2025-76 appears under item 12 of the agenda and will be read with all by-laws under that item.

Respectfully submitted,

Freddie Pozzebon
Chief Building Official
705.541.7151
f.pozzebon@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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Jeffrey King, Solicitor |
| DEPARTMENT: | Legal Department |
| RE: | Update – Performance Bonds and Letters of Credit |

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## Purpose

The purpose of this report is to respond to the follow-up to a 2019 Council resolution:

> *Whereas the City requires residential developers to provide a letter of credit when they begin a development;*
>
> *Whereas it can be challenging for a smaller residential developer to provide a letter of credit prior to beginning a development;*
>
> *Whereas the City has accepted Performance Bonds but does not generally do so for residential developments;*
>
> *Whereas smaller developers who may not be able to offer a line of credit may be able to post a performance bond;*
>
> *Whereas the City wants to make every reasonable effort to be development friendly;*
>
> *Now Therefore City Council directs City Staff to consider accepting Performance Bonds in lieu of letters of credit and report back to City Council on the appropriateness and advisability of doing so.*

## Background

Staff reported to Council in September 2019 regarding the above resolution and received direction to advance a pilot project using a subdivision bond when it was appropriate in the situation.

## Analysis

A pilot was successfully conducted with Ficmar Development Inc. to develop a phase of the Greenfield Subdivision. As the development continued to different phases, the parties continued to work under a subdivision bond. As the

subdivision's final aspects wrapped up, the remaining bond was reduced to a nominal amount.

While staff implemented and ran this pilot, the provincial government implemented Ontario Regulation 461/24: Surety Bonds—Section 70.3.1 of the Act [*Planning Act*], which took effect on November 20, 2024. This regulation confirms that landowners and applicants for approval of land use planning matters may stipulate that a surety bond meeting the regulation's criteria be used to secure an obligation imposed by the municipality as part of land use planning. Similar criteria were created and requested by staff under the City's pilot project to mitigate the usual risks bonds carry as opposed to a letter of credit.

The new Regulation requires the City to accept surety bonds for land use planning matters, such as site plan control and subdivision agreements, from developers qualified by a surety and able to offer the appropriate bond amount. The surety vets the developer to ensure that financial and other required means, such as operational practice and equipment, exist to complete the project being bonded.

**Financial Implications**
There is no financial impact to this report.

**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 Solicitor dated May 12, 2025 concerning Performance Bonds and Letters of Credit be received as information.

Respectfully submitted,

Jeffrey King
Solicitor
705.759.2662
j.king3@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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Shelley J. Schell, CPA, CA Chief Financial Officer and Treasurer |
| DEPARTMENT: | Corporate Services |
| RE: | Year End Financial Report – December 31, 2024 |

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## Purpose

The purpose of this report is to provide the Year End Operating and Capital Financial Report for December 31, 2024 and to seek Council approval of year end reserve transfers.

## Background

Council approved the Surplus Policy on September 11, 2017, which provided that any surplus would be allocated as follows:

- 40% to Tax Stabilization Reserve
- 30% to Capital Reserves
- 30% to Long Term Debt

As at December 31, 2024, the unaudited surplus for the year is $60,362, after accounting for the Sault Ste Marie Police Services Board (SSMPSB) deficit of $2,889,856. The surplus has been allocated in accordance with the policy in the financial report.

## Analysis

The 2024 year-end position was significantly impacted by the deficit of Police Services.

| | |
|---|---|
| Corporate surplus, excluding SSMPSB | $2,950,218 |
| SSMPSB deficit | ($2,889,856) |
| Net corporate surplus | $ 60,362 |

The SSMPSB did not report a forecasted deficit to Council or staff during the fiscal year, and a deficit was not reflected in the City's SSMPSB local board levy budget variance until after year-end. The SSMPSB has provided their review of the year-end results, which is included in Appendix B and also on the Police Services website (https://saultpolice.ca/2024-budget-deficit-analysis-and-mitigation/).

Key variances to note for the Corporate surplus, excluding the SSMPSB deficit, are:

| $(000) | Variance (+ surplus/-deficit) |
|---|---|
| Tax stabilization not realized | (1,000) |
| Interest income (investments and penalties on receivables) | 2,014 |
| Long Term Care grant | 483 |
| Winter control | (207) |
| Insurance | 370 |
| Salary Gapping | 1,050 |
| Street lighting | 764 |

The detailed operating department variances are included in the Manager of Finance's fourth quarter report in Appendix A.

The SSMPSB's significant deficit impacts the overall City operations in that surpluses from City operations must be utilized to offset the deficit. These surpluses are no longer available to assist in building reserves as per the Surplus Policy or to be used for other City investments, as was done with the 2023 surplus.

The SSMPSB 2024 financial report can be found in Appendix B.

*Capital*
Appendix C includes a summary of the 2024 Capital Budget.

*Year-End Reserve Transfers*
Year-end reserve transfers for 2024 are reflected in Appendix D for Council approval. The transfer to the Computer Software Reserve will exceed the current established target level of $100,000. With limited resources in this area, exceeding the target level would preserve much-needed funding.

**Financial Implications**
The financial impact of the year end surplus and Capital budget are included in the analysis section of the report.

**Strategic Plan / Policy Impact / Climate Impact**
This is an operational matter not articulated in the strategic plan.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer and Treasurer dated May 12, 2025 concerning the Year End Financial Report – December 31, 2024 be received and that 2024 year-end transfers be approved.

Respectfully submitted,

Shelley J. Schell, CPA, CA
Chief Financial
Officer/Treasurer
705.759.5355
s.schell@cityssm.on.ca

| | Actual 2024 | Budget 2024 | Variance | Notes |
|---|---|---|---|---|
| Mayor and Council | 679,809 | 700,673 | 20,864 | |
| Chief Administrative Officer | 415,218 | 436,000 | 20,782 | |
| Corporate Services | 7,277,680 | 7,506,602 | 228,922 | 1 |
| Legal | 5,254,530 | 5,933,673 | 679,143 | 2 |
| Fire Services | 16,400,544 | 15,996,095 | (404,449) | 3 |
| Public Works and Engineering | 50,085,921 | 49,629,366 | (456,555) | 4 |
| Community Development and Enterprise Services | 20,648,572 | 20,889,541 | 240,969 | 5 |
| Levy Board | 24,669,233 | 24,794,407 | 125,174 | |
| Outside Agencies | 44,873,636 | 41,995,055 | (2,878,581) | 6 |
| Corporate | (179,158,447) | (176,674,355) | 2,484,092 | 7 |
| Capital and Debt | 8,792,943 | 8,792,943 | (0) | |
| | (60,362) | - | 60,362 | |

**Notes:**

**Overall**
Operating departments, for the most part, delivered services within their Council approved budgets. The overall surplus of $60k has been described in length in the body of the report. As mentioned in the report, the year-end position can be further defined as a City surplus of $2.94 million and a deficit as a result of the City's Outside Agencies, predominantly Police Services, of $2.88 million. Specific to City governed operations, the surplus can be narrowed down to the following:
1 - Salary Gapping - $1.05 million surplus
2 - Investment Income - $2 million surplus
3 - Insurance Expense - $370k surplus
4 - Additional Supplemental Taxation Revenue - $500k surplus
5 - Tax Stabilization Reserve not required - $1 million deficit
The items listed above are notable to Council, however, it should be stated that various revenue and expenditure accounts will fluctuate but will result in a net impact of zero due to year-end balancing. Examples of this include sanitary revenues and expenditures, building permits, Municipal Accommodation Tax, as well as a number of other sub-departments.

**1 - Corporate Services**
Corporate Services reflects a surplus of $230k primarily as a net result of gapping of $102k, additional revenues within the Clerk's department of $46k and various underspent accounts accounting for the difference.

**2 - Legal**
Legal Services, which incudes Human Resources, represents a surplus of $680k. This is primarily due to an under expenditure in insurance costs and better than anticipated net revenues and expenses related to Provincial Offences.

**3 - Fire Services**
Fire Services reflects a deficit of $400k primarily due to contract settlement and retro payments. Included within the 2024 budget was an amount for these payments, however, they were budgeted for within Corporate Services which is the existing practice. When taking this into consideration, Fire Services can be restated to a surplus of $20k.

**4 - Public Works & Engineering**
Public Works & Engineering is reflecting an overall deficit of $455k as highlighted above. There are a number of pieces that contribute to this, such as an over expenditure in vehicle maintenance of $1.3 million, consisting of repair parts overage and winter control hired equipment overage for snow removal contractors. This is offset, for the most part, by savings in utilities and fuel. For Winter Control specifically, operations are overspent by $207k which includes the variances listed above. Salaries and benefits are overspent by $490k, primarily in Waste Management; however, this sub-department balances to the levy amount by utilizing the transfer to reserve to balance, similar to sanitary activities. There were significant underexpenditures in streetlighting costs in the amount of $764k, which were used to offset the overexpenditures noted above. The City budgets streetlight costs based on estimates from the PUC. Should this trend continue, staff will adjust future budgets accordingly.

**5 - Community Development & Enterprise Services**
Community Development & Enterprise Services is reflecting a surplus position of $240k due to various activities. Transit services is reflecting a net over expenditure of $310k due to over spending on vehicle maintenance and materials, partially offset by additional revenues. The overage in vehicle maintenance and materials is due to various rebuilds in efforts to reduce costs rather than ordering completely new engines and transmissions. This deficit is offset by recreation and culture which experienced higher than anticipated fees and user charges from better than expected utilization throughout the year. Collectively, the NCC and JRCC operated at a net over expenditure of $25k while the GFL operated at a net deficit of $124k.

**6 - Outside Agencies**
The variance relates to Police Services. Police Services, as a whole, reflects overspending of $2.9 million.

**7 - Corporate**
Corporate Revenues and Expenditures reflect a surplus of $2.5 million. This is due to investment income being higher than budgeted by $2 million dollars, a $1 million draw from the tax stabilization reserve not required, unbudgeted revenues of $500k for the Transitional Mitigation Payment for Long-term Care (2025 final year), additional supplemental taxation revenue of $500k and higher than anticipated revenues from OLG of $300k.

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Taxation | ($143,844,322.07) | ($143,335,325.00) | $508,997.07 | (0.36%) | ($137,617,494.39) | ($136,832,579.00) | (0.57%) |
| Payment in lieu of taxes | ($4,929,052.34) | ($4,888,407.00) | $40,645.34 | (0.83%) | ($4,694,248.87) | ($4,573,680.00) | (2.64%) |
| Fees and user charges | ($37,689,044.00) | ($34,645,433.00) | $3,043,611.00 | (8.79%) | ($33,408,034.21) | ($30,517,261.00) | (9.47%) |
| Government grants | ($21,324,460.65) | ($20,697,425.00) | $627,035.65 | (3.03%) | ($22,096,314.09) | ($20,330,845.00) | (8.68%) |
| Interest and investment income | ($8,334,846.21) | ($6,289,000.00) | $2,045,846.21 | (32.53%) | ($8,298,031.79) | ($4,780,000.00) | (73.60%) |
| Contribution from own funds | ($2,054,270.12) | ($1,766,416.00) | $287,854.12 | (16.30%) | ($1,236,629.46) | ($2,125,143.00) | 41.81% |
| Other income | ($5,084,096.42) | ($2,839,746.00) | $2,244,350.42 | (79.03%) | ($4,057,650.52) | ($2,962,354.00) | (36.97%) |
| Change in future employee benefits | 1,311,771.21 | | ($1,311,771.21) | 0.00% | $335,185.39 | | 0.00% |
| | **($221,948,320.60)** | **($214,461,752.00)** | **$7,486,568.60** | **(3.49%)** | **($211,073,217.94)** | **($202,121,862.00)** | **(4.43%)** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $55,995,012.47 | $55,281,452.00 | ($713,560.47) | (1.29%) | $52,449,073.07 | $51,624,164.00 | (1.60%) |
| Benefits | $16,381,520.48 | $16,046,059.00 | ($335,461.48) | (2.09%) | $13,612,818.46 | $15,435,563.00 | 11.81% |
| **TOTAL SALARIES/BENEFITS** | **$72,376,532.95** | **$71,327,511.00** | **($1,049,021.95)** | **(1.47%)** | $66,061,891.53 | **$67,059,727.00** | **1.49%** |
| Travel and training | $449,617.83 | $554,862.00 | $105,244.17 | 18.97% | $399,237.31 | $572,357.00 | 30.25% |
| Vehicle allowance, maintenance and repairs | $5,516,600.36 | $3,818,192.00 | ($1,698,408.36) | (44.48%) | $5,473,252.89 | $3,765,223.00 | (45.36%) |
| Utilities and fuel | $10,579,236.59 | $12,266,830.00 | $1,687,593.41 | 13.76% | $10,853,098.92 | $11,715,586.00 | 7.36% |
| Materials and supplies | $8,950,853.21 | $6,763,401.00 | ($2,187,452.21) | (32.34%) | $7,709,185.33 | $6,452,127.00 | (19.48%) |
| Maintenance and repairs | $3,589,573.94 | $3,377,187.00 | ($212,386.94) | (6.29%) | $3,014,298.88 | $2,737,886.00 | (10.10%) |
| Program expenses | $1,169,277.56 | $911,192.00 | ($258,085.56) | (28.32%) | $921,275.44 | $916,195.00 | (0.55%) |
| Goods for resale | $933,564.12 | $772,271.00 | ($161,293.12) | (20.89%) | $719,538.25 | $641,171.00 | (12.22%) |
| Rents and leases | $225,140.32 | $172,557.00 | ($52,583.32) | (30.47%) | $218,737.88 | $172,557.00 | (26.76%) |
| Taxes and licenses | $2,638,846.36 | $2,978,736.00 | $339,889.64 | 11.41% | $2,445,033.27 | $2,552,803.00 | 4.22% |
| Financial expenses | $3,960,678.49 | $2,514,688.00 | ($1,445,990.49) | (57.50%) | $2,038,484.58 | $2,597,621.00 | 21.52% |
| Purchased and contracted services | $10,627,192.29 | $10,416,009.00 | ($211,183.29) | (2.03%) | $11,263,162.92 | $11,060,089.00 | (1.84%) |
| Grants to others | $69,410,173.67 | $66,390,962.00 | ($3,019,211.67) | (4.55%) | $63,941,355.40 | $61,384,243.00 | (4.17%) |
| Long term debt | $1,323,170.56 | $1,400,000.00 | $76,829.44 | 5.49% | $1,207,455.68 | $1,866,135.00 | 35.30% |
| Transfer to own funds | $30,253,034.80 | $30,646,480.00 | $393,445.20 | 1.28% | $37,802,783.00 | $28,482,578.00 | (32.72%) |
| Capital expense | $436,157.29 | $406,004.00 | ($30,153.29) | (7.43%) | $360,065.96 | $400,694.00 | 10.14% |
| Depreciation | | | $0.00 | 0.00% | $19,450,853.41 | | 0.00% |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | ($55,932.54) | | 0.00% |
| Less: recoverable costs | ($551,691.36) | ($255,130.00) | $296,561.36 | (116.24%) | ($319,434.79) | ($255,130.00) | (25.20%) |
| **TOTAL OTHER EXPENSES** | **$149,511,426.03** | **$143,134,241.00** | **($6,377,185.03)** | **(4.46%)** | **$140,163,903.35** | **$109,157,923.00** | **(28.40%)** |
| | $221,887,958.98 | $214,461,752.00 | ($7,426,206.98) | (3.46%) | $237,217,471.19 | $205,126,307.00 | (15.64%) |
| **NET (REVENUE)/EXPENDITURE** | **($60,361.62)** | **$0.00** | **$60,361.62** | **0.00%** | **$22,431,125.38** | **$0.00** | **0.00%** |

| | | | | |
|---|---|---|---|---|
| Mayor and Council | 679,809.13 | 700,673.00 | 20,863.87 | 2.98% |
| Chief Administrative Officer | 415,217.84 | 436,000.00 | 20,782.16 | 4.77% |
| Corporate Services | 7,277,679.59 | 7,506,602.00 | 228,922.41 | 3.05% |
| Legal | 5,254,529.51 | 5,933,673.00 | 679,143.49 | 11.45% |
| Fire Services | 16,400,543.74 | 15,996,095.00 | (404,448.74) | -2.53% |
| Public Works and Engineering | 50,085,921.12 | 49,629,366.00 | (456,555.12) | -0.92% |
| Community Development & Enterprise Services | 20,648,572.11 | 20,889,541.00 | 240,968.89 | 1.15% |
| Levy Board | 24,669,233.00 | 24,794,407.00 | 125,174.00 | 0.50% |
| Outside Agencies | 44,873,635.90 | 41,995,055.00 | (2,878,580.90) | -6.85% |
| Corporate | (179,158,446.70) | (176,674,355.00) | 2,484,091.70 | -1.41% |
| Capital and Debt | 8,792,943.14 | 8,792,943.00 | (0.14) | 0.00% |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| **EXPENDITURES** | | | | | | | |
| Salaries | $504,838.07 | $529,844.00 | $25,005.93 | 4.72% | $445,583.49 | $497,764.00 | 10.48% |
| Benefits | $82,745.23 | $74,834.00 | ($7,911.23) | (10.57%) | $69,987.25 | $82,524.00 | 15.19% |
| **TOTAL SALARIES/BENEFITS** | **$587,583.30** | **$604,678.00** | **$17,094.70** | **2.83%** | **$515,570.74** | **$580,288.00** | **11.15%** |
| Travel and training | $27,262.01 | $20,000.00 | ($7,262.01) | (36.31%) | $16,501.87 | $20,000.00 | 17.49% |
| Vehicle allowance, maintenance and repairs | $34,163.43 | $35,675.00 | $1,511.57 | 4.24% | $32,985.00 | $35,675.00 | 7.54% |
| Materials and supplies | $26,387.87 | $23,220.00 | ($3,167.87) | (13.64%) | $68,515.19 | $64,996.00 | (5.41%) |
| Purchased and contracted services | $3,084.14 | $2,100.00 | ($984.14) | (46.86%) | $2,864.34 | $2,100.00 | (36.40%) |
| Grants to others | $1,304.34 | $15,000.00 | $13,695.66 | 91.30% | $4,188.94 | $35,000.00 | 88.03% |
| Capital expense | $24.04 | | ($24.04) | 0.00% | | | 0.00% |
| **TOTAL OTHER EXPENSES** | **$92,225.83** | **$95,995.00** | **$3,769.17** | **3.93%** | **$125,055.34** | **$157,771.00** | **20.74%** |
| | $679,809.13 | $700,673.00 | $20,863.87 | 2.98% | $640,626.08 | $738,059.00 | 13.20% |
| **NET (REVENUE)/EXPENDITURE** | **$679,809.13** | **$700,673.00** | **$20,863.87** | **2.98%** | **$640,626.08** | **$738,059.00** | **13.20%** |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Contribution from own funds | ($57,589.04) | | $57,589.04 | 0.00% | | | 0.00% |
| Other income | ($78,818.48) | | $78,818.48 | 0.00% | | | 0.00% |
| | ($136,407.52) | $0.00 | $136,407.52 | 0.00% | $0.00 | $0.00 | 0.00% |
| **EXPENDITURES** | | | | | | | |
| Salaries | $336,050.61 | $332,926.00 | ($3,124.61) | (0.94%) | $343,047.67 | $309,986.00 | (10.67%) |
| Benefits | $62,464.40 | $80,543.00 | $18,078.60 | 22.45% | $83,940.27 | $77,478.00 | (8.34%) |
| **TOTAL SALARIES/BENEFITS** | **$398,515.01** | **$413,469.00** | **$14,953.99** | **3.62%** | **$426,987.94** | **$387,464.00** | **(10.20%)** |
| Travel and training | $7,404.16 | $4,260.00 | ($3,144.16) | (73.81%) | $8,541.88 | $4,260.00 | (100.51%) |
| Vehicle allowance, maintenance and repairs | $5,146.78 | $4,500.00 | ($646.78) | (14.37%) | $4,996.56 | $4,500.00 | (11.03%) |
| Materials and supplies | $18,280.60 | $13,591.00 | ($4,689.60) | (34.51%) | $22,983.99 | $13,591.00 | (69.11%) |
| Program expenses | $2,170.00 | | ($2,170.00) | 0.00% | | | 0.00% |
| Purchased and contracted services | $62,356.98 | $30.00 | ($62,326.98) | (207,756.60%) | | $30.00 | 100.00% |
| Grants to others | $57,589.04 | | ($57,589.04) | 0.00% | | | 0.00% |
| Capital expense | 162.79 | $150.00 | ($12.79) | (8.53%) | | $150.00 | 100.00% |
| Depreciation | | | $0.00 | 0.00% | $14,948.97 | | 0.00% |
| **TOTAL OTHER EXPENSES** | **153110.35** | **$22,531.00** | **($130,579.35)** | **(579.55%)** | **$51,471.40** | **$22,531.00** | **(128.45%)** |
| | $551,625.36 | $436,000.00 | ($115,625.36) | (26.52%) | $478,459.34 | $409,995.00 | (16.70%) |
| **NET (REVENUE)/EXPENDITURE** | **$415,217.84** | **$436,000.00** | **$20,782.16** | **4.77%** | **$478,459.34** | **$409,995.00** | **(16.70%)** |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Fees and user charges | ($149,090.37) | ($126,643.00) | $22,447.37 | (17.72%) | ($138,286.29) | ($121,840.00) | (13.50%) |
| Government grants | ($283,299.84) | ($150,000.00) | $133,299.84 | (88.87%) | | | 0.00% |
| Contribution from own funds | | | $0.00 | 0.00% | ($66,910.90) | ($50,000.00) | (33.82%) |
| Other income | ($184,825.05) | ($119,666.00) | $65,159.05 | (54.45%) | ($174,454.38) | ($119,317.00) | (46.21%) |
| | **($617,215.26)** | **($396,309.00)** | **$220,906.26** | **(55.74%)** | **($379,651.57)** | **($291,157.00)** | **(30.39%)** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $3,828,669.58 | $3,935,596.00 | $106,926.42 | 2.72% | $3,680,336.74 | $3,847,123.00 | 4.34% |
| Benefits | $1,031,017.42 | $1,026,156.00 | ($4,861.42) | (0.47%) | $956,763.70 | $1,043,257.00 | 8.29% |
| **TOTAL SALARIES/BENEFITS** | **$4,859,687.00** | **$4,961,752.00** | **$102,065.00** | **2.06%** | **$4,637,100.44** | **$4,890,380.00** | **5.18%** |
| Travel and training | $21,099.01 | $19,564.00 | ($1,535.01) | (7.85%) | $21,503.08 | $19,564.00 | (9.91%) |
| Vehicle allowance, maintenance and repairs | $116.17 | $620.00 | $503.83 | 81.26% | $146.33 | $620.00 | 76.40% |
| Materials and supplies | $364,852.50 | $400,874.00 | $36,021.50 | 8.99% | $333,440.27 | $295,519.00 | (12.83%) |
| Maintenance and repairs | $1,271,948.84 | $1,523,520.00 | $251,571.16 | 16.51% | $878,870.28 | $1,004,660.00 | 12.52% |
| Goods for resale | $17,520.00 | $19,200.00 | $1,680.00 | 8.75% | $8,592.00 | $19,200.00 | 55.25% |
| Rents and leases | $9,070.66 | $3,000.00 | ($6,070.66) | (202.36%) | $25,071.68 | $3,000.00 | (735.72%) |
| Financial expenses | $26,679.20 | $30,500.00 | $3,820.80 | 12.53% | $34,323.95 | $60,500.00 | 43.27% |
| Purchased and contracted services | $780,806.01 | $751,031.00 | ($29,775.01) | (3.96%) | $541,440.50 | $795,728.00 | 31.96% |
| Grants to others | 508.8 | $2,000.00 | $1,491.20 | 74.56% | | $2,000.00 | 100.00% |
| Transfer to own funds | 435567.62 | $85,000.00 | ($350,567.62) | (412.43%) | $579,198.48 | 85000 | (581.41%) |
| Capital expense | $107,039.04 | $105,850.00 | ($1,189.04) | (1.12%) | $96,445.57 | $105,850.00 | 8.88% |
| Depreciation | | | $0.00 | 0.00% | $247,365.25 | | 0.00% |
| **TOTAL OTHER EXPENSES** | **$3,035,207.85** | **$2,941,159.00** | **($94,048.85)** | **(3.20%)** | **$2,766,397.39** | **$2,391,641.00** | **(15.67%)** |
| | $7,894,894.85 | $7,902,911.00 | $8,016.15 | 0.10% | $7,403,497.83 | $7,282,021.00 | (1.67%) |
| **NET (REVENUE)/EXPENDITURE** | **$7,277,679.59** | **$7,506,602.00** | **$228,922.41** | **3.05%** | **$7,023,846.26** | **$6,990,864.00** | **(0.47%)** |

| | | | | |
|---|---|---|---|---|
| IT | 3,452,449.00 | 3,452,449.00 | - | 0.00% |
| Finance | 2,645,689.46 | 2,765,837.00 | 120,147.54 | 4.34% |
| Clerk's | 1,179,541.13 | 1,288,316.00 | 108,774.87 | 8.44% |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Fees and user charges | ($1,611,213.97) | ($1,535,037.00) | $76,176.97 | (4.96%) | ($1,385,635.19) | ($1,535,037.00) | 9.73% |
| Government grants | | ($1,540.00) | ($1,540.00) | 100.00% | | ($1,540.00) | 100.00% |
| Interest and investment income | ($31,523.92) | | $31,523.92 | 0.00% | ($21,655.93) | | 0.00% |
| Contribution from own funds | -10318.99 | | $10,318.99 | 0.00% | | | 0.00% |
| | **($1,653,056.88)** | **($1,536,577.00)** | **$116,479.88** | **(7.58%)** | **($1,407,291.12)** | **($1,536,577.00)** | **8.41%** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $2,218,833.52 | $2,228,104.00 | $9,270.48 | 0.42% | $2,185,618.14 | $2,091,978.00 | (4.48%) |
| Benefits | $1,655,736.77 | $1,643,904.00 | ($11,832.77) | (0.72%) | $1,791,547.98 | $1,621,950.00 | (10.46%) |
| **TOTAL SALARIES/BENEFITS** | **$3,874,570.29** | **$3,872,008.00** | **($2,562.29)** | **(0.07%)** | **$3,977,166.12** | **$3,713,928.00** | **(7.09%)** |
| Travel and training | $69,533.10 | $117,706.00 | $48,172.90 | 40.93% | $41,300.14 | $106,306.00 | 61.15% |
| Vehicle allowance, maintenance and repairs | $349.86 | $950.00 | $600.14 | 63.17% | 390.51 | $300.00 | (30.17%) |
| Materials and supplies | $96,039.91 | $111,766.00 | $15,726.09 | 14.07% | $106,707.52 | $116,934.00 | 8.75% |
| Maintenance and repairs | $2,891.39 | $5,389.00 | $2,497.61 | 46.35% | $5,825.83 | $5,389.00 | (8.11%) |
| Rents and leases | $71,078.56 | $79,302.00 | $8,223.44 | 10.37% | $70,492.33 | $79,302.00 | 11.11% |
| Taxes and licenses | $2,335,545.84 | $2,703,222.00 | $367,676.16 | 13.60% | $2,147,948.14 | $2,289,098.00 | 6.17% |
| Purchased and contracted services | $438,159.73 | $551,507.00 | $113,347.27 | 20.55% | $422,162.77 | $562,207.00 | 24.91% |
| Capital expense | $19,417.71 | $28,400.00 | $8,982.29 | 31.63% | $16,852.44 | $28,400.00 | 40.66% |
| Depreciation | | | $0.00 | 0.00% | $293.41 | | 0.00% |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | $6,622.06 | | 0.00% |
| **TOTAL OTHER EXPENSES** | **$3,033,016.10** | **$3,598,242.00** | **$565,225.90** | **15.71%** | **$2,818,595.15** | **$3,187,936.00** | **11.59%** |
| | $6,907,586.39 | $7,470,250.00 | $562,663.61 | 7.53% | $6,795,761.27 | $6,901,864.00 | 1.54% |
| **NET (REVENUE)/EXPENDITURE** | **$5,254,529.51** | **$5,933,673.00** | **$679,143.49** | **11.45%** | **$5,388,470.15** | **$5,365,287.00** | **(0.43%)** |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Fees and user charges | ($1,052,874.83) | ($912,613.00) | $140,261.83 | (15.37%) | ($974,442.14) | ($802,615.00) | (21.41%) |
| Contribution from own funds | | | $0.00 | 0.00% | ($21,302.11) | | 0.00% |
| Other income | ($53,768.55) | ($3,375.00) | $50,393.55 | (1,493.14%) | ($2,153.21) | ($3,375.00) | 36.20% |
| | **($1,106,643.38)** | **($915,988.00)** | **$190,655.38** | **(20.81%)** | **($997,897.46)** | **($805,990.00)** | **(23.81%)** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $12,294,782.36 | $11,877,407.00 | ($417,375.36) | (3.51%) | $11,641,042.42 | $11,304,060.00 | (2.98%) |
| Benefits | $3,376,149.56 | $3,421,007.00 | $44,857.44 | 1.31% | $3,099,028.74 | $3,344,939.00 | 7.35% |
| **TOTAL SALARIES/BENEFITS** | **$15,670,931.92** | **$15,298,414.00** | **($372,517.92)** | **(2.44%)** | **$14,740,071.16** | **$14,648,999.00** | **(0.62%)** |
| Travel and training | $82,054.33 | $71,566.00 | ($10,488.33) | (14.66%) | $106,595.88 | $121,220.00 | 12.06% |
| Vehicle allowance, maintenance and repairs | $398,345.96 | $244,600.00 | ($153,745.96) | (62.86%) | $423,356.82 | $220,100.00 | (92.35%) |
| Utilities and fuel | $180,759.58 | $363,000.00 | $182,240.42 | 50.20% | $303,374.42 | $337,000.00 | 9.98% |
| Materials and supplies | $408,711.04 | $293,228.00 | ($115,483.04) | (39.38%) | $385,981.52 | $285,920.00 | (35.00%) |
| Maintenance and repairs | $237,587.33 | $165,636.00 | ($71,951.33) | (43.44%) | $271,616.95 | $150,319.00 | (80.69%) |
| Financial expenses | $6,043.76 | $4,000.00 | ($2,043.76) | (51.09%) | $6,015.38 | $2,500.00 | (140.62%) |
| Purchased and contracted services | $24,025.96 | $20,800.00 | ($3,225.96) | (15.51%) | $21,808.16 | $19,300.00 | (13.00%) |
| Transfer to own funds | 442764.18 | $390,273.00 | ($52,491.18) | (13.45%) | $408,607.69 | $380,689.00 | (7.33%) |
| Capital expense | $55,963.06 | $60,566.00 | $4,602.94 | 7.60% | $63,376.85 | $60,566.00 | (4.64%) |
| Depreciation | | | $0.00 | 0.00% | $513,724.00 | | 0.00% |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | ($10,142.07) | | 0.00% |
| **TOTAL OTHER EXPENSES** | **$1,836,255.20** | **$1,613,669.00** | **($222,586.20)** | **(13.79%)** | **$2,494,315.60** | **$1,577,614.00** | **(58.11%)** |
| | $17,507,187.12 | $16,912,083.00 | ($595,104.12) | (3.52%) | $17,234,386.76 | $16,226,613.00 | (6.21%) |
| **NET (REVENUE)/EXPENDITURE** | **$16,400,543.74** | **$15,996,095.00** | **($404,448.74)** | **(2.53%)** | **$16,236,489.30** | **$15,420,623.00** | **(5.29%)** |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Fees and user charges | ($3,901,690.06) | ($3,726,999.00) | $174,691.06 | (4.69%) | ($4,048,851.09) | ($3,683,547.00) | (9.92%) |
| Government grants | ($149,385.26) | ($238,721.00) | ($89,335.74) | 37.42% | ($685,996.95) | ($743,424.00) | 7.72% |
| Contribution from own funds | ($35,584.53) | ($247,122.00) | ($211,537.47) | 85.60% | ($19,954.59) | ($165,878.00) | 87.97% |
| Other income | ($298,651.23) | ($90,000.00) | $208,651.23 | (231.83%) | ($438,527.31) | ($90,000.00) | (387.25%) |
| | **($4,385,311.08)** | **($4,302,842.00)** | **$82,469.08** | **(1.92%)** | **($5,193,329.94)** | **($4,682,849.00)** | **(10.90%)** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $20,905,942.01 | $20,750,724.00 | ($155,218.01) | (0.75%) | $19,092,811.56 | $18,970,390.00 | (0.65%) |
| Benefits | $5,994,764.87 | $5,660,716.00 | ($334,048.87) | (5.90%) | $5,100,496.61 | $5,385,469.00 | 5.29% |
| **TOTAL SALARIES/BENEFITS** | **$26,900,706.88** | **$26,411,440.00** | **($489,266.88)** | **(1.85%)** | **$24,193,308.17** | **$24,355,859.00** | **0.67%** |
| Travel and training | $150,408.53 | $131,640.00 | ($18,768.53) | (14.26%) | $116,377.41 | $114,440.00 | (1.69%) |
| Vehicle allowance, maintenance and repairs | $3,736,297.48 | $2,411,938.00 | ($1,324,359.48) | (54.91%) | $3,850,521.28 | $2,413,810.00 | (59.52%) |
| Utilities and fuel | $6,447,534.10 | $7,882,884.00 | $1,435,349.90 | 18.21% | $6,730,218.21 | $7,508,296.00 | 10.36% |
| Materials and supplies | $4,660,236.86 | $4,275,146.00 | ($385,090.86) | (9.01%) | $4,469,978.24 | $3,994,167.00 | (11.91%) |
| Maintenance and repairs | $253,292.28 | $247,725.00 | ($5,567.28) | (2.25%) | $231,851.10 | $233,400.00 | 0.66% |
| Taxes and licenses | $91,959.74 | $95,544.00 | $3,584.26 | 3.75% | $95,277.21 | $90,455.00 | (5.33%) |
| Financial expenses | $164,617.63 | $6,400.00 | ($158,217.63) | (2,472.15%) | $117,737.04 | $6,428.00 | (1,731.63%) |
| Purchased and contracted services | $7,443,064.42 | $7,051,634.00 | ($391,430.42) | (5.55%) | $7,247,224.37 | $7,476,266.00 | 3.06% |
| Transfer to own funds | $5,068,464.25 | $5,536,528.00 | $468,063.75 | 8.45% | $4,535,853.44 | $4,342,829.00 | (4.44%) |
| Capital expense | $106,341.39 | $136,459.00 | $30,117.61 | 22.07% | $66,890.79 | $137,159.00 | 51.23% |
| Depreciation | | | $0.00 | 0.00% | $15,048,570.38 | | 0.00% |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | ($58,933.53) | | 0.00% |
| Less: recoverable costs | ($551,691.36) | ($255,130.00) | $296,561.36 | (116.24%) | ($319,434.79) | ($255,130.00) | (25.20%) |
| **TOTAL OTHER EXPENSES** | **$27,570,525.32** | **$27,520,768.00** | **($49,757.32)** | **(0.18%)** | **$42,132,131.15** | **$26,062,120.00** | **(61.66%)** |
| | $54,471,232.20 | $53,932,208.00 | ($539,024.20) | (1.00%) | **$66,325,439.32** | $50,417,979.00 | (31.55%) |
| **NET (REVENUE)/EXPENDITURE** | **$50,085,921.12** | **$49,629,366.00** | **($456,555.12)** | **(0.92%)** | **$61,132,109.38** | **$45,735,130.00** | **(33.67%)** |

| | | | | |
|---|---|---|---|---|
| Public Works | $36,492,572.98 | $35,289,302.00 | ($1,203,270.98) | (3.41%) |
| Engineering | $13,593,348.14 | $14,340,064.00 | $746,715.86 | 5.21% |
| | $50,085,921.12 | $49,629,366.00 | ($456,555.12) | |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Fees and user charges | ($2,239,614.15) | ($2,340,246.00) | ($100,631.85) | 4.30% | ($2,615,114.55) | ($2,337,007.00) | (11.90%) |
| Government grants | ($71,503.72) | ($64,000.00) | $7,503.72 | (11.72%) | ($571,581.60) | ($568,703.00) | (0.51%) |
| Contribution from own funds | ($35,584.53) | ($5,000.00) | $30,584.53 | (611.69%) | ($19,954.59) | ($5,000.00) | (299.09%) |
| Other income | ($298,651.22) | ($90,000.00) | $208,651.22 | (231.83%) | ($438,527.31) | ($90,000.00) | (387.25%) |
| | **($2,645,353.62)** | **($2,499,246.00)** | **$146,107.62** | **(5.85%)** | **($3,645,178.05)** | **($3,000,710.00)** | **(21.48%)** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $17,280,192.20 | $17,010,846.00 | ($269,346.20) | (1.58%) | $15,839,613.85 | $15,616,472.00 | (1.43%) |
| Benefits | $5,043,069.45 | $4,706,732.00 | ($336,337.45) | (7.15%) | $4,263,411.25 | $4,505,969.00 | 5.38% |
| **TOTAL SALARIES/BENEFITS** | **$22,323,261.65** | **$21,717,578.00** | **($605,683.65)** | **(2.79%)** | **$20,103,025.10** | **$20,122,441.00** | **0.10%** |
| Travel and training | $110,719.85 | $88,990.00 | ($21,729.85) | (24.42%) | $84,532.63 | $88,990.00 | 5.01% |
| Vehicle allowance, maintenance and repairs | $3,708,688.99 | $2,381,045.00 | ($1,327,643.99) | (55.76%) | $3,802,504.31 | $2,383,958.00 | (59.50%) |
| Utilities and fuel | $1,956,216.91 | $2,303,897.00 | $347,680.09 | 15.09% | $2,121,737.56 | $2,249,104.00 | 5.66% |
| Materials and supplies | $4,433,694.62 | $4,055,460.00 | ($378,234.62) | (9.33%) | $4,233,609.24 | $3,785,212.00 | (11.85%) |
| Taxes and licenses | $91,959.74 | $95,544.00 | $3,584.26 | 3.75% | $95,277.21 | $90,455.00 | (5.33%) |
| Financial expenses | $15,288.58 | $5,000.00 | ($10,288.58) | (205.77%) | $12,151.19 | $5,000.00 | (143.02%) |
| Purchased and contracted services | $2,528,729.88 | $2,342,792.00 | ($185,937.88) | (7.94%) | $3,232,016.55 | $3,369,405.00 | 4.08% |
| Transfer to own funds | $4,440,087.15 | $4,976,772.00 | $536,684.85 | 10.78% | $3,943,550.71 | $3,704,294.00 | (6.46%) |
| Capital expense | $80,970.59 | $76,600.00 | ($4,370.59) | (5.71%) | $9,298.55 | $76,600.00 | 87.86% |
| Depreciation | | | $0.00 | 0.00% | $2,955,108.00 | | 0.00% |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | ($59,514.39) | | 0.00% |
| Less: recoverable costs | ($551,691.36) | ($255,130.00) | $296,561.36 | (116.24%) | ($319,434.79) | ($255,130.00) | (25.20%) |
| **TOTAL OTHER EXPENSES** | **$16,814,664.95** | **$16,070,970.00** | **($743,694.95)** | **(4.63%)** | **$20,110,836.77** | **$15,497,888.00** | **(29.77%)** |
| | $39,137,926.60 | $37,788,548.00 | ($1,349,378.60) | (3.57%) | $40,213,861.87 | $35,620,329.00 | (12.90%) |
| **NET (REVENUE)/EXPENDITURE** | **$36,492,572.98** | **$35,289,302.00** | **($1,203,270.98)** | **(3.41%)** | **$36,568,683.82** | **$32,619,619.00** | **(12.11%)** |

| | | | | |
|---|---|---|---|---|
| Operations | | | | |
| Winter Control: | | | | |
| Roadways | | | | |
| and Sidewalks | 8,257,146.43 | 8,049,638.00 | (207,508.43) | (2.58%) |
| Sanitary Sewers | 2,578,242.62 | 2,571,481.00 | (6,761.62) | (0.26%) |
| Storm Sewers | 607,715.17 | 736,343.00 | 128,627.83 | 17.47% |
| Roadways and Sidewalks | 4,403,772.54 | 4,486,662.00 | 82,889.46 | 1.85% |
| Supervision and Overhea | 3,980,986.06 | 3,512,069.00 | (468,917.06) | (13.35%) |
| Traffic & Communications | 2,077,773.89 | 2,039,896.00 | (37,877.89) | (1.86%) |
| Carpentry | 957,920.18 | 825,844.00 | (132,076.18) | (15.99%) |
| Administration | 2,205,283.91 | 1,732,524.00 | (472,759.91) | (27.29%) |
| Buildings & Equipment | 2,371,929.53 | 2,446,975.00 | 75,045.47 | 3.07% |
| Waste Management | 4,639,097.00 | 4,639,097.00 | - | 0.00% |
| Parks | 4,412,705.65 | 4,248,773.00 | (163,932.65) | (3.86%) |
| | 36,492,572.98 | 35,289,302.00 | (1,203,270.98) | |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Fees and user charges | ($1,662,075.91) | ($1,386,753.00) | $275,322.91 | (19.85%) | ($1,433,736.54) | ($1,346,540.00) | (6.48%) |
| Government grants | ($77,881.54) | ($174,721.00) | ($96,839.46) | 55.43% | ($114,415.35) | ($174,721.00) | 34.52% |
| Contribution from own funds | | ($242,122.00) | ($242,122.00) | 100.00% | | ($160,878.00) | 100.00% |
| Other income | -0.01 | | $0.01 | 0.00% | | | 0.00% |
| | **($1,739,957.46)** | **($1,803,596.00)** | **($63,638.54)** | **3.53%** | **($1,548,151.89)** | **($1,682,139.00)** | **7.97%** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $3,625,749.81 | $3,739,878.00 | $114,128.19 | 3.05% | $3,253,197.71 | $3,353,918.00 | 3.00% |
| Benefits | $951,695.42 | $953,984.00 | $2,288.58 | 0.24% | $837,085.36 | $879,500.00 | 4.82% |
| **TOTAL SALARIES/BENEFITS** | **$4,577,445.23** | **$4,693,862.00** | **$116,416.77** | **2.48%** | **$4,090,283.07** | **$4,233,418.00** | **3.38%** |
| Travel and training | $39,688.68 | $42,650.00 | $2,961.32 | 6.94% | $31,844.78 | $25,450.00 | (25.13%) |
| Vehicle allowance, maintenance and repairs | $27,608.49 | $30,893.00 | $3,284.51 | 10.63% | $48,016.97 | $29,852.00 | (60.85%) |
| Utilities and fuel | $4,491,317.19 | $5,578,987.00 | $1,087,669.81 | 19.50% | $4,608,480.65 | $5,259,192.00 | 12.37% |
| Materials and supplies | $226,542.24 | $219,686.00 | ($6,856.24) | (3.12%) | $236,369.00 | $208,955.00 | (13.12%) |
| Maintenance and repairs | $253,292.28 | $247,725.00 | ($5,567.28) | (2.25%) | $231,851.10 | $233,400.00 | 0.66% |
| Financial expenses | $149,329.05 | $1,400.00 | ($147,929.05) | (10,566.36%) | $105,585.85 | $1,428.00 | (7,293.97%) |
| Purchased and contracted services | $4,914,334.54 | $4,708,842.00 | ($205,492.54) | (4.36%) | $4,015,207.82 | $4,106,861.00 | 2.23% |
| Transfer to own funds | 628377.1 | $559,756.00 | ($68,621.10) | (12.26%) | $592,302.73 | $638,535.00 | 7.24% |
| Capital expense | $25,370.80 | $59,859.00 | $34,488.20 | 57.62% | $57,592.24 | $60,559.00 | 4.90% |
| Depreciation | | | $0.00 | 0.00% | $12,093,462.38 | | 0.00% |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | $580.86 | | 0.00% |
| **TOTAL OTHER EXPENSES** | **$10,755,860.37** | **$11,449,798.00** | **$693,937.63** | **6.06%** | **$22,021,294.38** | **$10,564,232.00** | **(108.45%)** |
| | $15,333,305.60 | $16,143,660.00 | $810,354.40 | 5.02% | $26,111,577.45 | $14,797,650.00 | (76.46%) |
| **NET (REVENUE)/EXPENDITURE** | **$13,593,348.14** | **$14,340,064.00** | **$746,715.86** | **5.21%** | **$24,563,425.56** | **$13,115,511.00** | **(87.29%)** |

| | 2024 YTD | Budget | Variance | Percentage Budget-Rem | 2023 Actual | Budget | Percentage Budget-Rem |
|---|---|---|---|---|---|---|---|
| *FISCAL YEAR REMAINING% :* | Actual | 2024 | | 0.00% | Year End | 2023 | YTD 2023 |
| **REVENUE** | | | | | | | |
| Fees and user charges | ($10,661,636.84) | ($9,449,683.00) | $1,211,953.84 | (12.83%) | ($9,866,799.76) | ($8,681,283.00) | (13.66%) |
| Government grants | ($2,323,522.86) | ($2,209,915.00) | $113,607.86 | (5.14%) | ($2,294,924.45) | ($2,123,705.00) | (8.06%) |
| Contribution from own funds | ($633,686.72) | ($519,294.00) | $114,392.72 | (22.03%) | ($519,254.86) | ($609,265.00) | 14.77% |
| Other income | ($413,382.90) | ($126,705.00) | $286,677.90 | (226.26%) | ($270,128.63) | ($249,662.00) | (8.20%) |
| | **($14,032,229.32)** | **($12,305,597.00)** | **$1,726,632.32** | **(14.03%)** | **($12,951,107.70)** | **($11,663,915.00)** | **(11.04%)** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $15,905,596.32 | $15,626,851.00 | ($278,745.32) | (1.78%) | $14,776,769.64 | $14,602,863.00 | (1.19%) |
| Benefits | $3,963,235.85 | $4,138,899.00 | $175,663.15 | 4.24% | $3,602,163.59 | $3,879,946.00 | 7.16% |
| **TOTAL SALARIES/BENEFITS** | **$19,868,832.17** | **$19,765,750.00** | **($103,082.17)** | **(0.52%)** | **$18,378,933.23** | **$18,482,809.00** | **0.56%** |
| Travel and training | $91,856.69 | $190,126.00 | $98,269.31 | 51.69% | $88,417.05 | $186,567.00 | 52.61% |
| Vehicle allowance, maintenance and repairs | $1,342,180.68 | $1,119,909.00 | ($222,271.68) | (19.85%) | $1,160,856.39 | $1,090,218.00 | (6.48%) |
| Utilities and fuel | $3,950,942.91 | $4,020,946.00 | $70,003.09 | 1.74% | $3,819,506.29 | $3,870,290.00 | 1.31% |
| Materials and supplies | $1,329,054.55 | $1,081,211.00 | ($247,843.55) | (22.92%) | $1,410,101.05 | $1,166,635.00 | (20.87%) |
| Maintenance and repairs | $1,823,854.10 | $1,434,917.00 | ($388,937.10) | (27.11%) | $1,626,134.72 | $1,344,118.00 | (20.98%) |
| Program expenses | $331,610.56 | $169,540.00 | ($162,070.56) | (95.59%) | $162,629.44 | $169,540.00 | 4.08% |
| Goods for resale | $916,044.12 | $753,071.00 | ($162,973.12) | (21.64%) | $710,946.25 | $621,971.00 | (14.31%) |
| Rents and leases | $144,991.10 | $90,255.00 | ($54,736.10) | (60.65%) | $123,173.87 | $90,255.00 | (36.47%) |
| Taxes and licenses | $211,340.78 | $179,970.00 | ($31,370.78) | (17.43%) | $201,807.92 | $173,250.00 | (16.48%) |
| Financial expenses | $273,520.69 | $101,187.00 | ($172,333.69) | (170.31%) | $178,214.54 | $97,187.00 | (83.37%) |
| Purchased and contracted services | $1,868,091.17 | $2,027,907.00 | $159,815.83 | 7.88% | $1,858,704.90 | $2,193,458.00 | 15.26% |
| Grants to others | $102,288.37 | $104,500.00 | $2,211.63 | 2.12% | $52,588.56 | $66,500.00 | 20.92% |
| Transfer to own funds | 2278984.28 | $2,081,270.00 | ($197,714.28) | (9.50%) | $2,482,304.97 | $1,576,913.00 | (57.42%) |
| Capital expense | $147,209.26 | $74,579.00 | ($72,630.26) | (97.39%) | $116,500.31 | $68,569.00 | (69.90%) |
| Depreciation | | | $0.00 | 0.00% | $3,625,951.40 | | 0.00% |
| Gain/Loss on disposal of capital assets | | | $0.00 | 0.00% | $6,521.00 | | 0.00% |
| **TOTAL OTHER EXPENSES** | **$14,811,969.26** | **$13,429,388.00** | **($1,382,581.26)** | **(10.30%)** | **$17,624,358.66** | **$12,715,471.00** | **(38.61%)** |
| | $34,680,801.43 | $33,195,138.00 | ($1,485,663.43) | (4.48%) | $36,003,291.89 | $31,198,280.00 | (15.40%) |
| **NET (REVENUE)/EXPENDITURE** | **$20,648,572.11** | **$20,889,541.00** | **$240,968.89** | **1.15%** | **$23,052,184.19** | **$19,534,365.00** | **(18.01%)** |

| | | | | |
|---|---|---|---|---|
| Humane Society | 688,374.00 | 688,374.00 | - | 0.00% |
| LIP | - | - | - | 0.00% |
| Economic Development | 554,139.16 | 778,358.00 | 224,218.84 | 28.81% |
| Tourism and Community Developmer | 987,704.90 | 956,048.00 | (31,656.90) | (3.31%) |
| Planning | 851,636.79 | 936,247.00 | 84,610.21 | 9.04% |
| Parking | 211,971.29 | 254,800.00 | 42,828.71 | 16.81% |
| Cemetery | 217,879.48 | 306,817.00 | 88,937.52 | 28.99% |
| Transit | 9,508,861.55 | 9,198,917.00 | (309,944.55) | (3.37%) |
| School Guards | 360,300.15 | 304,455.00 | (55,845.15) | (18.34%) |
| Recreation & Culture | 1,762,241.71 | 2,002,983.00 | 240,741.29 | 12.02% |
| Locks | 8,078.95 | 42,367.00 | 34,288.05 | 80.93% |
| Community Centres | | | | |
| John Rhodes Community Centre | 1,671,286.17 | 1,756,142.00 | 84,855.83 | 4.83% |
| Northern Community Centre Turf | (103,540.00) | 20,894.00 | 124,434.00 | 595.55% |
| Northern Community Centre Aren | 519,661.27 | 285,547.00 | (234,114.27) | (81.99%) |
| GFL Memorial Gardens | 1,107,960.40 | 984,266.00 | (123,694.40) | (12.57%) |
| Downtown Plaza | 278,689.71 | 296,049.00 | 17,359.29 | 5.86% |
| Downtown Ambassador Program | 93,894.90 | 63,942.00 | (29,952.90) | (46.84%) |
| Mill Market | 4,388.59 | - | (4,388.59) | 0.00% |
| Outdoor Pools/Misc. Concessions | 326,999.42 | 323,325.00 | (3,674.42) | (1.14%) |
| Facility Administration | 821,547.79 | 868,370.00 | 46,822.21 | 5.39% |
| Administration | 776,495.88 | 821,640.00 | 45,144.12 | 5.49% |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| **EXPENDITURES** | | | | | | | |
| Grants to others | $24,669,233.00 | $24,794,407.00 | $125,174.00 | 0.50% | $23,486,287.45 | $23,509,890.00 | 0.10% |
| **TOTAL OTHER EXPENSES** | **$24,669,233.00** | **$24,794,407.00** | **$125,174.00** | **0.50%** | **$23,486,287.45** | **$23,509,890.00** | **0.10%** |
| | $24,669,233.00 | $24,794,407.00 | $125,174.00 | 0.50% | $23,486,287.45 | $23,509,890.00 | 0.10% |
| **NET (REVENUE)/EXPENDITURE** | **$24,669,233.00** | **$24,794,407.00** | **$125,174.00** | **0.50%** | **$23,486,287.45** | **$23,509,890.00** | **0.10%** |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Fees and user charges | ($165,930.99) | ($130,000.00) | $35,930.99 | (27.64%) | ($130,274.14) | ($130,000.00) | (0.21%) |
| Government grants | ($188,155.00) | ($200,000.00) | ($11,845.00) | 5.92% | ($187,144.00) | ($200,000.00) | 6.43% |
| Contribution from own funds | ($1,317,090.84) | | $1,317,090.84 | 0.00% | ($435,422.13) | | 0.00% |
| Other income | ($500,000.00) | | $500,000.00 | 0.00% | | | 0.00% |
| | **($2,171,176.83)** | **($330,000.00)** | **$1,841,176.83** | **(557.93%)** | **($752,840.27)** | **($330,000.00)** | **(128.13%)** |
| **EXPENDITURES** | | | | | | | |
| Materials and supplies | $1,845,462.38 | $270,000.00 | ($1,575,462.38) | (583.50%) | $655,886.06 | $220,000.00 | (198.13%) |
| Grants to others | $44,579,250.12 | $41,475,055.00 | ($3,104,195.12) | (7.48%) | $40,234,505.58 | $37,770,853.00 | (6.52%) |
| Transfer to own funds | $620,100.23 | $580,000.00 | ($40,100.23) | (6.91%) | $620,000.00 | $580,000.00 | (6.90%) |
| **TOTAL OTHER EXPENSES** | **$47,044,812.73** | **$42,325,055.00** | **($4,719,757.73)** | **(11.15%)** | **$41,510,391.64** | **$38,570,853.00** | **(7.62%)** |
| | $47,044,812.73 | $42,325,055.00 | ($4,719,757.73) | (11.15%) | $41,510,391.64 | $38,570,853.00 | (7.62%) |
| **NET (REVENUE)/EXPENDITURE** | **$44,873,635.90** | **$41,995,055.00** | **($2,878,580.90)** | **(6.85%)** | **$40,757,551.37** | **$38,240,853.00** | **(6.58%)** |

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| Taxation | ($143,844,322.07) | ($143,335,325.00) | $508,997.07 | (0.36%) | ($137,617,494.39) | ($136,832,579.00) | (0.57%) |
| Payment in lieu of taxes | ($4,929,052.34) | ($4,888,407.00) | $40,645.34 | (0.83%) | ($4,694,248.87) | ($4,573,680.00) | (2.64%) |
| Fees and user charges | ($20,146,606.94) | ($18,764,458.00) | $1,382,148.94 | (7.37%) | ($16,863,745.60) | ($15,562,939.00) | (8.36%) |
| Government grants | ($18,380,097.69) | ($17,897,249.00) | $482,848.69 | (2.70%) | ($18,928,248.69) | ($17,262,176.00) | (9.65%) |
| Interest and investment income | ($8,303,322.29) | ($6,289,000.00) | $2,014,322.29 | (32.03%) | ($8,276,375.86) | ($4,780,000.00) | (73.15%) |
| Contribution from own funds | | ($1,000,000.00) | ($1,000,000.00) | 100.00% | ($173,784.87) | ($1,300,000.00) | 86.63% |
| Other income | ($3,554,650.21) | ($2,500,000.00) | $1,054,650.21 | (42.19%) | ($3,172,386.99) | ($2,500,000.00) | (26.90%) |
| Change in future employee benefits | $1,311,771.21 | | ($1,311,771.21) | 0.00% | $335,185.39 | | 0.00% |
| | **($197,846,280.33)** | **($194,674,439.00)** | **$3,171,841.33** | **(1.63%)** | **($189,391,099.88)** | **($182,811,374.00)** | **(3.60%)** |
| **EXPENDITURES** | | | | | | | |
| Salaries | $300.00 | | ($300.00) | 0.00% | $283,863.41 | | 0.00% |
| Benefits | $215,406.38 | | ($215,406.38) | 0.00% | ($1,091,109.68) | | 0.00% |
| **TOTAL SALARIES/BENEFITS** | **$215,706.38** | **$0.00** | **($215,706.38)** | **0.00%** | **($807,246.27)** | **$0.00** | **0.00%** |
| Materials and supplies | $201,827.50 | $294,365.00 | $92,537.50 | 31.44% | $255,591.49 | $294,365.00 | 13.17% |
| Program expenses | $835,497.00 | $741,652.00 | ($93,845.00) | (12.65%) | $758,646.00 | $746,655.00 | (1.61%) |
| Financial expenses | $3,489,817.21 | $2,372,601.00 | ($1,117,216.21) | (47.09%) | $1,702,193.67 | $2,431,006.00 | 29.98% |
| Purchased and contracted services | $7,603.88 | $11,000.00 | $3,396.12 | 30.87% | $1,168,957.88 | $11,000.00 | (10,526.89%) |
| Grants to others | | | $0.00 | 0.00% | 163784.87 | | 0.00% |
| Transfer to own funds | $13,937,381.66 | $14,580,466.00 | $643,084.34 | 4.41% | $21,325,937.10 | $14,324,943.00 | (48.87%) |
| **TOTAL OTHER EXPENSES** | **$18,472,127.25** | **$18,000,084.00** | **($472,043.25)** | **(2.62%)** | **$25,375,111.01** | **$17,807,969.00** | **(42.49%)** |
| | $18,687,833.63 | $18,000,084.00 | ($687,749.63) | (3.82%) | $24,567,864.74 | $17,807,969.00 | (37.96%) |
| **NET (REVENUE)/EXPENDITURE** | **($179,158,446.70)** | **($176,674,355.00)** | **$2,484,091.70** | **(1.41%)** | **($164,823,235.14)** | **($165,003,405.00)** | **0.11%** |

# Capital Levy & Debenture Debt - Fourth Quarter Ended December 31, 2024

| *FISCAL YEAR REMAINING% :* | 2024 YTD Actual | Budget 2024 | Variance | Percentage Budget-Rem 0.00% | 2023 Actual Year End | Budget 2023 | Percentage Budget-Rem YTD 2023 |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| **EXPENDITURES** | | | | | | | |
| Long term debt | $1,323,170.56 | $1,400,000.00 | $76,829.44 | 5.49% | $1,207,455.68 | $1,866,135.00 | 35.30% |
| Transfer to own funds | $7,469,772.58 | $7,392,943.00 | ($76,829.58) | (1.04%) | $7,850,881.32 | $7,192,204.00 | (9.16%) |
| **TOTAL OTHER EXPENSES** | **$8,792,943.14** | **$8,792,943.00** | **($0.14)** | **(0.00%)** | **$9,058,337.00** | **$9,058,339.00** | **0.00%** |
| | $8,792,943.14 | $8,792,943.00 | ($0.14) | (0.00%) | $9,058,337.00 | $9,058,339.00 | 0.00% |
| **NET (REVENUE)/EXPENDITURE** | **$8,792,943.14** | **$8,792,943.00** | **($0.14)** | **(0.00%)** | **$9,058,337.00** | **$9,058,339.00** | **0.00%** |

**2024 Budget Deficit Analysis and Mitigation**

Following a comprehensive year-end financial review of the 2024 budget for the Sault Ste. Marie Police Services Board, a deficit in the amount of approximately $2,900,000 has been identified.

**Analysis of Contributing Factors**

A thorough analysis has determined that the principal cause of the deficit relates to increased expenditures in salaries and benefits for members of the Sault Ste. Marie Police Service.

In anticipation of multiple retirements projected for 2024, the Service undertook proactive recruitment efforts to ensure that staffing levels remained sufficient to meet its obligations to deliver adequate and effective policing to the citizens of Sault Ste. Marie and Prince Township. A number of officers eligible for retirement, however, have continued to serve, resulting in staffing levels—and associated costs—exceeding budgetary forecasts.

Additionally, the Service is contending with an unprecedented number of members absent due to workplace injuries, as well as a significant rise in major occurrences, all of which have contributed to a substantial increase in workload. This has further strained operational resources to maintain core policing functions. Costs associated with overtime and staffing contributed approximately $2,499,000 to the overall deficit. This total includes the below approximate costs.

- Overtime Over Budget for Major Occurrences, Staffing Shortages and Investigative Expenses - $942,000
- Full-Time Employees Over Complement - $717,000
- Vacation Accrual - $390,000 (Liability, not financial payment)
- Salary Extras - $327,000 (Relieving pay, stat holiday pay, retirement payouts, etc.)
- Court Time Over Budget - $63,000

Further compounding these challenges, the Service undertook a legislatively mandated five-year Pay Equity Review of all positions. This process identified the need for reclassification of several roles based on enhanced knowledge, skills, and responsibilities, resulting in increased salaries and retroactive payments amounting to approximately $378,000 above the original budget.

It is notable that operational budgets falling outside collective agreement obligations—such as training, travel, and capital expenditures—were effectively managed and concluded the year approximately $670,000 under budget.

**Mitigation Strategies Implemented**

Upon recognition of the deficit in February 2025, the Board and the Senior Leadership Team of the Service implemented immediate cost-mitigation measures, including:

- **Suspension of Hiring**: A freeze on all new hiring, both sworn and civilian, with the exception of those offers of employment already extended or when operational needs require hiring to take place.
- **Restriction of Discretionary Expenditures**: Non-essential travel and participation in external professional committees have been significantly curtailed.
- **Enhanced Financial Oversight**: Strengthened collaboration between the Finance Services of the Sault Ste. Marie Police Service and the Finance Department of the City of Sault Ste. Marie has been initiated. This aims to ensure improved access to financial data critical for accurate forecasting and budgeting processes.
- **Pursuit of Alternative Revenue Streams:** Continue to pursue additional funding sources, including the submission of grant applications and identification of other external revenue opportunities, to offset operational costs and relieve pressure on the municipal budget.

**Commitment to Accountability and Transparency**

To promote transparency, the Board will present regular financial projections at Board meetings, providing the community with ongoing insight into budgetary performance and fiscal management.

Current projections indicate that the 2025 budget may experience a deficit of approximately $1,900,000. However, the mitigation strategies implemented to date—and further measures under consideration—are expected to progressively reduce this projection over the course of the fiscal year.

**Conclusion**

The Sault Ste. Marie Police Services Board remains fully committed to exercising responsible fiscal stewardship on behalf of the taxpayers of Sault Ste. Marie and Prince Township. Concurrently, the Board recognizes its statutory obligation under the Community Safety and Policing Act to ensure the provision of adequate and effective policing services.

Through strategic workforce management, the integration of innovative technologies, and the continued dedication of its members, the Sault Ste. Marie Police Service remains poised to modernize and enhance its operations, delivering on its vision of being a modern police service committed to a safer tomorrow.

# Appendix C - 2024 Q4 - Summary of Capital Projects

| | 2024 Approved Capital Budget | 2024 Capital Budget Amendments (Note 1) | 2024 Amended Capital Budget | % of Total | Council Approved/ Costs Incurred to Date | Remaining |
|---|---|---|---|---|---|---|
| Roads/Bridges/Storm Sewer | 22,553,206 | 1,039,702 | 23,592,908 | 28.47% | 18,645,029 | 4,947,879 |
| Landfill Upgrades, Fleet & Equipment | 2,456,179 | | 2,456,179 | 2.96% | 64,296 | 2,391,883 |
| Public Works Fleet & Equipment | 3,809,000 | 9,000 | 3,818,000 | 4.61% | 3,748,617 | 69,383 |
| Engineering Fleet & Equipment | 155,000 | | 155,000 | 0.19% | 132,873 | 22,127 |
| Transit Fleet & Equipment | 9,930,000 | | 9,930,000 | 11.98% | 560,490 | 9,369,510 |
| Community Services Fleet & Equipment | 396,500 | | 396,500 | 0.48% | 355,107 | 41,393 |
| Building Capital Maintenance | 5,784,600 | 51,399 | 5,835,999 | 7.04% | 4,821,149 | 1,014,850 |
| Fire Fleet & Equipment | 3,150,000 | | 3,150,000 | 3.80% | - | 3,150,000 |
| Corporate/ Outside Agencies | 979,000 | 4,832,150 | 5,811,150 | 7.01% | 5,435,675 | 375,475 |
| Sanitary Sewer | 27,813,927 | (88,828) | 27,725,099 | 33.46% | 3,593,514 | 24,131,585 |
| **Total** | **77,027,413** | **5,843,423** | **82,870,836** | **100.00%** | **37,356,749** | **45,514,087** |

**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 2024 capital budget amendments as of December 31, 2024:

| Capital Budget Item | 2024 Approved Capital Budget | 2024 Capital Budget Amendments | 2024 Amended Capital Budget | Reference |
|---|---|---|---|---|
| Public Works Fleet & Equipment | | | | |
| Parks Upgrades | 300,000 | 20,000 | 320,000 | Additional $20,000 from Barrier Removal Reserve |
| 60 Inch Deck Rider Mower | 27,000 | (26,000) | 1,000 | approved April 8, 2024. Mower deferred to |
| 2014 Pickup from Police Services | - | 15,000 | 15,000 | accommodate pickup as per May 13, 2024 meeting. |
| Building Capital Maintenance | | | | |
| GFL Memorial Gardens - Foundation Work | 100,000 | (100,000) | - | Excess of $7,874 will be funded from operations as |
| Sand Filters JRCC Pool | - | 107,874 | 107,874 | per June 24, 2024 meeting. |
| Old Stone House - Roof Replacement | 160,000 | (75,000) | 85,000 | As approved on June 24, 2024. Roof replacement |
| Old Stone House - Fence & Gate | - | 21,000 | 21,000 | project is under budget and funds were reallocated |
| Old Stone House - Shed | - | 15,000 | 15,000 | to fence, gate, shed and Blockhouse repairs. |
| Old Stone House - Clergue Blockhouse | - | 39,000 | 39,000 | |
| Bellevue Kayak Dock Replacement | - | 20,025 | 20,025 | Funding availability from grants and the Barrier Removal Reserve as approved August 12, 2024. |

**Note 1 (continued)**

| Capital Budget Item | 2024 Approved Capital Budget | 2024 Capital Budget Amendments | 2024 Amended Capital Budget | Reference |
|---|---|---|---|---|
| Building Capital Maintenance (Continued) | | | | |
| Seniors Drop-In - Floor Replacement | - | 23,500 | 23,500 | Funding available from the Parks and Rec Reserve as approved October 1, 2024. |
| Sanitary Sewer | | | | |
| Emergency Repairs | 621,000 | (88,828) | 532,172 | Variance between Emergency Repairs and Various Roads amendments will be used to fund Contract 2024-8E. |
| Roads/Bridges/Storm Sewer | | | | |
| Various Roads | 3,888,609 | 1,006,401 | 4,895,010 | |
| Asset Management Plan - Phase III | 200,000 | 33,301 | 233,301 | Additional funding from the Asset Management Reserve as approved September 9, 2024. |
| Corporate Equipment | | | | |
| EV Charging Stations - Phased Approach | 60,000 | 82,150 | 142,150 | Additional funding from the Asset Management and Green Initiatives reserves as approved September 9, 2024. |
| Corporate (Other) | | | | |
| Purchase of former Sault Area Hospital sit | - | 4,750,000 | 4,750,000 | Approved October 1, 2024 from the Contingency Reserve. |
| Total Approved Amendments | | **5,843,423** | | |

| Details | | From Reserve | To Reserve | Note |
|---|---|---|---|---|
| Information Technology | | | | |
| Transfer to Computer Software Reserve | | | | |
| Information Technology Departmental Surplus | | | $ 355,503 | 1 |
| ***Note: target level of $100K exceeded*** | | | | |
| | Total | $ - | $ 355,503 | |

**Note 1**
This amount includes the budget for NG911 services that were funded from senior levels of government and under expenditures in various materials and supplies.

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Carl Rumiel, Director of Engineering |
| DEPARTMENT: | Public Works and Engineering Services |
| RE: | 2025 Road Resurfacing Program |

---

## Purpose

The purpose of this report is to obtain Council approval of the 2025 Road Resurfacing Program.

## Background

Over the years the need to resurface roads has continued to grow and the rising cost of construction has diminished the effectiveness of the resurfacing program. Many areas of the City have fallen behind in upgrading asphalt surfaces. Pavement Condition Index (PCI) is a score assigned to every road segment in the City. The PCI score (0 – worst to 100 – best) is used as an indicator for the pavement's condition.

The resurfacing program attempts to address critical needs for all four classes of road surface:

- Class A: Asphalt road with curbs and storm sewers
- Class B: Asphalt road with roadside ditches
- Class C: Surface-treated roads
- Class D: Gravel surface

In the City's Asset Management Plan for Roads and Bridges, detailed reinvestment needs for preventative maintenance, resurfacing, and reconstruction of road surfaces have been calculated to be approximately $12.5M annually over the next 10 years. With this annual reinvestment, the average PCI in the City will increase from a score of 53 to 55 over ten years. Scores in the 50s are in the "fair" category; however, 22% of the road segments in the City are in the "poor" to "very poor" category.

During budget deliberations over the past few years, the Engineering Division has requested an increase of $0.5M to the resurfacing program without success. Staff will continue to make annual requests in an attempt to bring the resurfacing

program up to an effective level in order to prevent further deterioration of the roads and extend the asset-life.

**Analysis**
The recommended 2025 resurfacing program includes the following streets:

Class A:
- Lyons Avenue – Korah Road to Carmen's Way
- McNabb Street – Black Road to Trunk Road

Class B:
- Second Line West – Civic 756 to 875

Class C:
- Moss Road – Third Line to Fourth Line
- Vera Street – Riverin Avenue to Adeline Avenue

Miscellaneous Construction:
- Right Turn Lane – Second Line West at Goulais Avenue
- Pedestrian Crossover – Queen Street East at Church Street
- Temporary flexible traffic calming bollards at various locations

These road sections have been prioritized based on Public Works maintenance needs, volume of traffic, and pavement condition scores from the City's Asset Management Plan. The program may be further adjusted depending on pricing received during tendering.

**Financial Implications**
There is a combined allocation from the 2025 Capital Transportation Plan and unspent amounts from previous years of $4,511,715 for resurfacing in 2025. It is estimated that this amount will be sufficient for the 2025 Road Resurfacing Program.

**Strategic Plan / Policy Impact / Climate Impact**
Road resurfacing is linked to the infrastructure area of the strategic plan.

The resurfacing of roads involves the recycling of asphalt material which has a positive impact on climate.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Engineering dated May 12, 2025 concerning 2025 Road Resurfacing Program be received and that the 2025 Road Resurfacing Program be approved.

Respectfully submitted,

Carl Rumiel, P. Eng.
Director of Engineering
705.759.5379
c.rumiel@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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Peter Johnson, Fire Chief |
| DEPARTMENT: | Fire Services |
| RE: | Community Risk Assessment Update 2025 |

---

## Purpose

The purpose of this report is to present the Community Risk Assessment (CRA) as per Ontario Regulation 378/18 to the Mayor and Council.

## Background

Through Council approval, Tayport Limited, in association with Dillion Consulting, engaged in the completion of the update to the 2018 Community Risk Assessment. The new legislation requires all municipalities to be compliant with the regulation.

Ontario Regulation 378/18 states that:

> Every municipality and every fire department in a territory without municipal organization must,
>
> a) Complete and review a community risk assessment as provided by this Regulation and
> b) Use its community risk assessment to inform decisions about the provisions of fire protection services.

The Office of the Fire Marshal monitors and reviews all municipal Community Risk Assessments to ensure compliance.

This CRA update will directly connect to the Fire Master Plan (FMP) update, which is currently underway. Once completed, the FMP update will provide the Mayor and Council with a strategic planning framework to inform the delivery of fire protection services over the next ten years.

The FMP update will be presented to Council in the coming months.

## Analysis

A CRA is a process of identifying, analyzing, evaluating, and prioritizing risks to public safety to allow a municipality to make informed decisions regarding the provision of fire protection services.

In addition to a CRA, the *Fire Protection and Prevention Act* (FPPA) requires municipalities to provide fire protection programs that "must include public education with respect to fire safety and certain components of fire prevention and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances." The Regulation is a core component of developing an in-depth analysis of a community's fire-related risks through an analysis of nine mandatory profiles.

The nine profiles are:

1) Geographic Profile
2) Building Stock Profile
3) Critical Infrastructure Profile
4) Demographic Profile
5) Hazard Profile
6) Public Safety Response Profile
7) Community Services Profile
8) Economic Profile
9) Past Loss and Event Profile

The mandatory profile analyses result in a series of risk-related conclusions that will inform service levels or other strategies in alignment with the three lines of defence (1. Public Education and Prevention, 2. Fire Safety Standards and Enforcement, and 3. Emergency Response).

These risk-related conclusions will be referred to as key findings or identified risks throughout the CRA. Once identified, they will be taken through a risk treatment process and aligned with the "Five E's" of Community Risk Reduction – Education, Engineering, Enforcement, Economic Incentives, and Emergency Response.

Specifically, how the Five Es align:

1. Increase awareness (Education)
2. Changes to the physical environment (Engineering)
3. Influencing change through economic incentives (Economic Incentives)
4. Enforcing legislation through inspection programs (Enforcement)
5. Mitigating injury, illness, and saving lives (Emergency Response)

The CRA update will identify ways to address the risks through planning. Ultimately, the completion of the FMP will be the guiding document that captures the identified risks and key findings into the strategic framework.

**Financial Implications**

There are no financial implications in the CRA.

**Strategic Plan / Policy Impact / Climate Impact**
This matter is associated with the strategic plan for the service delivery and infrastructure components.

**Recommendation**
It is therefore recommended that Council take the following action:

Resolved that the report of the Fire Chief dated May 12, 2025, concerning update to the Community Risk Assessment be received as information;

Further that Council directs the Fire Chief (with the consultant) to return in the coming months to present the update to the Fire Master Plan.

Respectfully submitted,

Peter Johnson
Fire Chief
705.949.3333
p.johnson@cityssm.on.ca

Corporation of the City of Sault Ste. Marie

# Community Risk Assessment

## Final Report

April 2025 – Project #23-003

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# 1.0 Introduction

The process of assessing community risk is receiving increased attention within the fire service in North America. Assessing community risk informs the understanding of local needs and circumstances, which can then be applied to align the fire protection service levels provided by the Sault Ste. Marie Fire Services (SSMFS). The use of community risk assessments reflects a shift within the fire service towards opportunities to mitigate or avoid fire-related risks through proactive public education programs and fire inspection or enforcement programs.

This Community Risk Assessment (CRA) has been developed for the City of Sault Ste. Marie to comply with **Ontario Regulation 378/18: Community Risk Assessments (O. Reg. 378/18)**. **O. Reg. 378/18** came into force on July 1, 2019, under the authority of the Fire Protection and Prevention Act, 1997 (FPPA). **O. Reg. 378/18** requires all municipalities in Ontario to develop a CRA prior to July 1, 2024. It also requires municipalities to **"use its community risk assessment to inform decisions about the provisions of fire protection services."** [1] Consistent with the regulation, this CRA should be reviewed annually and updated every five years or as needed.

In addition to this CRA, the FPPA requires that municipalities provide fire protection programs that "**must include public education with respect to fire safety and certain components of fire prevention, and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances."**[2] **O. Reg. 378/18** is now a core component of developing an in-depth analysis of a community's fire-related risks through a comprehensive analysis of nine mandatory profiles.

A community risk assessment is fundamental to planning and delivering fire and emergency services. The results of Community Risk Assessments are used to identify existing service gaps across the divisions of a fire department, including fire prevention, enforcement needs, and emergency response (e.g. suppression). This section presents the methodology, analysis, and outcomes of a Community Risk Assessment (CRA)

[1] Ontario Regulation 378/18: Community risk Assessments, Mandatory Use, Section 1 (b).
[2] Fire Protection and Prevention Act, 1997 Part II Responsibility for Fire Protection Services, Section 2.1 (a)(b).

completed for the City of Sault Ste. Marie (City or SSM). The findings of this CRA will build upon the City's 2019 Comprehensive Risk Assessment and directly inform the 2024 Fire Master Plan Update.

## 1.1 Methodology

The Office of the Fire Marshal (OFM) has developed Technical Guideline 02-2019 (OFM TG-02-2019) to assist municipalities and fire departments in developing a CRA to inform the municipality's decisions regarding the provision of fire protection services. The methodology and analysis applied to develop this CRA are directly informed by TG-02-2019, which recognizes the value of understanding the fire risk within a community and the importance of developing fire risk reduction and mitigation strategies in addition to providing fire suppression services. In addition to TG-02-2019, the methodology applied is informed by other current industry standards and best practices, including:

In addition to OFM TG-02-2019, the methodology applied to develop this CRA has been informed by other current industry standards and best practices. These include:

- OFM Comprehensive Fire Safety Effectiveness Model: Fire Risk Sub-Model
- OFM Public Fire Safety Guideline (PFSG) 04-40A-03: Simplified Risk Assessment
- NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition)
- NFPA 1730 - Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations (2019 Edition)
- Vision 20/20 Community Risk Assessment: A Guide for Conducting a Community Risk Assessment [3] (Version 1.5, 2016)
- Vision 20/20 Community Risk Reduction Planning: A Guide for Developing a Community Risk Reduction Plan [4]

In our view, these documents collectively represent the most current industry best practices related to the applicable methodology and process to develop a CRA for the

[3] John A. Stouffer, Community Risk Assessment: A Guide for Conducting a Community Risk Assessment, Vision 20/20, ESRI, 2016.
[4] John A. Stouffer, Community Risk Assessment: A Guide for Conducting a Community Risk Reduction P, Vision 20/20, ESRI, 2016.

City of Sault Ste. Marie as required by **O. Reg. 378/18**. The information presented within these documents is often, complementary, having been built upon each other.

As required by **O. Reg. 378/18**, this CRA includes a comprehensive analysis of the nine mandatory profiles, including:

1. Geographic Profile
2. Building Stock Profile
3. Critical Infrastructure Profile
4. Demographic Profile
5. Public Safety and Response Profile
6. Community Services Profile
7. Hazard Profile
8. Economic Profile
9. Past Loss and Event History Profile

Within each of the nine profiles, there are a number of sub-topics examined. These profiles are based on an analysis of several sources of information, including data provided by the City of Sault Ste. Marie, Sault Ste. Marie Fire Services (SSMFS), Statistics Canada, the OFM, and desktop research.

The mandatory profile analyses result in a series of risk-related conclusions that will be used to inform service levels or other strategies in alignment with the three lines of defence (1. Public Education and Prevention, 2. Fire Safety Standards and Enforcement, and 3. Emergency Response) through a risk treatment process. Throughout this document, these risk-related conclusions are referred to as a '**key finding**' or an '**identified risk**.' Those findings, referred to as an 'identified risk,' are taken through a risk assignment process to assist with risk prioritization as referred to within OFM TG-02-2019.

In specific circumstances, a risk-related conclusion is referred to as a **Special Consideration** due to local or legislative considerations. All risk-related conclusions will be taken through a risk treatment process and aligned with the "three lines of defence." The summary and analysis of the CRA key findings and identified risks are provided in **Section 11.0 – Applying Key Findings and Identified Risks**.

# 2.0 Geographic Profile

As referenced in **O. Reg. 378/18**, the geographic profile assessment includes analysis of the physical features of the community, including the nature and placement of features such as highways, waterways, railways, canyons, bridges, landforms, and wildland-urban interfaces. These physical features may present inherent risks or potentially have an impact on fire department access or emergency response time. The following sections consider these geographic characteristics within the City of Sault Ste. Marie.

## 2.1 Geographical Snapshot of Sault Ste. Marie

The City of Sault Ste. Marie (City or SSM) is one of the key regional centres in Northern Ontario, found within the Algoma District. Sault Ste. Marie (colloquially known as "the Soo") is a city bordering the United States. It is located on the St. Marys River (an approximately one-kilometre-wide river that connects and drains Lake Superior to Lake Huron). The entire length of the St. Marys River is an international border separating Michigan from Ontario. The St. Marys rapids are bypassed by freight traffic through engineered locks. There are two sets of locks that manage traffic from Lake Superior to Lake Huron: the Soo Locks and the Sault Ste. Marie Canal. The Soo Locks represent the locks owned by the United States and the Sault Ste. Marie Canal is a Canadian lock and a National Historic Site[5]. The Soo Locks provide for the transportation of approximately 86 million tons of cargo annually,[6] and the Canadian lock is used primarily by recreational watercraft. The locks are closed during winter months when ice closes the passageway.

While the St. Marys River defines the shoreline, and the southern boundary of the City of Sault Ste. Marie, other natural features shape the City including significant outcropping of the Canadian Shield which formed as a result of pre-historic water levels on Lake Superior[7]. This is referred to within the Official Plan as the Shield Line and it

[5] Source: "Sault Ste. Marie Canal National Historic Site". Parks Canada, National Historic Sites. 11 Nov. 2017. Web. 14 Nov. 2017: http://www.pc.gc.ca/en/lhn-nhs/on/ssmarie
[6] Source: "Soo Locks – a Wonder of Engineering and Human Ingenuity". Sault Ste. Marie, Attractions. Web 16 May. 2024: http://www.saultstemarie.com/attractions/soo-locks/
[7] Source: "Location/Climate/Setting". Official Community Plan. 1996. Web 14 Nov 17. http://saultstemarie.ca/Cityweb/media/Engineering-and-Planning/Planning/OfficialPlan.pdf

impacts the development of the City due to its terrain. The Shield Line is depicted in **Figure 1.**

The City has a long history, including an Anishinaabe meeting place and a European trading post.[8] Sault Ste. Marie became well-developed before and after World War II, largely because of growth in the steel industry. The steel economy required a freight system to ship steel to the United States and elsewhere in Canada.[9] Today, Sault Ste. Marie has two rail lines which are operated by Canadian National and Canadian Pacific Railways and has an economy that remains connected, in part, to the steel industry.

The City of Sault Ste. Marie is approximately halfway between Toronto and Thunder Bay (700 km to each metropolis). The closest major Canadian city is Sudbury, located over 300 kilometres from Sault Ste. Marie to the east. As such, Sault Ste. Marie is a key regional and economic centre, centrally located in Northern Ontario. Its immediate neighbours include Prince Township to the northwest (2021 Census population of 975), the Algoma District to the north, and Batchewana First Nation (referred to as Rankin Location 15D by Statistics Canada) to the east.[10] Similar to other metropolitan centres in Northern Ontario, the City is a hub that stands alone in the region.

Based on data released by Statistics Canada in 2024, the City's estimated 2022 population was 76,014[11] and estimated 2023 population was 78,574[12]. The population as of 2021 was 72,051 (2021 Census Subdivision). The 2021 population reflects a decrease in population compared to other recent Census years (-1.8% decrease from

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[8] City of Sault Ste. Marie. (2017). *Local History*. Retrieved January 15, 2018, from City of Sault Ste. Marie: http://saultstemarie.ca/City-Hall/City-Departments/Community-Development-Enterprise-Services/Community-Services/Recreation-and-Culture/Historic-Sites-and-Heritage/Local-History.aspx

[9] Wikipedia. (2018, January 11). *Sault Ste. Marie, Ontario*. Retrieved January 15, 2018, from Wikipedia: https://en.wikipedia.org/wiki/Sault_Ste._Marie,_Ontario

[10] According to the 2021 Census, the Algoma District (North Part) has a population of 6,050 people over a land area of 43,618.95 square kilometres. No 2021 Census population data is available for Rankin Location 15D.

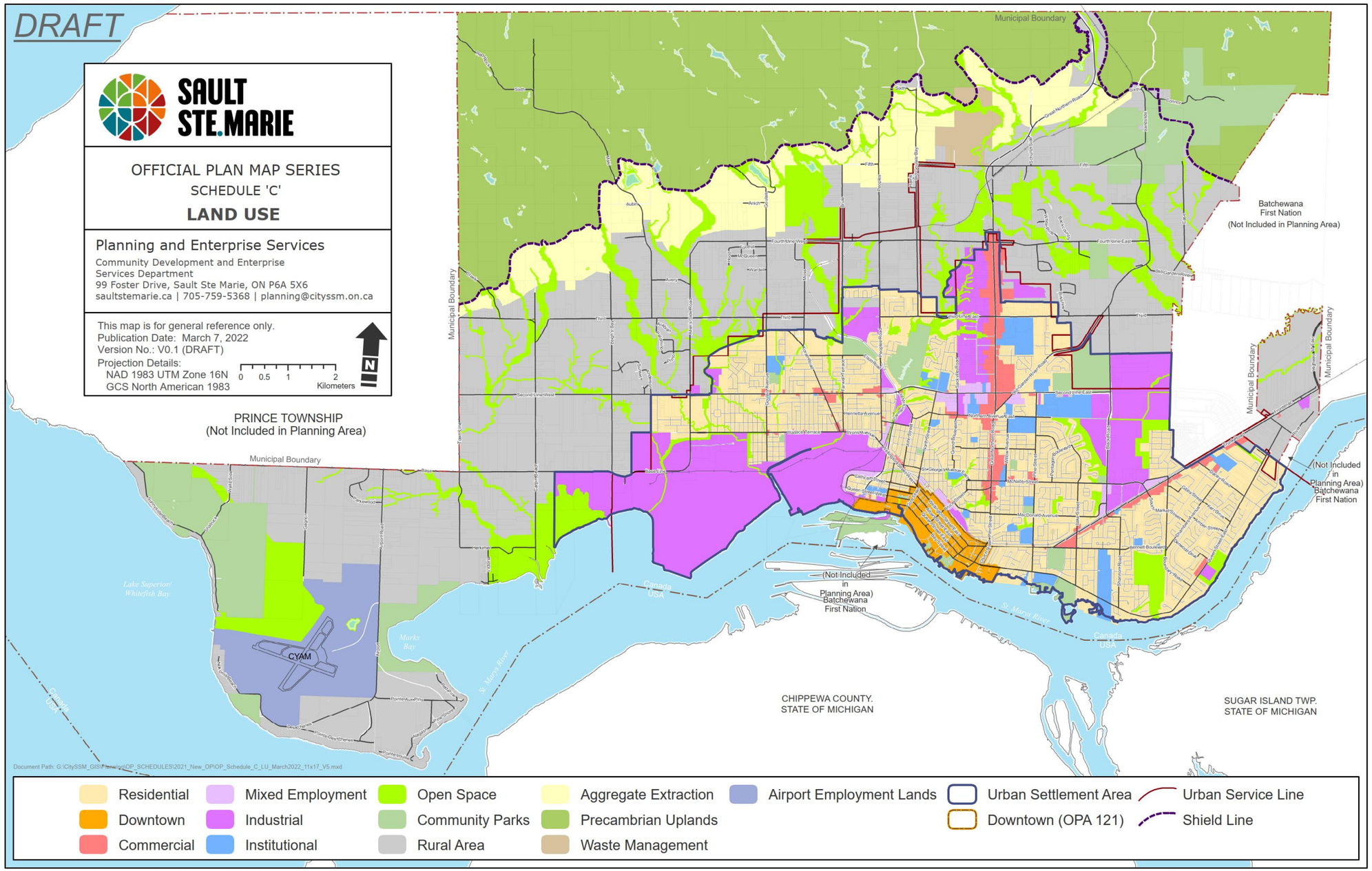
[11] According to Statistics Canada. Table 17-10-0155-01 Population estimates, July 1, by census subdivision, 2021 boundaries. Retrieved May 30, 2024, from: https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710015501

[12] According to Statistics Canada. Table 17-10-0155-01 Population estimates, July 1, by census subdivision, 2021 boundaries. Retrieved May 30, 2024, from: https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710015501

2016), however, the 2022 and 2023 estimates indicate population growth of 1,335 and 2,560 persons respectively.

The City's population is dispersed across a large geographic area of 221.99 square kilometres (2021 Census Profile). As much of this area is rural in nature (**Figure 1**), which results in an overall population density of 324.6 people per square kilometre (2021 Census Profile). The majority of the population resides within the Urban Settlement Area boundary defined by the City's Official Plan (and Draft Update) and shown in **Figure 1**. The rural area includes natural features like forested areas and wetlands, agricultural lands, clusters of residential development, the airport, and aggregate resource extraction sites. This CRA takes a closer look at the geography of the municipality, its built environment, and its population to assist in defining local needs and circumstances.

## Figure 1: City of Sault Ste. Marie Land Use



## 2.2 Roads, Transit, Bridges and Rail

### 2.2.1 Road Network

Road networks and transportation systems provide fire services with access throughout a community when responding to emergency calls. The road network is how fire apparatuses travel through a municipality; therefore, it is valuable to consider where there may be a lack of connectivity due to road network design as well as other natural (e.g. rivers, lakes, etc.) or human-made barriers (e.g. rail lines, traffic calming measures, etc.). Road networks can also contribute to vehicle congestion, causing delays in emergency response travel times. Where possible, the city's transportation planning processes should include the SSMFS as a stakeholder to consider emergency service needs and challenges relating to the road network, traffic congestion, traffic calming, and related topics.

Roads are also important from a risk and emergency response perspective because motor vehicle-related incidents often account for a large portion of a fire department's call volume. As described in **Section 10.2.2.3 – Spatial Modelling - Rescue Incidents** of this CRA, 622 calls were motor-vehicle related incidents (vehicle collisions and vehicle extrication combined), and accounting for approximately 69.3% of all rescue calls (4.6% of total calls) responded to by the Sault Ste. Marie Fire Services during a six-year period (2018-2023).

As shown in **Figure 2** and **Figure 3**, the City of Sault Ste. Marie is served by a network of highways, arterial roads, collector roads, and local roads. The TransCanada Highway runs through the City. The primary road network is a modified grid network of urban and rural arterial and collector roads. The local roads are defined by a curvilinear pattern with cul-de-sacs in some areas (impacting the options for entering these areas) and a grid network in others.

As identified within Schedule C of the Official Plan, in the Urban Settlement Area, there are a number of urban arterial roads that travel east to west and north to south, providing connectivity and transportation options through this area. Some east-west arterials include Third Line, Second Line, McNabb Street, Trunk Road, Wellington Street, and Queen Street. Some north-south arterials include Peoples Road, Huron Street, Great Northern Road, Pine Street, and Black Road. Urban collector roads are distributed between the urban arterial roads and connect with the local road network.

Key collector roads include Goulais Avenue, Farwell Terrace, North Street, Willow Avenue, and Boundary Road going north-south, and Northern Avenue and MacDonald Avenue going east-west. In the downtown area of the City, the orientation of the road network is shifted to reflect the constraint of the St. Marys River.

Ontario Highway 17 is a major section of Canada's primary commercial trucking and leisure driving route and is one of the only highways linking the eastern and western regions of the country. The TransCanada Highway (or Ontario Highway 17) travels through Sault Ste. Marie. It is identified as an Urban Arterial Road in Schedule D of the Official Plan. The highway travels along the north coast of Lake Superior from the east. Ontario Highway 17 bypasses downtown Sault Ste. Marie by travelling along Trunk Road, going north along Black Road and continuing north out of the municipality along Great Northern Road.

Outside the Urban Settlement Area, there are rural arterial roads, rural collector roads and local roads. The rural arterial roads include Airport Road, Second Line West, and Highway 17 North. Rural Collectors include Allen's Side Road, Goulais Avenue, Peoples Road and Fourth Line West. Based on a desktop review, the vast majority of roads within the rural area appear to be paved.

It is common within a municipality for road networks to be a contributor to emergency call volume due to motor vehicle collisions. A road network may also impact emergency response times due to congestion. SSMFS identified that during peak hours, some congestion is experienced along major roadways such as Great Northern Road, Second Line, and Trunk Road.

As identified in the Official Plan, the City is considered a 'winter city,' which means that the city faces harsh winter conditions, including heavy snowfall and cold temperatures.[13] With this, there are additional hazards on the road network in the winter months, including reduced visibility, icy conditions, and snow load narrowing roadways. SSMFS has indicated that hydrants are often covered during winter months because of snow load. In addition, the City's Hazard Identification and Risk assessment highlighted key risks to the road network, including flooding, wildland fires, transportation – rail/aviation, winter storms (snow and freezing rain), public safety threats (road closures), civil

[13] Source: "Official Plan" Sault Ste. Marie Planning Division 1996. Web 14 Nov 17. http://saultstemarie.ca/Cityweb/media/Engineering-and-Planning/Planning/OfficialPlan.pdf

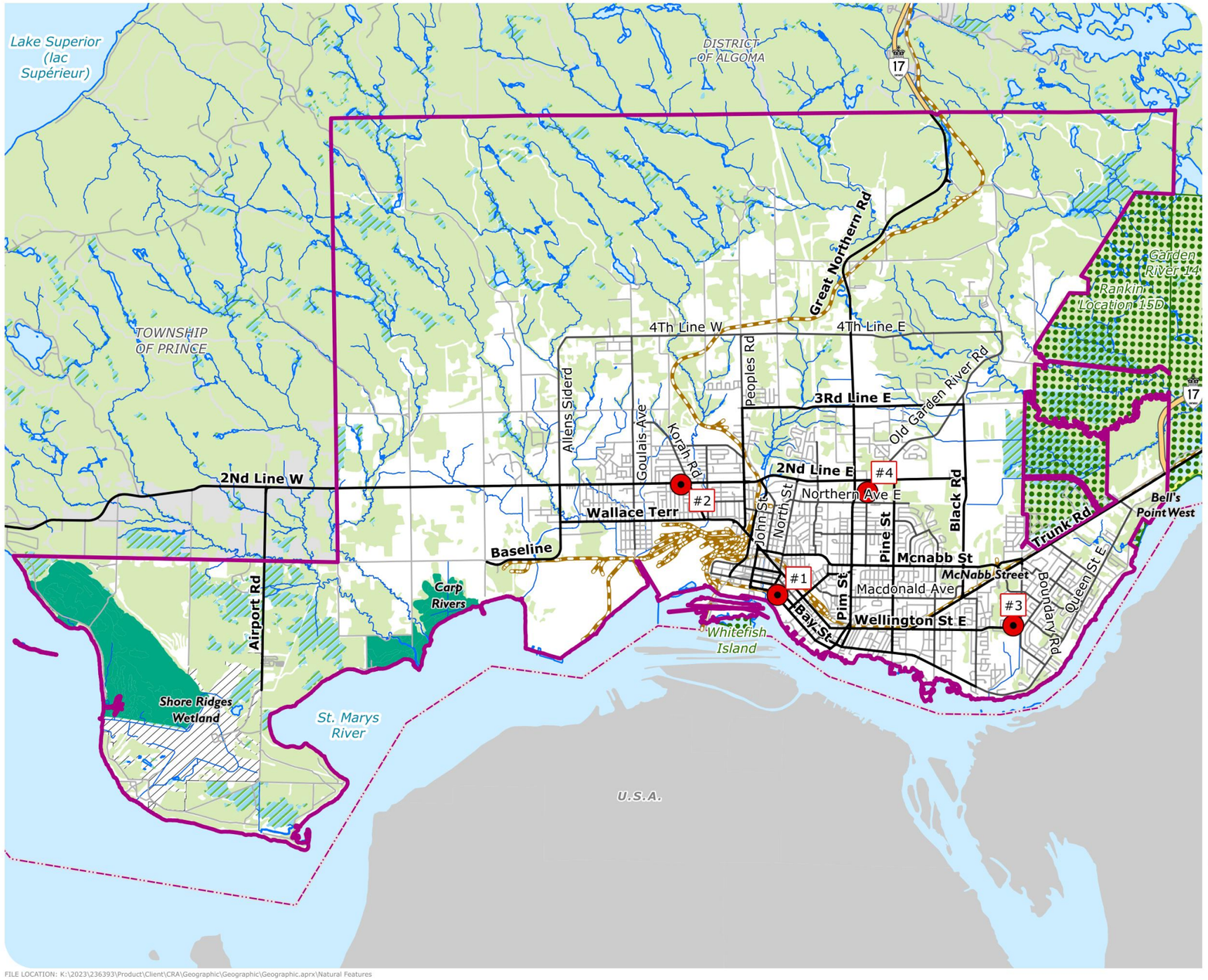
disorder, dam failure, fire/explosion, extreme heat impacting road and rail infrastructure, and hazardous material spills.

The City's road and rail network, including road classifications and rail crossings, is presented in **Figure 3**.

**Identified Risk: From 2018 to 2023 motor vehicle-related incidents (collisions and extrications) on the existing road network represent 69.3% of all rescue responses (622 calls) and 4.6% of tot total calls responded to by the Sault Ste. Marie Fire Services.**

**Key Finding: The large geographic size of the City, divided into urban settlement areas and rural areas, results in extended emergency response times to some areas.**

## Figure 2: Municipal Overview




FILE LOCATION: K:\2023\236393\Product\Client\CRA\Geographic\Geographic\Geographic.aprx\Natural Features

**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**MUNICIPAL OVERVIEW**

- Existing Fire Station
- Provincially Significant Wetland
- Locally Significant Wetland
- Unevaluated Wetland
- Water Feature
- Wooded Area

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

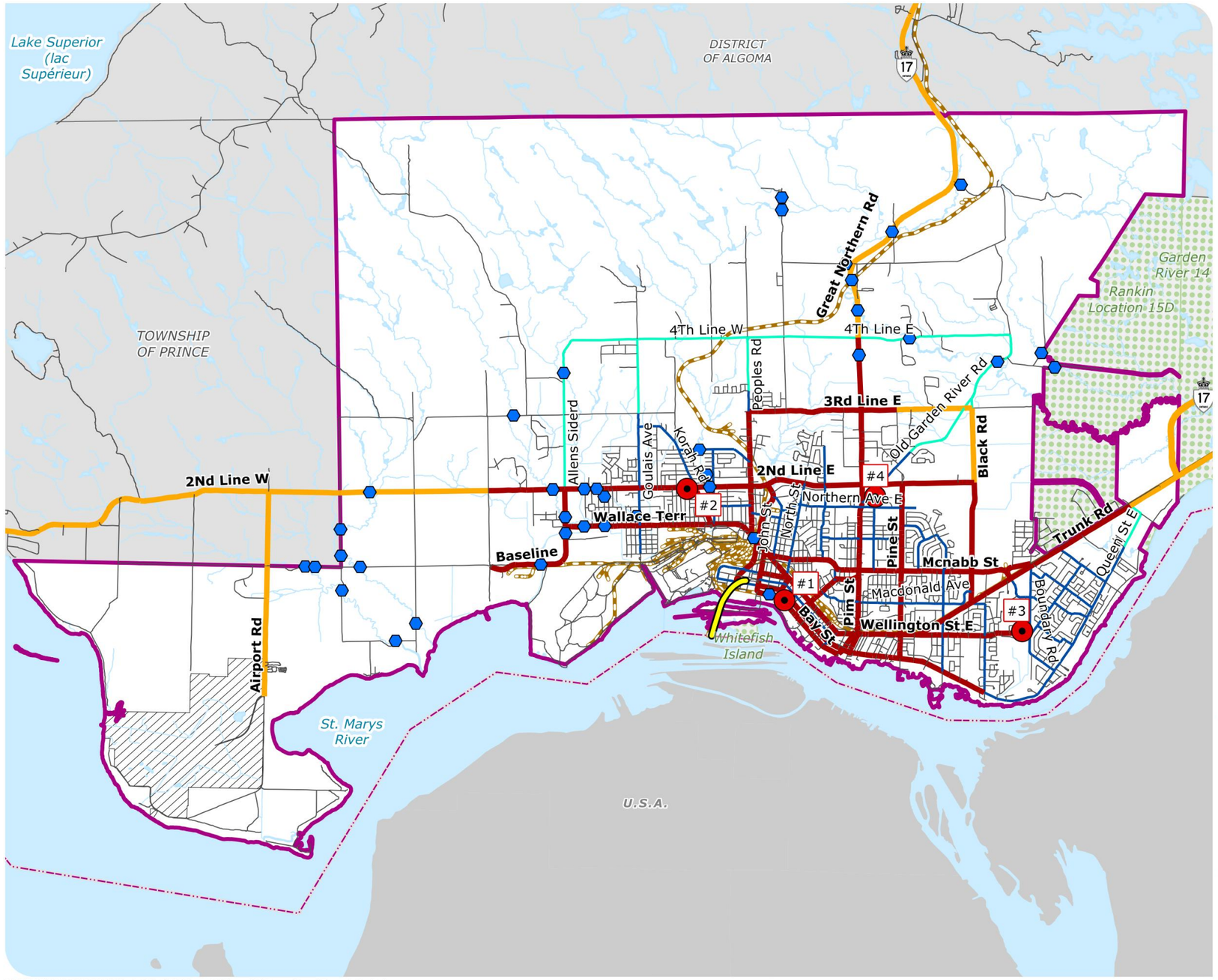
MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-30

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## Figure 3: Transportation Systems




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**TRANSPORTATION SYSTEMS**

- Existing Fire Station
- Bridge
- International Bridge
- Railway
- Airport

Road Classification (SSM)

- Local
- Rural Collector
- Urban Collector
- Rural Arterial
- Urban Arterial

Base Data

- City Boundary
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-04

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### 2.2.2 Bridges

Bridges are considered within a CRA because of a few key considerations: the potential for crossing restrictions due to weight and the potential for impact on network connectivity if a bridge were to be out of service. Based on GIS data, there are 38 bridges located throughout the City, including the International Bridge to the United States. The bridges within the City are shown in **Figure 3**. Many of these bridges are required to cross over water features within the City; however, some bridges have been developed to cross manufactured features such as railway lines or highways. Bridges within the City are geographically distributed in roughly three main areas. A cluster of several bridges cross the Big Carp River near Baseline Road and Town Line Road. Another cluster of bridges is around Allen's Side Road and Second Line West, crossing over Bennett Creek. There is also a cluster of bridges north of Fourth Line East, where the Root River interacts with the Great Northern Road, as well as some local roads. Discussions with the SSMFS have revealed that all bridges within the City have been upgraded, and all the bridge structures can accommodate fire apparatus. Based on a visual assessment through a desktop review, there are a number of bridge structures west of Fire Station # 2 along key urban arterial roads, including Second Line West, Allen's Side Road, Wallace Terrace and Base Line Road. However, unless a number of bridges were impacted simultaneously, alternative routes appear to be available.

Sault Ste. Marie also has an International Bridge to the United States of America, located on the southern boundary of the City. This bridge serves as a primary access point for trade and travel between Canada and the United States, crossing the international border and the St. Marys River. The International Bridge is 4.5 kilometres long and was constructed between 1960 and 1962, officially opening to traffic on October 31, 1962.[14] The International Bridge is the only land crossing between the United States and Canada for almost 700 kilometres and connects to Sault Ste. Marie, Michigan. **Table 1** shows the annual traffic across the International Bridge from 2010 to 2022.[15] The highest volume during this period was recorded in 2013, with 2,104,458 vehicles crossing the bridge. Since 2013, there has been a steady decline in annual traffic data to 1,353,149 vehicles per year, as recorded in 2019. The extreme decline in

[14] Source: "International Bridge –Facts and Trivia" Michigan Department of Transportation 2017. Web 14 Nov 17. http://www.michigan.gov/mdot/0,1607,7-151-9618_48384-30286--,00.html
[15] Source: "International Bridge Historical Traffic" International Bridge Administration Web. 28 May 2024. Data retrieved from: http://www.saultbridge.com/international-bridge-historical-traffic/

volumes from 2020 to 2022 is considered an anomaly related to the global COVID-10 Pandemic. Services to the bridge are provided through a mutual aid agreement with the neighbouring USA fire department.

**Table 1: Sault Ste. Marie International Bridge Annual Traffic**

| Year | Annual Traffic |
|---|---|
| 2010 | 1,828,524 |
| 2011 | 1,998,068 |
| 2012 | 2,070,449 |
| 2013 | 2,104,458 |
| 2014 | 1,980,841 |
| 2015 | 1,572,050 |
| 2016 | 1,429,389 |
| 2017 | 1,412,808 |
| 2018 | 1,456,020 |
| 2019 | 1,353,149 |
| 2020 | 340,318 |
| 2021 | 195,657 |
| 2022 | 624,960 |

***Source**: "International Bridge –Facts and Trivia" Michigan Department of Transportation https://www.saultbridge.com/international-bridge-historical-traffic/*

If one or more of the bridges or overpasses were to be out of service, it could impact the connectivity of the City's transportation network. If the International Bridge was closed or out of service, it would have significant impacts to the local connectivity to neighbouring geography and would impact the local economy of the City.

**Key Finding: Bridges, with restrictions or closures, have the potential to reduce the connectivity of the City's road network, resulting in the potential for delays in emergency response times.**

### 2.2.3 Rail

Rail lines are considered in this CRA for a few key reasons related to emergency services. Firstly, the potential for a rail-based transport incident is a major consideration, as a derailment or accident involving the goods being transported (hazardous materials) could occur, requiring a hazardous materials response. Rail speeds are a relevant factor in the risk of rail-based incidents. Secondly, the physical barrier created by the rail infrastructure, such as a rail yard or the placement of rail infrastructure within and throughout a municipality, can slow down emergency travel and overall response times.

Two rail lines pass through the City of Sault Ste. Marie, as shown in **Figure 3** and **Figure 4**. The rail line entering the City on the east side, called the Webbwood Subdivision, is owned by Canadian Pacific and is leased to Huron Central Railway.[16] Canadian National owns most of the rail yards located in the centre of the City as well as the north-to-south corridor, which moves goods into the United States and north of Sault Ste. Marie. The rail line owned and operated by Canadian National is called The Soo Subdivision. As shown in the figure, one rail line travels adjacent to Trunk Road and Wellington Street with a concentration of spur lines servicing Algoma Steel and a rail yard north of Wellington Street East and east of Bruce Street.

These rail lines necessitate at-grade rail-road crossing where grade-separated crossings are not warranted. There are 54 at-grade crossings and 14 grade-separated crossings within the City (or at the City boundary), as shown in **Figure 4.** At-grade rail crossings present the risk of stopping emergency vehicles while a train is crossing and preventing access if a crossing is closed (e.g. if there is a train accident or track construction) in Sault Ste. Marie, the redundancy provided by the street network and locations of the fire stations reduces the risk of blocked access due to closed rail crossings. Most of the at-grade rail crossings are located on local roads, with the exception of a crossing on Second Line West and in the downtown areas. In the

[16] Source: Railway Investigation Report R15H0092. 2015. Transportation Safety Board of Canada. 23 Nov 17 Web http://www.bst-tsb.gc.ca/eng/rapports-reports/rail/2015/r15h0092/r15h0092.asp

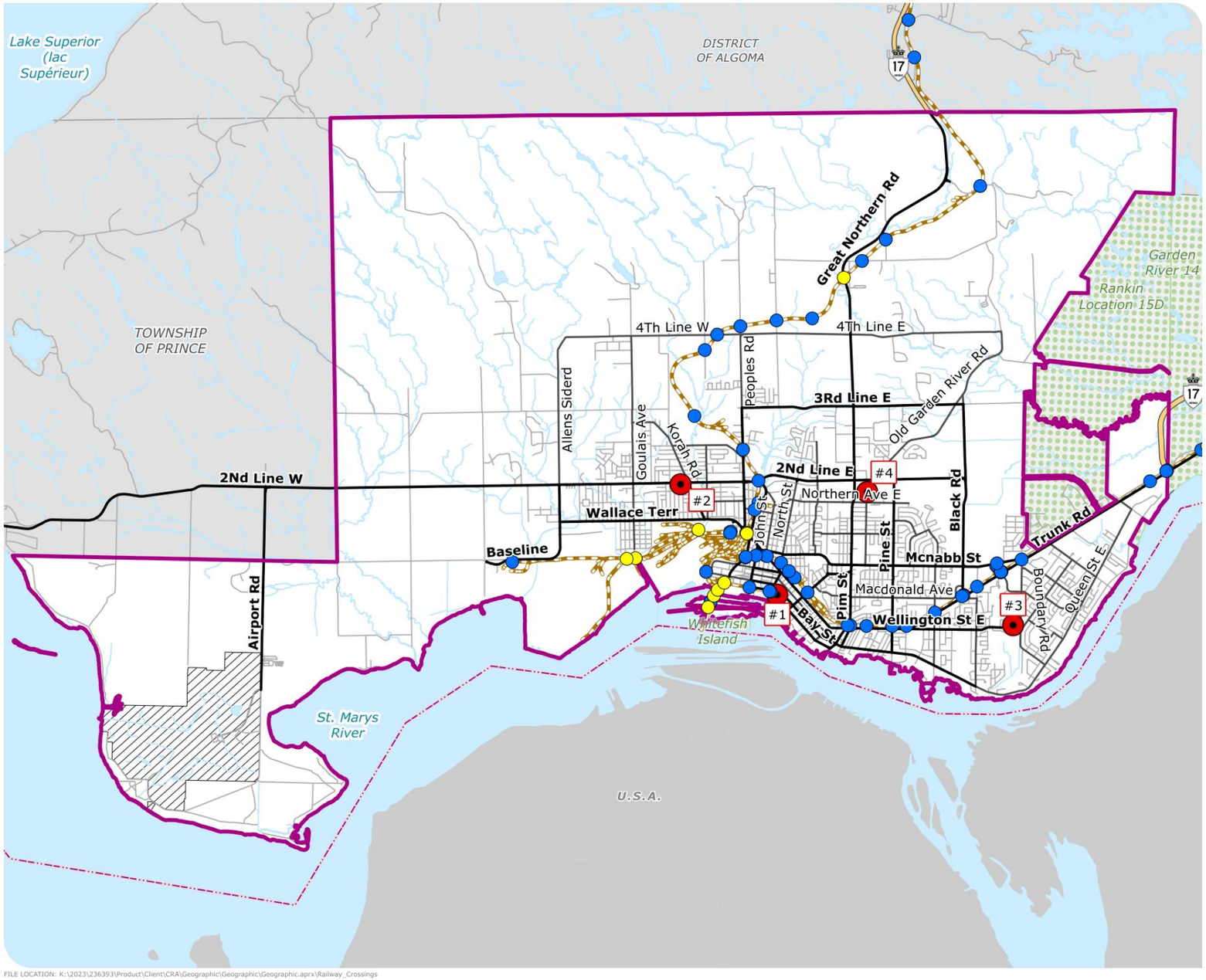
downtown area, there are seven rail crossings, with three located on urban arterial roads. The grade-separated crossings provide access for emergency response across the rail lines in the event that the rail line and at-grade crossing are blocked (e.g. during a rail incident). At-grade crossings can cause delays to emergency response travel times.

In addition to at-grade crossing considerations, depending on the goods being transported, the railway itself may present a higher risk associated with the transportation of dangerous goods through built-up areas. Such risks are receiving renewed focus in part through municipal emergency planning programs. (Transport Canada requires that railways provide historical data on dangerous goods to municipal emergency responders to better plan for emergencies). The portions of rail lines intersecting the City are used by both Canadian National and Canadian Pacific to transport goods, which may include those which are potentially flammable and explosive.

**Identified Risk**: **The rail lines within the City present a risk of a rail-based transport incident such as a derailment or accident, including the potential of hazardous materials.**

**Key Finding: Grade level rail crossings could create a physical barrier to the connectivity of the City's road network that could result in delays in emergency response times.**

## Figure 4: Rail Crossings




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**RAILWAY CROSSINGS**

- Existing Fire Station

Railway Crossing
- At Grade
- Grade Separated

Base Data
- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-21

DILLON CONSULTING

TAYPORT LIMITED

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Geographic\Geographic\Geographic.aprx\Railway_Crossings

### 2.2.4 Airport

Airports and airline facilities facilitate the movement of material goods and people, serving as gateways of connectivity to other municipalities and regions that can contribute to the economic growth and development of the City. They play an essential role in trade, commerce and product distribution and provide a common mechanism through which people travel. Airports also present unique hazards related to aircraft and supporting infrastructure. In addition to those using this type of transportation, these hazards can include the use of aircraft fuel and the transportation of dangerous goods.

The Sault Ste. Marie Airport (YAM), located in the southwest corner of the City, is an International Airport operated by the Sault Ste. Marie Airport Development Corporation. There are three passenger airlines and five cargo services that use the airport, as summarized in **Table 2**.

**Table 2: Airlines Operating at Sault Ste. Marie Airport**

| Airport Services | Airlines |
|---|---|
| Regular Passenger Service | Air Canada<br>Bearskin Airlines<br>Porter Airlines |
| Cargo Service | Air Canada Cargo<br>Bearskin Airlines Cargo<br>Canpar Express<br>FedEx (Federal Express)<br>SkyLink Express |

Source: Sault Ste. Marie Airport Development Corporation. (n.d.). Retrieved May 2024, from Airlines: http://saultairport.com/services/airlines/

The airport provides most of its own services, including emergency response and fire suppression, and has its own water supply.[17] It has been identified as part of the data collection for this CRA that support services are provided to the airport by SSMFS in the form of fire suppression staff, providing incident command, and complementing the existing airport water supply. However, from the perspective of the road network, there

[17] Source: Sault Ste. Marie Airport Development Corporation. (n.d.). Retrieved November 2018, from Airlines: http://saultairport.com/investment/

is some concern regarding access to the airport, as currently, the airport can only be accessed from Airport Road. Any incidents along this primary access route could impede the ability of SSMFS to respond, which is already roughly 15 minutes (from Station #2).

**Identified Risk (Special Consideration): The Sault Ste. Marie Airport presents unique fire-related risks associated with aircraft, supporting infrastructure, and the transportation of potentially dangerous goods, requiring specialized fire protection services.**

### 2.2.5 Location Analysis: Airport

Though the airport has some dedicated emergency response services, SSMFS responds to certain airport emergency calls, as well as to emergencies extending beyond the airport boundary. **Table 3** outlines calls received by SSMFS from within the airport area based on SSM Mapped Unit Response Data from 2012 to 2016. The annual number of calls originating from the Airport area has remained consistently low (approximately 10 calls per year) over the past five years, with the majority of calls (59% of the total calls over the five years) being 'False Fire Calls.'

**Table 3: Emergency Calls Originating from Airport Area**

| Call Type | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Total | % |
|---|---|---|---|---|---|---|---|---|---|
| False Alarm Call | 1 | 10 | 6 | 2 | 2 | 6 | 1 | 28 | **76%** |
| Other Response | 2 | 0 | 0 | 0 | 1 | 1 | 0 | 4 | **11%** |
| Medical/Resuscitator Call | 1 | 1 | 1 | 0 | 0 | 0 | | 3 | **8%** |
| Rescue | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | **3%** |
| Pre-Fire Conditions/No Fire | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | **3%** |
| Property Fires/Explosions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | **0%** |
| **TOTAL** | **4** | **11** | **7** | **3** | **3** | **7** | **1** | **37** | **100%** |

Air transportation-related incidents were identified as 'low risk' through the City's 2021 Hazard Identification and Risk Assessment (document), discussed further in the **Hazard Profile.**

**Key Finding: From 2017 to 2023, SSMFS responses to the airport are primarily for calls categorized as False Alarm Calls.**

## 2.3 Waterways, Conservation Areas and Trails

Waterways and Conservation Areas are important from a risk perspective in part due to recreational activities that take place and the natural hazards that they present (e.g., flooding). **Figure 5** shows the natural features which are located throughout the City including rivers, creeks, wetlands, parks and significant woodlands surrounding the City.

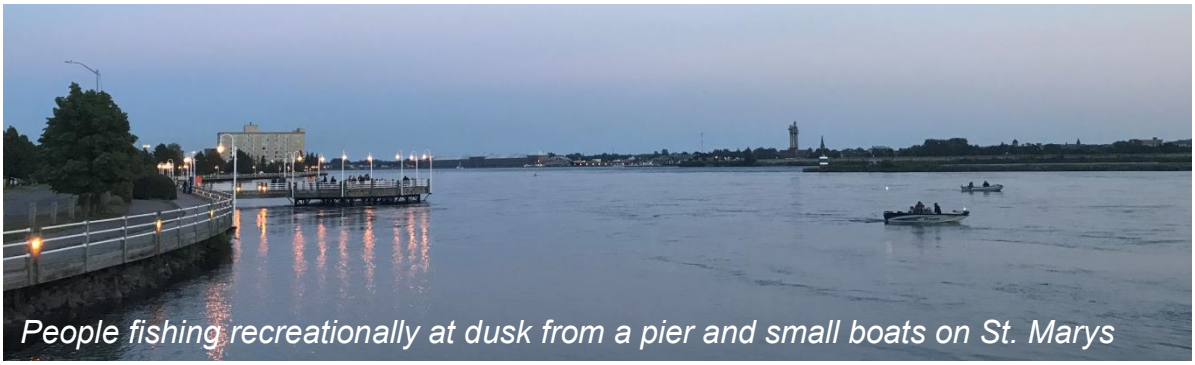
### 2.3.1 Waterways

As identified in Section 1.0 of the Official Plan, Sault Ste. Marie "has a river valley setting" and is nestled on the shores of Lake Superior and St. Marys River. The river is a major corridor connecting Lake Superior and Lake Huron, separating Canada from the

United States. Other rivers and creeks within the City boundary, as shown in **Figure 5,** include:

- Big Carp River;
- Little Carp River;
- Bennett Creek;
- Fort Creek;
- Root River;
- Coldwater Creek;
- Crystal Creek; and
- Clark Creek.

Waterways throughout the City pose a potential risk in part due to the recreational activity that occurs on them. Residents and tourists alike, for example, enjoy fishing in local areas, including the St. Marys River. An additional consideration is that during summer months, flooding and/or faster currents could occur, and there is potential for swift water, which has unique needs from a rescue perspective. During winter months, the frozen streams and rivers pose a risk, and incidents could necessitate ice rescues.



*People fishing recreationally at dusk from a pier and small boats on St. Marys*

**Identified Risk: The presence of waterways within the City of Sault Ste. Marie, including the unique characteristics of the St. Marys River, creates a potential risk for water-based incidents.**

#### 2.3.1.1 Marinas and Boating Facilities

There are two marinas along the St. Marys River that are owned and operated by the City. Bellevue Marina, located at 1 Pine Street, provides 155 slips, including both serviced and unserviced. The marina offers fuel (diesel and unleaded) and oil, as well as washrooms, shower facilities and boater information services. This location is also a

Canada Customs check-in point. Roberta Bondar Transient Marina, located at 65 Foster Drive, is a transient boater facility with 38 serviced slips and 450 feet of dock face. It provides fuel (diesel and unleaded), as well as boater services.

The Algoma Sailing Club is located at 41 Lake Street, Bellevue Park on the shore of the St. Marys River, and allows members to store and launch sailboats.

In general, the recreational use of private boats can, at times, generate calls for emergency services, such as water rescue. Marinas and boating clubs, during their open seasons, can present unique and complex fire safety risks. For example, boats are often aligned in close proximity to one another, which presents a fire risk, as a fire aboard one boat can rapidly spread to an adjacent boat if adequate fire safety measures are not in place. The fuel tanks on boats (and even small fuel tanks on sailboats) add to the overall fuel load where boats are docked. Many vessels also have fuel on board for the purpose of cooking.

At the two marinas in Sault Ste. Marie and the sailing club boats are stored closely together, so there is a large fuel load in one area. There are no hotels associated with the marinas or the sailing club, but some larger boats include living quarters. This presents an increased fire risk due to the presence of cooking facilities, more complex mechanical systems, and occupants sleeping on the boat.

NFPA 303 Standard for Marinas and Boatyards includes a number of important topics related to a safer marine environment and is intended to provide a minimum level of safety from fire as well as electrical safety at marinas and boatyards. Educating boat owners and marina operators about potential fire and electrical risks will help them identify the hazards in this setting. Regular inspection cycles of local marinas by the SSMFS could assist in the prevention of marina fires.

**Key Finding: The presence of two marinas and a boating club along the City's shoreline presents unique and complex fire safety risks due to fuel load, boats stored in close proximity to one another, and the potential for occupants to sleep on boats.**

### 2.3.2 Great Lakes Cruises

The City of Sault Ste. Marie is a 'Port of Call' for two cruise tours offered by the Great Lakes Cruises company. The cruises travel on the 'Pearl Mist' cruise ship, which can accommodate up to 210 cruise guests in addition to cruise staff. These tours bring an

influx of tourists to the City. The cruise ship activity presents some unique risks with the high population of people travelling on one vessel. Fires on board the ships are the responsibility of the crews.

**Key Finding: The use of the City as a Port of Call for cruise ships travelling within the Great Lakes presents unique and complex fire safety risks when cruise ships are docked at the City's shoreline.**

### 2.3.3 Conservation Areas

As depicted in **Figure 5,** two provincially significant wetlands are located in the western portion of the City called Carp Rivers Wetland and Shore Ridges Wetland. The Shore Ridges Wetland is a part of one of the four Conservation Areas (CA) in the City – the Shore Ridges Conservation Area. The three other conservation areas are Mark's Bay Conservation Area, Fort Creek Conservation Area, and the Hiawatha Highlands Conservation Area. Some traits of these areas, including location and recreational opportunities, are summarized in **Table 4**. The Fort Creek Conservation Area includes a portion of the Hub Trail (a 25-kilometre trail for non-motorized uses that circles the City), with a portion that travels along the waterfront. Given the location of some of these recreational opportunities within the City and limited access to the trail system, there is a potential impact on emergency response in the event of an incident.

**Table 4: Sault Ste. Marie Conservation Areas**

| Conservation Area | Size | Location | Recreational Opportunities |
|---|---|---|---|
| Shore Ridges Conservation Area[1] | 443 ha | The western boundary of the Municipality, on the shores of Lake Superior | Hiking, cross-country skiing, and snowshoeing |
| Mark's Bay Conservation Area[2] | 103 ha | East of Airport Road, on the shores of St. Marys River | Old logging roads and deer corridors provide the opportunity for hiking and winter activities.<br>Boat launch and swimming. |

| Conservation Area | Size | Location | Recreational Opportunities |
|---|---|---|---|
| Fort Creek Conservation Area[3] | 77 ha | North-east intersection of Peoples Road and Second Line | Hiking, cycling, cross-country skiing, and snowshoeing. Includes a portion of the Hub Trail. Originally purchased for flood control purposes. |
| Hiawatha Highlands Conservation Area[4] | 892 ha | East of Great Northern Road, between Fifth and Sixth Line | Hiking, park amenities, cycling, mountain biking, winter cycling, snowshoeing, and cross-country skiing (Soo Finnish Nordic Ski Club) |

[1] Source: Conservation Ontario. (2015). Shore Ridges Conservation Area. Retrieved September 20, 2017, from Conservation Ontario: https://ontarioconservationareas.ca/component/mtree/conservation-authorities-of-ontario/sault-ste-marie-region/sault-ste-marie-region-explore-the-shore/shore-ridges-conservation-area

[2] Source: Sault Ste. Marie Region Conservation Authority. (2017). Mark's Bay Conservation Area. Retrieved September 20, 2017, from Sault Ste. Marie Region Conservation Authority: http://ssmrca.ca/recreation/marks-bay-conservation-area/

[3] Source: Sault Ste. Marie Region Conservation Authority. (2017). Fort Creek Conservation Area. Retrieved September 20, 2017, from Sault Ste. Marie Region Conservation Authority: http://ssmrca.ca/recreation/fort-creek-conservation-area/

[4] Source: Conservation Ontario. (2015). Hiawatha Highlands Conservation Area. Retrieved September 20, 2017, from Conservation Ontario: https://ontarioconservationareas.ca/component/mtree/conservation-authorities-of-ontario/sault-ste-marie-region/hiawatha-highlands-con-area?Itemid

Emergency incidents experienced in these types of natural settings could require services such as water rescue or high-angle rescue, for example. The Response Profile

presents the results of the analysis of technical rescue calls, including those related to water rescues.

**Key Finding: Recreational activities within the City's conservation areas, such as hiking, cycling, and snowmobiling, have the potential to generate calls for emergency services, such as rescue calls.**

### 2.3.4 Trails

A vast network of non-motorized trails (used for walking, hiking, cycling, etc.) and motorized trails (used for snowmobiling, All Terrain Vehicles (ATVs) and dirt bikes), exist within the City and the surrounding area.

The City of Sault Ste. Marie is experiencing an increase in active transportation, supported by the City's network of bike lanes, paths and trails. This includes the John Rowswell Hub Trail, a 25-kilometre multi-use (non-motorized) trail system that connects points such as the Fort Creek Conservation Area, Bellevue Park, Algoma University, Sault College, the hospital, and the waterfront walkway. The trail is used by residents, students, and tourists.

The City and Algoma County host hundreds of kilometres of motorized snowmobiling trails, such as the Soo Highlands Loop, and marked ATV trails. The trails provide recreation and are a tourist attraction within the City and region.

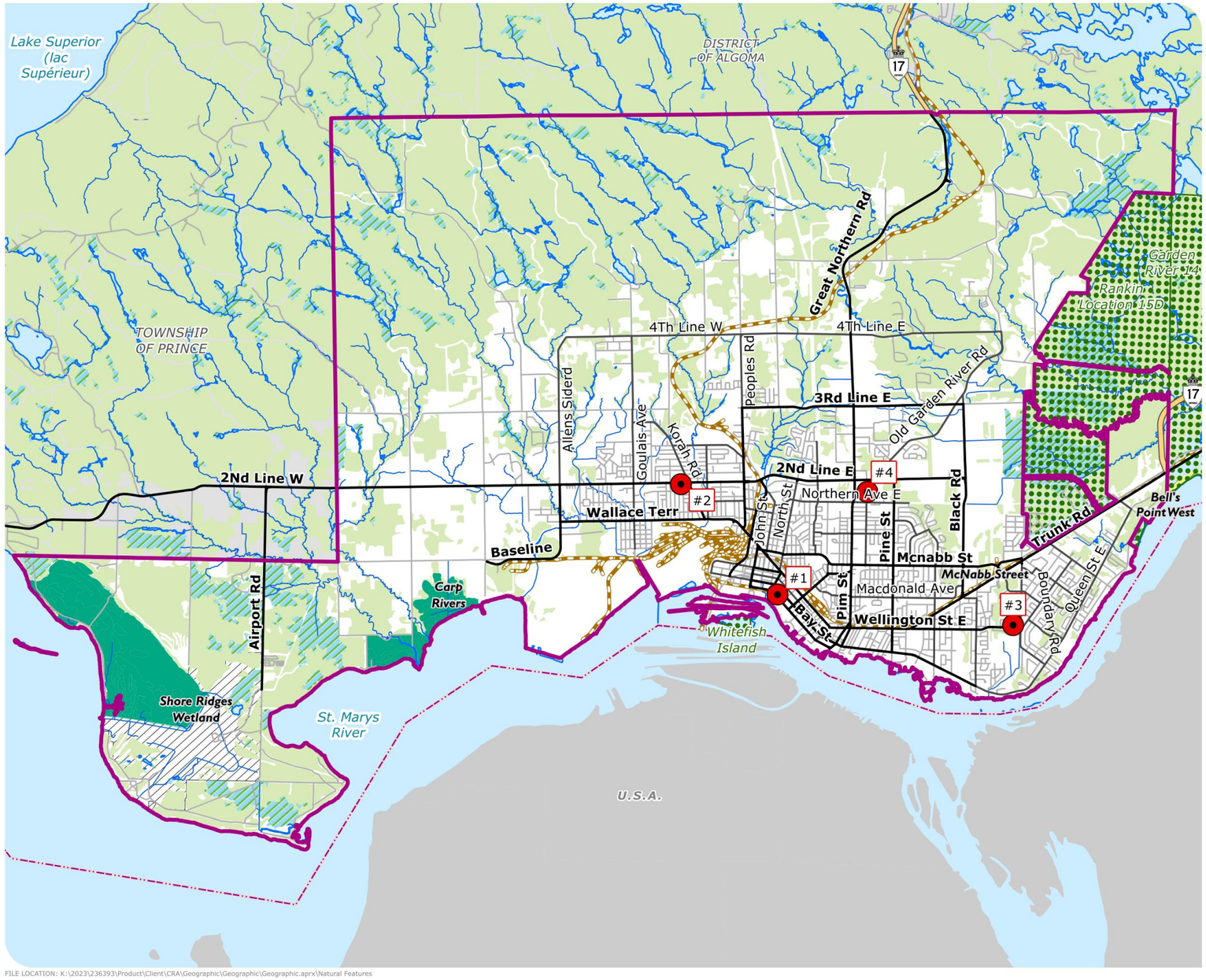
**Key Finding: Recreational trails, including multi-use non-motorized trails and motorized trails within the City and surrounding area, have the potential to generate calls for emergency services, such as rescue calls.**

### 2.3.5 Topography

**Figure 6** shows the topography of the City. A key distinctive feature within the municipality is referred to in the Official Plan as the 'shield line' and is a result of a historic low land plateau with the shield line being "outcroppings of Precambrian rock of the Canadian Shield Highland" 30 metres above the shore line (pg., 1 of the Official Plan). [18] This feature results in a natural boundary with the rural area and is illustrated in **Figure 6.**

[18] Sault Ste. Marie (1996) Official Plan http://saultstemarie.ca/Cityweb/media/Engineering-and-Planning/Planning/OfficialPlan.pdf

## Figure 5: Natural Features




FILE LOCATION: K:\2023\236393\Product\Client\CRA\Geographic\Geographic\Geographic.aprx\Natural Features

**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**NATURAL FEATURES**

- Existing Fire Station
- Provincially Significant Wetland
- Locally Significant Wetland
- Unevaluated Wetland
- Water Feature
- Wooded Area

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

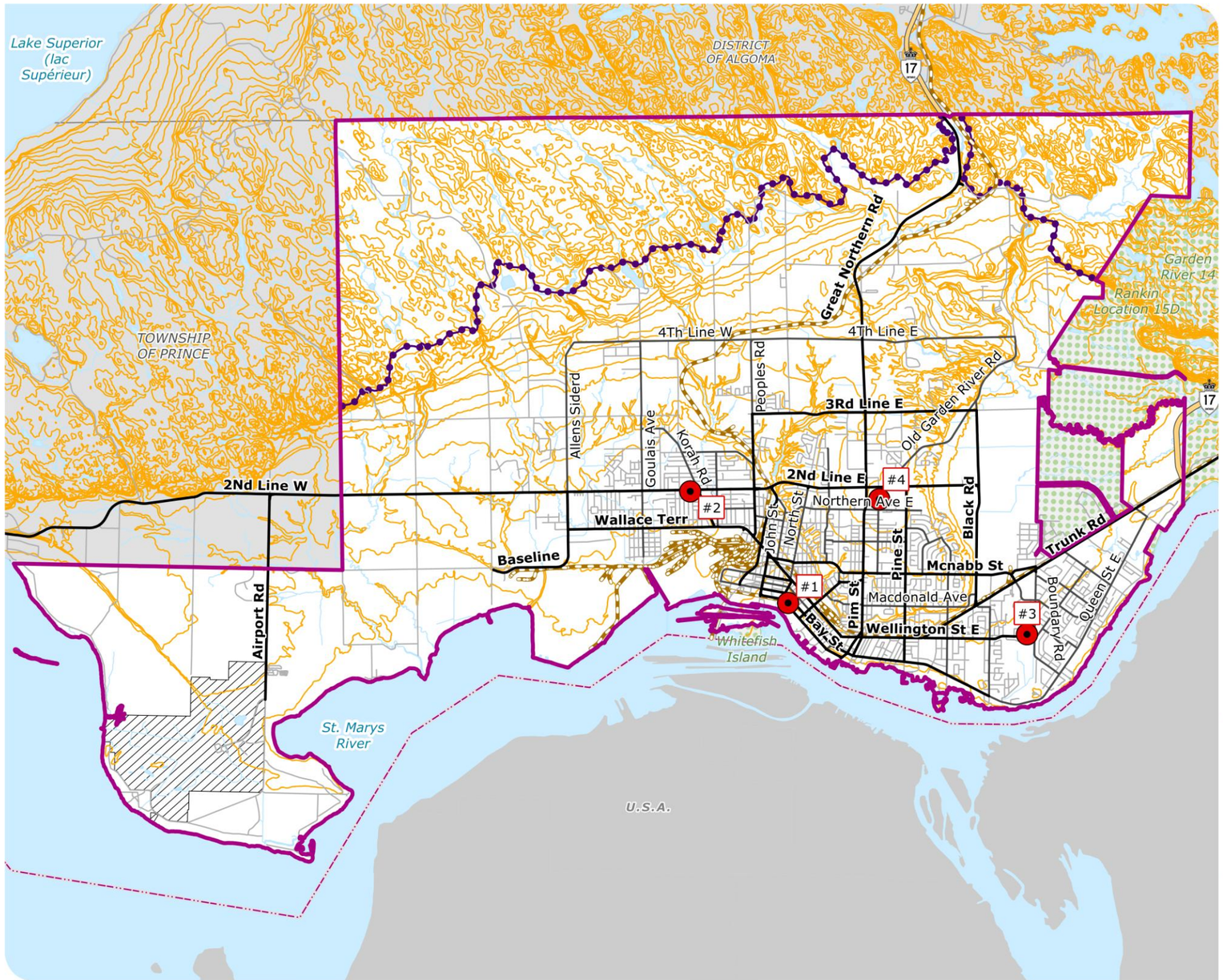
MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-30

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## Figure 6: Topography




FILE LOCATION: K:\2023\236393\Product\Client\CRA\Geographic\Geographic\Geographic.aprx\Topography

**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**TOPOGRAPHY**

- Existing Fire Station
- Shield Line
- 5m Contour

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
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MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-21

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## 2.4 Wildland-Urban Interfaces

TG 02-2019 and NFPA 1730 - Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations (2019 Edition) identify wildland-urban interface as geography-based risk for consideration. This interface refers to the area of transition between unoccupied land and human development. This transition area can be comprised of a mix of woodlots, bush, or grass.

The frequency and intensity of wildfires and major incidents, such as the Fort McMurray forest fire in 2016, have garnered significant attention in the fire industry, media, municipalities, and the general public. This section provides an overview of wildfires, the wildland-urban interface, legislative context and policy tools, and spatial analysis.

### 2.4.1 Overview of Wildfires

As identified in the Province of Ontario's Wildland Fire Risk Assessment and Mitigation Reference Manual (Reference Manual), wildfires are the second most common type of natural disaster that is reported in Canada next to flooding, though wildfires occur more frequently.[19] Based on the Canadian National Fire Database, over 8,000 forest fires occur each year, burning an annual average of 2.1 million hectares of land[20]. This has increased from approximately 1,000,000 hectares per year in the early 1970s.[21] The key ignition sources of wildfires are either human-caused or through lightning, with lightning fires accounting for 35% of total fires in Canada and 85% of the area burned, according to the Forestry Adaptation Community of Practice Webinar (FACoP).[22]

As described in the FACoP webinar, overall climate change will have an impact on the frequency and intensity of wildfires (recognizing that there would be spatial and temporal variability in the impact). This is in part because of the four key factors that impact forest fires: fuel, ignition, weather, and human footprint (such as land use and

[19] Source: Ontario Ministry of Natural Resources. April 2017. Wildland Fire Assessment and Mitigation Reference Manual in Support of Provincial Policy Statement, 2014. Toronto: Queen's Printer for Ontario
[20] Source: Canadian National Fire Database (CNFDB). Retrieved from: https://cwfis.cfs.nrcan.gc.ca/ha/nfdb June 2024.
[21] Source: Forestry Adaptation Community of Practice Webinar (2017) The Future of Wildland Fire in Canada – Hot and Smoky? By: Mike Flannigan
[22] Source: Forestry Adaptation Community of Practice Webinar (2017) The Future of Wildland Fire in Canada – Hot and Smoky? By: Mike Flannigan

fire management policies). Climate change has a direct impact on the weather factor from the perspective of impacting temperature, precipitation, and atmospheric moisture, for example. Warmer temperatures will increase the potential for lightning, therefore increasing the potential for a wildfire ignition source. Warmer temperatures will also lead to less air moisture and, in some cases, less precipitation to mitigate the spread of wildfire. In addition, warmer temperatures will lead to longer fire seasons and more susceptibility to wildfires. According to the Province of Ontario's Wildland Fire Risk Assessment and Mitigation Reference Manual, research shows that the total number of fires in Ontario could increase by 15 percent by 2040 and by 50 percent by 2100.[23]

### 2.4.2 Wildland-Urban Interface

The wildland-urban interface is defined within the Reference Manual as "*any point where the fuel feeding a wildland fire changes from natural (wildland) fuel to human-made fuel*".[24] Therefore, wildland fire hazard and associated risks are created where human activity and development intersect with forested areas. However, historically, wildfires were thought to be primarily a fuel load (forested area) problem, and efforts were taken to combat the wildfire after ignition including direct firefighting costs. This traditional approach is becoming less attractive economically and from an effectiveness perspective. This is compounded when considering the possible impacts of climate change.[25]

Similar to the application of the first two lines of defence within the fire service in Ontario, where fire suppression is the failsafe, a prevention/mitigation lens can also be applied to wildfires. As mentioned, historically, this lens was applied to manage wildfires through suppression. However, as stated in an article published in the Proceedings of the National Academy of Sciences, the impact of wildfires can be more effectively reduced by focusing on the surrounding vegetation as well as the ignition potential of

[23] Source: Ontario Ministry of Natural Resources. April 2017. Wildland Fire Assessment and Mitigation Reference Manual in Support of Provincial Policy Statement, 2014. Toronto: Queen's Printer for Ontario
[24] Source: Ontario Ministry of Natural Resources. April 2017. Wildland Fire Assessment and Mitigation Reference Manual in Support of Provincial Policy Statement, 2014. Toronto: Queen's Printer for Ontario, pg. 8.
[25] Source: Forestry Adaptation Community of Practice Webinar (2017) The Future of Wildland Fire in Canada – Hot and Smoky? By: Mike Flannigan

buildings, not just fighting the fire.[26] This approach is supported through recent guiding policy documents explored in the next section.

### 2.4.3 Legislative and Policy Framework

Within Ontario, the legislative framework for wildfires is established primarily in the *Forest Fires Prevention Act*, 1990 (FFPA), as well as the *Emergency Management and Civil Protection Act*, 1990 (EMCPA), which outlines the emergency management program requirements required from municipalities. (Further discussion on the EMCPA can be found in the Fire Master Plan). The FFPA sets out the legislation that guides wildland fire management, including establishing the fire season, permitting, fire restriction zones, and fire suppression responsibilities of local authorities.[27] The implementation of *Forest Fires Prevention Act* and the EMCPA is supported by Ontario's FireSmart program, which is a voluntary program that focuses on reducing wildfire risks through identification of hazards, education, and mitigation.[28]

Land use in Ontario is regulated by the *Planning Act,* 1990 with policy direction provided through the 2014 Provincial Policy Statement (PPS). PPS policy 3.1.8 states that development shall be directed outside of lands that have a presence of hazardous forest types for wildland fire and that if development is permitted, risk must be mitigated in accordance with the wildland fire assessment and mitigation standards.[29] The Ontario Ministry of Natural Resources and Forestry's **Wildland Fire Risk Assessment and Mitigation Reference Manual** (Published July 24, 2018, and updated June 16, 2021) was created in support of the Provincial Policy Statement in part to provide clarity on the stated policies. Local policy approaches - including Official Plans, zoning by-laws, site plan control tools, and Ontario Building Code enforcement through planning authorities - emphasize the opportunity to reduce risk by focusing on buildings through land use planning.

[26] Calkin, David E, Cohen, Jack D, Finney, Mark A, Thompson, Matthew P (2013) How risk management can prevent future wildfire disasters in the wildland-urban interface.
[27] Source: Ontario. 2017. *Forest Fire and Protection Act,* R.S.O. 1990, Chapter F. 24
[28] Source: What is FireSmart? 2017. FireSmart Canada 23 Nov 17. Web. https://www.firesmartcanada.ca/what-is-firesmart
[29] Source: Ontario Ministry of Municipal Affairs and Housing. 2014. Provincial Policy Statement, 2014. 3.1.8. Toronto: Queen's Printer for Ontario.

Part 2 of the Reference Manual provides Wildland Fire Assessment and Wildland Fire Mitigation Techniques. This includes guidance on conducting a wildland fire assessment through a *"review of generalized MNRF wildland fire hazard mapping, planning authority mapping, [and] broad level site assessment*" (pg. 19). The Reference Manual recommends that "local planning authorities undertake a broad-level/municipal-wide wildland fire assessment."[30] While this CRA considers available information to review this risk at a high level, this study does not reflect a wildland fire assessment as described within the Reference Manual. However, it does review the generalized MNRF wildland fire hazard mapping, as well as additional source of spatial information from Natural Resources Canada, as described in the section that follows.

### 2.4.4 Identifying the Wildland-Urban Interface in Canada

In 2016, research was conducted at the University of Alberta to define and map the wildland-urban interface in Canada. The analysis was based on national datasets around structures/infrastructure as well as land cover to identify interface areas. An interface refers to those areas where a structure may be at risk of a fire due to wildfires. Interfaces were defined spatially by assessing the fuel area surrounding structures based on a buffer. This research resulted in national spatial mapping of the wildland-urban interface, which is housed at and provided by the Government of Canada's Canadian Forest Service, Natural Resources Canada.[31]

The resulting spatial data reflects three different datasets: wildland-urban interface; wildland-industrial interface; and infrastructure interface. The wildland-urban interface (WUI), as defined in the research, refers to areas "*where homes or other community structures meet with or are interspersed with wildland fuels*".[32] The wildland-industrial interface (WII) shows the interface of wildland fuels with industrial structures such as oil and gas or mining structures. The infrastructure interface illustrates the interface of infrastructure such as transmission lines, roads, or railways.

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[30] In addition to the Reference Material, the National Fire Protection Association has standards on wildfire including NFPA 1141 Standard for Fire Protection Infrastructure for Land Development in Wildland, Rural, and Suburban Areas, NFPA 1143 Standard for Wildland Fire Management, and NFPA 1144 Standard for Reducing Structure Ignition Hazards from Wildland Fire.

[31] Johnston, Lynn M. (2016) Mapping Canadian Wildland Fire Interface Areas. MSc thesis. Department of Renewable Resources. University of Alberta. 161 pgs. doi: 10.7939/R3GT5FR9Z.

[32] Johnston, Lynn M. (2017). Interface Mapping Readme

It is important to note that the WUI, WII, and infrastructure interface identified in the mapping **do not reflect an area at risk** but an area of potential risk. In addition, data was generated based on information that lends itself to analysis at a regional or community scale, not at smaller scales (neighbourhood/single structure).[33] The mapping analysis of this data is presented in the following section.

### 2.4.5 Mapping Analysis: Sault Ste. Marie Wildland-Urban Interface

This section explores the spatial data described above, including the Ministry of Natural Resources and Forestry's Potential Hazardous Forest Types for Wildland Fire and the three interface datasets from Natural Resources Canada.

**Figure 7** illustrates the potential hazardous forest types for wildland fires based on data provided by the MNFR. This figure shows that the majority of potential forest-type hazard levels in the City are low and are located primarily in the northern part of the City (around and above the Shield Line) as well as around the airport. There are some pockets of moderate hazardous forest type and an 'edge' of high hazardous forest types roughly south of Fourth Line West.

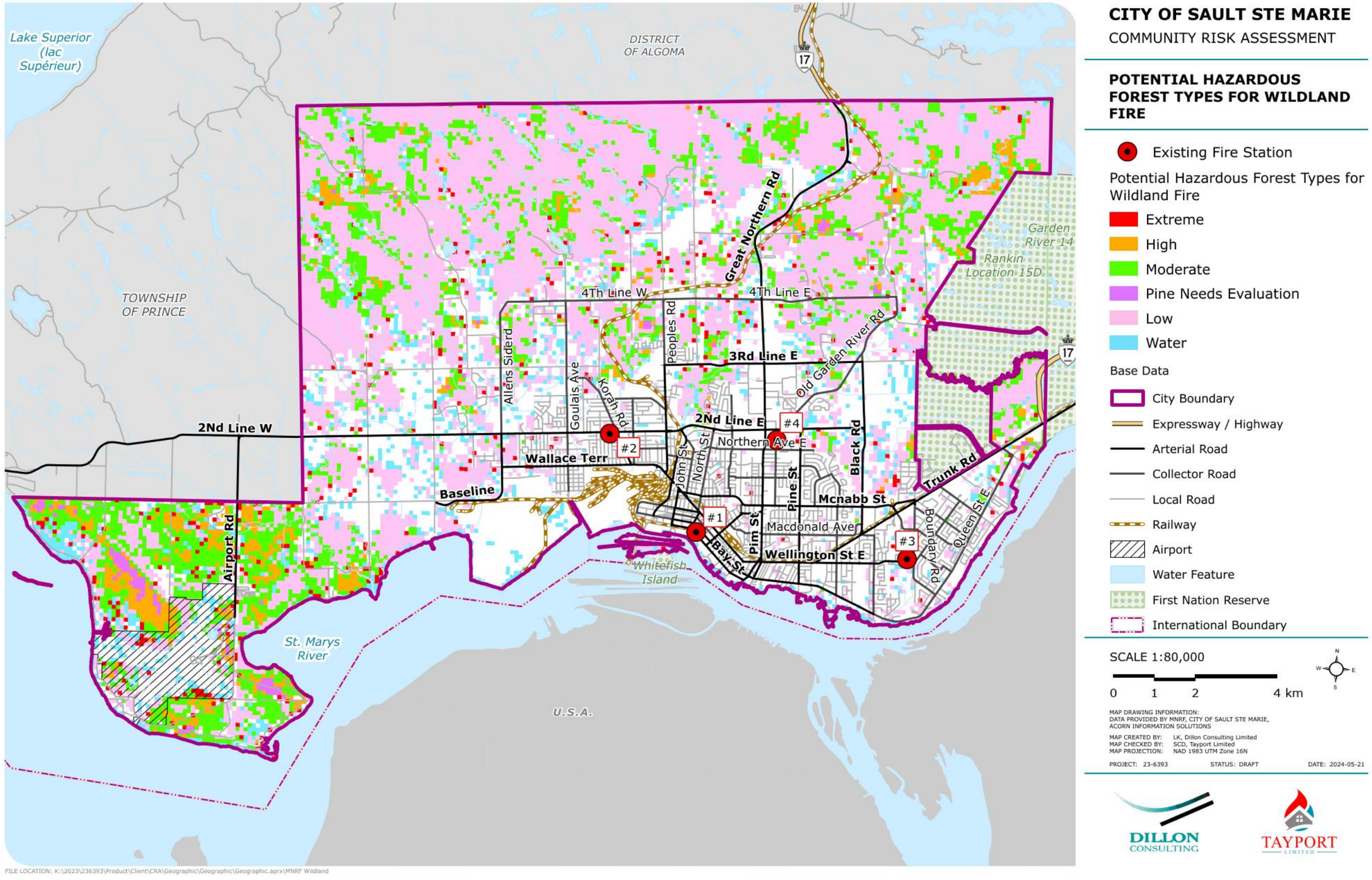
**Figure 8** depicts the extreme and high-risk forest types. This identifies the wildland-urban interface throughout Sault Ste. Marie, which is generally located outside of the Urban Settlement Area. A key area where the wildland-urban interface is prevalent is around the Sault Ste. Marie Airport and Airport Road. There is also a large portion of the interface located north-east of the Great Northern Road Fourth Line East. Both of these areas are characterized by dense forest and some residential development.

The Wildland Urban interface is present along the western, northern, and eastern boundaries of Sault Ste. Marie, where there is an interaction of wildland fuel with community infrastructure or structures. Most of the wildland-urban interface is outside the Urban Settlement Area.

**Identified Risk: The City has risk of wildland fire due to potential hazardous forest types and the wildland-urban interface primarily outside of the Urban Settlement Area.**

[33] Johnston, Lynn M. (2017). Interface Mapping Readme

## Figure 7: Potential Hazardous Forest Types for Wildland Fire (MNRF)




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**POTENTIAL HAZARDOUS FOREST TYPES FOR WILDLAND FIRE**

- Existing Fire Station

Potential Hazardous Forest Types for Wildland Fire
- Extreme
- High
- Moderate
- Pine Needs Evaluation
- Low
- Water

Base Data
- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

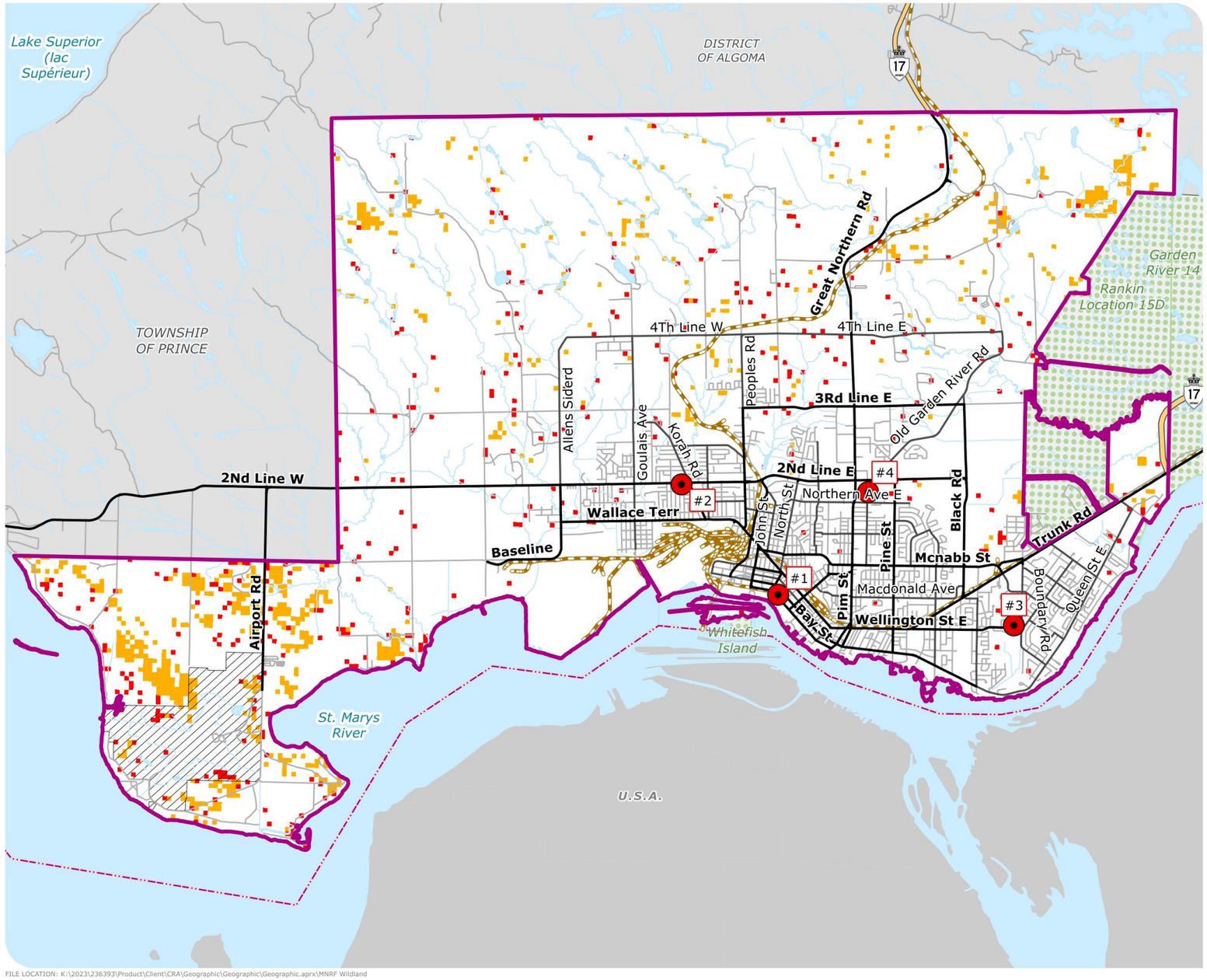
MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-21

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## Figure 8: Potential Hazardous Forest Types for Wildland Fire (MNRF) – Extreme and High Risk




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**POTENTIAL HAZARDOUS FOREST TYPES FOR WILDLAND FIRE**

Existing Fire Station

Potential Hazardous Forest Types for Wildland Fire
- Extreme
- High

Base Data
- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-21

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Geographic\Geographic\Geographic.aprx\MNRF Wildland

# 3.0 Building Stock Profile

The building stock found in a community is one of the key drivers of risk from the perspective of fire services. As referenced in **O. Reg. 378/18**, the building stock profile assessment includes an analysis of the types and uses of the building stock within the City. Important considerations include the Ontario Building Code occupancy classification, the number of buildings of each type, the number of buildings of each use, and any building-related risks known to the fire service. There are potential fire risks associated with different types or uses of buildings, given the presence or absence of fire safety systems and equipment at the time of construction and maintenance thereafter. This section considers these building characteristics within the City of Sault Ste. Marie.

## 3.1 Ontario Building Code Occupancy Classifications

OFM TG-02-2019 encourages fire services to consider the potential fire-related risks associated with different building occupancy types and building uses. This includes consideration of each occupancy classification's prevalence within a community and the presence of fire and life safety systems and equipment. The Ontario Building Code (OBC) categorizes buildings by major occupancy classification. Utilizing the OBC major building occupancy classifications is consistent with the intent of TG-02-2019 to provide a recognized definition and baseline for developing a community risk assessment.

The OBC is divided into six major building occupancy classifications (groups). Within each group, the occupancies are further defined by division. The OBC major classification groups and divisions are presented in **Table 5**.

### Table 5: OBC Major Occupancy Classifications

| Group | Division | Description of Major Occupancies |
|---|---|---|
| **Group A** | 1 | Assembly occupancies intended for the production and viewing of the performing arts |
| **Group A** | 2 | Assembly occupancies not elsewhere classified in Group A |
| **Group A** | 3 | Assembly occupancies of the arena type |
| **Group A** | 4 | Assembly occupancies in which occupants are gathered in the open air |
| **Group B** | 1 | Detention occupancies |
| **Group B** | 2 | Care and treatment occupancies |

| Group | Division | Description of Major Occupancies |
|---|---|---|
| **Group B** | 3 | Care occupancies |
| **Group C** | All divisions | Residential occupancies |
| **Group D** | All divisions | Business and personal services occupancies |
| **Group E** | All divisions | Mercantile occupancies |
| **Group F** | 1 | High-hazard industrial occupancies |
| **Group F** | 2 | Medium-hazard industrial occupancies |
| **Group F** | 3 | Low-hazard industrial occupancies |

Source: Ontario Building Code [34]

## 3.2 OFM Fire Risk Sub-Model Occupancy Classifications

The Fire Risk Sub-model developed by the OFM utilizes the major group classifications (i.e. Group A, B, C, D, E, F), but does not use the detailed division classifications as included in the OBC This strategy provides the ability to assess buildings within a community comparatively by major occupancy groups, thus providing a consistent and recognized definition for each major occupancy type. This strategy provides the opportunity for further analysis of a specific occupancy group. Subject to any site-specific hazards or concerns, occupancies within this group can be assessed individually and then included where required within the scope of the broader Community Risk Assessment. The OFM Fire Risk Sub-Model OBC classifications, definitions and associated fire-related risks are presented in **Table 6** along with potential proactive measures to reduce risk within these occupancy types.

[34] Ontario Regulation 332/12: Building Code, Part III Fire Protection, Occupant Safety and Accessibility, Section 3.1.2.1.

**Table 6: OFM Fire Risk Sub-Model Major Building Classifications**

| OBC Occupancy Classification | OFM Fire Risk Sub-Model Major Building Classifications | OFM Definitions | OFM Fire Related Risks | Proactive Measures for Reducing Risk |
|---|---|---|---|---|
| **Group A** | Assembly Occupancies | An assembly occupancy is defined as one that is used by a gathering of people for civic, political, travel, religious, social, educational, recreational or similar purposes or for the consumption of food or drink. | Assembly buildings are often occupied by a large number of people and may contain high quantities of combustible furnishings and decorations. Occupants are generally unfamiliar with the building's exit locations and may not know how to react in the event of an emergency. Low light conditions are inherent to some of these occupancies and can contribute to occupant confusion during an evacuation. Numerous examples exist of disastrous events that have occurred throughout the world, resulting in multiple fire fatalities in these occupancies. Therefore, these facilities warrant special attention. Accordingly, it is paramount to ensure that maximum occupant load limits are not exceeded, detection is available, an approved fire safety plan is in place, and adequate unobstructed exits/means of egress are readily available. | • Regular fire prevention inspection cycles<br>• Automatic fire detection and monitoring systems<br>• Approved fire safety plan and staff training<br>• Pre-planning by fire suppression staff |
| **Group B** | Care or Detention Occupancies | A care or detention occupancy means the occupancy or use of a building or part thereof by people who:<br>• Are dependent on others to release security devices to permit egress;<br>• Receive special care and treatment; or,<br>• Receive supervisory care. | In addition to the presence of vulnerable occupants, these occupancies may contain quantities of various flammable/combustible liquids and gases, oxidizers and combustible furnishings that will impact the intensity of the fire if one should occur. The evacuation or relocation of patients, residents or inmates to an area of refuge during an emergency poses additional challenges in these facilities. It is essential to ensure that properly trained staff are available and prepared to quickly respond according to the facility's approved fire safety plan. | • Regular fire prevention inspection cycles<br>• Automatic fire detection and monitoring systems<br>• Approved Fire Safety Plan and staff training<br>• Pre-planning by fire suppression staff |
| **Group C** | Residential Occupancies | A residential occupancy is defined as one that is used by people for whom sleeping accommodation is provided but who are not harboured or detained to receive medical care or treatment or are not involuntarily detained. | In Ontario, residential occupancies account for 70% of all structural fires and 90% of all fire deaths. Residential units that are located in multi-unit buildings, including secondary units in a house, pose additional risks due to egress and firefighting accessibility challenges. | • Home smoke alarm programs<br>• Public education programming, including home escape planning<br>• Retrofit and compliance inspection cycles for OFC compliance<br>• Pre-planning by fire suppression staff<br>• Fire Drills as required by the OFC |

| OBC Occupancy Classification | OFM Fire Risk Sub-Model Major Building Classifications | OFM Definitions | OFM Fire Related Risks | Proactive Measures for Reducing Risk |
|---|---|---|---|---|
| **Group D** | Business & Personal Services | A business and personal services occupancy is defined as one that is used for the transaction of business or the rendering or receiving of professional or personal services. | Many office buildings are occupied by a large number of people during business hours and contain high combustible content in the form of furnishings, paper, books, computers and other office equipment/supplies. Those that are located in a high-rise building pose additional risks due to egress and firefighting challenges. | • Regular fire prevention inspection cycles to maintain OFC compliance<br>• Targeted fire prevention inspections for OFC retrofit compliance<br>• Staff training in fire prevention and evacuation procedures<br>• Public education programs<br>• Pre-planning by fire suppression staff |
| **Group E** | Mercantile | A mercantile occupancy is defined as one that is used for the displaying or selling of retail goods, wares or merchandise. | Larger mercantile occupancies such as department stores are generally occupied by a large number of people and contain high quantities of combustibles in the form of merchandise, furnishings and decorations. Customers may be unfamiliar with the building's exit locations and not know how to react in the event of an emergency. Additional hazards will be present in "big box" type stores that sell and store large volumes of combustible materials in bulk. These stores generally have similar properties to industrial warehouses, in addition to the hazards of a higher number of occupants. | • Regular fire prevention inspection cycles<br>• Automatic fire detection and monitoring systems<br>• Approved Fire Safety Plan and staff training<br>• Pre-planning by fire suppression staff |
| **Group F** | High/Medium/Low Hazard Industrial | An industrial occupancy is defined as one for the assembling, fabricating, manufacturing, processing, repairing or storing of goods and materials. This category is divided into low hazard (F3), medium hazard (F2) and high hazard (F1) based on its combustible content and the potential for rapid fire growth. | These occupancies constitute a special fire hazard due to high levels of combustible, flammable or explosive content and the possible presence of oxidizing chemicals and gases. Processing and other activities that involve various ignition sources often occur in these occupancies. The lack of security during non-operational hours also makes them susceptible to incendiary-type fires. Industrial fires generally involve large quantities of combustible materials and potentially result in large financial losses (e.g. building, contents) and significant damage to the community's environment and economic well-being (e.g. loss of jobs). | • Regular fire prevention inspection cycles<br>• Staff training in fire prevention and evacuation<br>• Public education<br>• Pre-planning by fire suppression staff<br>• Installation of early detection systems (e.g., fire alarm systems, heat detectors)<br>• Installation of automatic sprinkler systems<br>• Approved Fire Safety Plans<br>• Preplanning by fire suppression staff<br>• Fire extinguisher training |

Source: OFM Fire Risk Sub-Model[35]

[35] Office of the Fire Marshall and Emergency Management. (2016, February). Comprehensive Fire Safety Effectiveness Model: Fire Risk Sub-Model. Retrieved from Ministry of the Solicitor General Website

### 3.2.1 City of Sault Ste. Marie Existing Major Building Classification Summary

A summary of the existing major building occupancy types, provided by the City of Sault Ste. Marie is presented in **Table 7.**

As presented in **Table 7**, the majority of the City's existing property stock is comprised of Group C - Residential Occupancies (95.25%) representing 25,432 residential occupancies. The second largest occupancy type within the City is Group D & E – Commercial Occupancies accounting for 2.13% of the City's property stock. There are a number of Group A – Assembly Occupancies (219), Group F – Industrial (375), and Other – not classified (72) occupancies.

There are 35 Group B – Care or Detention Occupancies in the City of Sault Ste. Marie based on property parcel data. It should be noted that not all registered City of Sault Ste. Marie VOs are Group B - Care or Detention Occupancies. Registered vulnerable occupancies are discussed further in **Section 3.7.1 – Vulnerable Occupancies.**

**Table 7: City of Sault Ste. Marie Existing Property Stock (excluding Open Space)**

| OBC Occupancy Classification | OFM Fire Risk Sub-Model Major Building Classifications | Number of Occupancies | Percentage of Occupancies |
|---|---|---|---|
| Group A | Assembly Occupancies | 219 | 0.82% |
| Group B | Care or Detention Occupancies | 35 | 0.13% |
| Group C | Residential Occupancies - Total | 25,432 | 95.25% |
| Group D | Business and Personal Services | 165 | 0.62% |
| Group E | Mercantile | 403 | 1.51% |
| Group F (all Divisions combined) | Industrial Occupancies | 375 | 1.40% |
| Other | Not classified in the Ontario Building Code - Farm | 72 | 0.27% |
| Total Occupancy Classification | Total Building Classifications | 26,701 | 100.0% |

Source: City of Sault Ste. Marie, Parcel Data

Group C - Residential Occupancies represent the most prominent type of building occupancy type within the City of Sault Ste. Marie, which is consistent with most municipalities across Canada. Within Ontario, information provided by the OFM (as described in **Section 10.0** – **Past Loss and Event History Profile**) indicates that the majority of structure fires over the five year period from January 1, 2017 to December 31, 2023, occurred within Group C - Residential Occupancies (76.8%).

Group E – Mercantile occupancies reflect the second highest properties of property stock at 1.51%. These occupancies can range in size from smaller corner stores and strip plazas to larger big box retail outlets. The third highest category of property stock by occupancy type is Group F – Industrial occupancies.

**Identified Risk: Group C - Residential Occupancies represent 95.25% of the City's existing building stock, and over the five-year period from January 1, 2017, to December 31, 2023, Group C occupancies were associated with 76.8% of the structure fires within the City.**

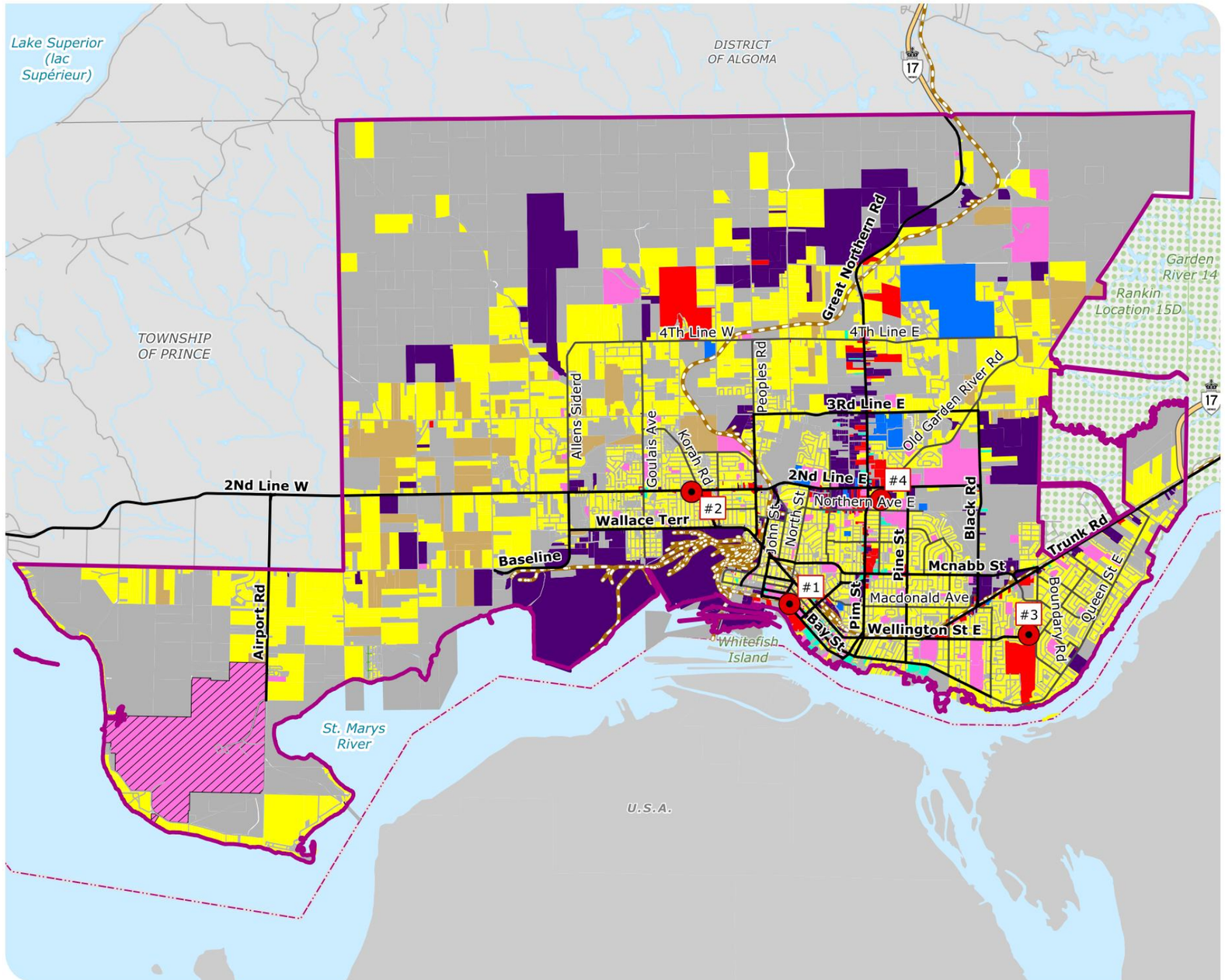
### 3.2.2 Mapping Property Stock

**Figure 9** below shows the property stock by occupancy type in the City of Sault Ste. Marie. Group C residential occupancies, shown in yellow, make up the vast majority of occupancies in the City and are well distributed throughout the Urban Settlement Area. The map shows several clusters of Group F – Industrial uses (shown in dark purple) west of the downtown and west of Great Northern Road, and north of Second Line West. The large industrial parcel (represented as dark purple), which is shown along the southern boundary of the City, just west of the downtown area, is where the steel mill is located, along with the associated rail spur lines. Group A – Assembly, Group B – Care or Detention, and Group C – Residential occupancies are well-distributed within the City, with clusters of Group D – Business and Personal Services and Group E – Mercantile occupancies found in the downtown, along Great Northern Road, and Trunk Road. There is a substantial amount of vacant land, shown in grey, located between the defined urban boundary and the City boundary.

**Key Finding: Based on the property stock mapping Group F – Industrial Occupancies are typically located west of Great Northern Road north of Second Line West, and along the waterfront west of Downtown.**

**Key Finding: Based on the property stock mapping Group C – Residential uses are distributed across the City including outside of the Urban Settlement Area.**

## Figure 9: Property Stock by Major Occupancy Classification (Parcel Data)




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**PROPERTY STOCK - OBC OCCUPANCY CLASSIFICATION**

- Existing Fire Station

Occupancy Type
- Group A - Assembly
- Group B - Care or Detention
- Group C - Residential
- Group D - Business and Personal Services
- Group E - Mercantile
- Group F - Industrial
- Farm
- Open Space
- Vacant

Base Data
- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Water Feature
- Airport
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-29

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Building_Stock\building_stock.aprx\PropertyStockOBC

### 3.2.3 Vacant Buildings

Buildings can become vacant due to a variety of circumstances, such as during transitions between building owners/uses, when land use or zoning changes, if the building owner experiences financial hardship, due to general neglect or abandonment, as a result of real estate instability, or in times of economic downturn. The COVID-19 pandemic appeared to trigger several conditions which resulted in increased numbers of vacant buildings, especially in urban and commercial areas. Unfortunately, vacant buildings typically experience increased risk of vandalism and arson.

The City of Sault Ste. Marie adopted a Vacant Building By-Law in 2023 (By-Law 2023-110) that addresses challenges within the City related to an increase in the number of vacant buildings and improves public safety. The by-law provides the following definition of a vacant building: *"a building that is not being used or occupied for a period exceeding 30 consecutive days, including days vacant prior to the passage of the by-law, but does not include:*

*a) a dwelling unit occupied by the owner on a seasonal basis but otherwise maintained throughout the year;*
*b) the owner is away for an extended period of time because of health treatment;*
*c) a building, except a dwelling unit, on property used as a farm; or*
*d) a building that is owned by the City."*

The by-law identifies that the City's Building Division maintains a list of vacant buildings known as the City's Vacant Building Registry. The by-law also required that the owner of a vacant building protect it against the risk of "fire, accident or other danger."

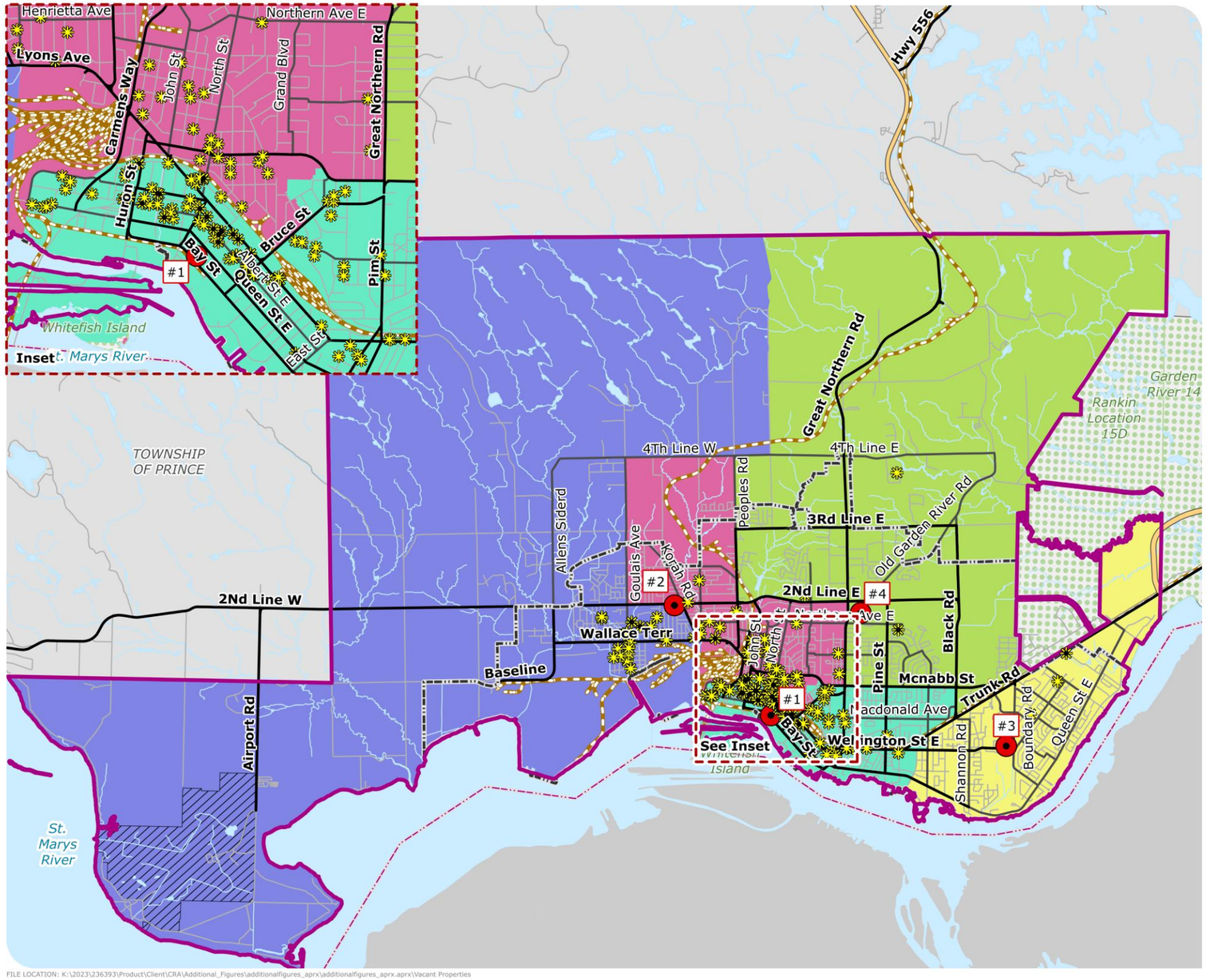
The City also introduced a Vacant Home Tax of 4% in October of 2024 as a measure to mitigate the number of vacant buildings.

### 3.2.4 Added Mapping Vacant Buildings and Fire Incidents

In order to support the analysis of the fire risk associated with vacant buildings in the City of Sault Ste. Marie, the SSMFS provided a list of known vacant properties/buildings (as of September 2024) and data on historic fire incidents (April 2020 to September 2024) that occurred in vacant buildings. This included 143 vacant properties and 34 historic fire incident locations. This data is presented visually in **Figure 10**.

The figure highlights the concentration of vacant properties, and historic fire incidents in vacant properties, in the downtown, and southwest of Fire Station 2.

## Figure 10: Vacant Properties and Historic Fire Incidents




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**VACANT PROPERTIES**

- Existing Fire Station
- Historic Fire Incident (Vacant)
- Vacant Property
- Urban Settlement Boundary

Ward
- 1
- 2
- 3
- 4
- 5

Base Data
- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2025-01-24

DILLON CONSULTING

TAYPORT LIMITED

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Additional_Figures\additionalfigures_aprx\additionalfigures_aprx.aprx\Vacant Properties

**Identified Risk: Between April 2020 and September 2024, the SSMFS identified 34 fire incidents that occurred in vacant properties within the City.**

## 3.3 Building Density and Exposure

NFPA 1730 - Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations (2019 Edition) lists building density as a key factor for understanding potential fire risk with additional consideration given to core areas (downtown). Closely spaced buildings, typical of historic downtown core areas and newer infill construction, may have a higher risk of a fire spreading to an adjacent exposed building. In a built-up area with minimal building setbacks, a fire originating in one building could extend to a neighbouring structure due to the proximity.

The proximity of buildings can also impede firefighting operations due to the limited access for firefighters and equipment. **Table 8** illustrates a comparison of the City's existing Group C - Residential building stock with that of the Province based on the Statistics Canada, 2021 Census of Population.

### Table 8: Group C - Residential Building Stock Comparison

| Structural Dwelling Type | Sault Ste. Marie Total Number of Dwellings | Sault Ste. Marie Total Percentage of Dwellings | Ontario Total Number of Dwellings | Ontario Total Percentage of Dwellings |
|---|---|---|---|---|
| **Single-detached house** | 21,150 | 65.02% | 2,942,990 | 53.59% |
| **Apartment in a building that has five or more storeys** | 2,060 | 6.33% | 984,665 | 17.93% |
| **Movable dwelling** | 80 | 0.25% | 14,985 | 0.27% |
| **Other attached dwellings** [36] | 9,245 | 28.42% | 1,548,560 | 28.20% |
| Semi-detached house | 1,810 | 5.56% | 303,260 | 5.52% |
| Row house | 945 | 2.91% | 505,265 | 9.20% |
| Apartment or flat in a duplex | 1,425 | 4.38% | 181,030 | 3.30% |

[36] The category 'Other attached-dwelling' is a subtotal of the following categories: semi-detached house, row house, apartment or flat in a duplex, apartment in a building that has fewer than five storeys and other single-attached house.

| Structural Dwelling Type | Sault Ste. Marie Total Number of Dwellings | Sault Ste. Marie Total Percentage of Dwellings | Ontario Total Number of Dwellings | Ontario Total Percentage of Dwellings |
|---|---|---|---|---|
| Apartment in a building that has fewer than five storeys | 4,965 | 15.26% | 548,785 | 9.99% |
| Other single-attached house | 100 | 0.31% | 10,220 | 0.19% |
| **Total** | **32,535** | **100.00%** | **5,491,200** | **100.00%** |

Table Source: 2021 Census, Statistics Canada [37]

This analysis highlights that the existing residential building stock within the City has more single-detached dwellings (65.02%) than the Province (53.59%) and fewer apartments in buildings with five or more storeys (6.33%) compared to the Province (17.93%). The City and the Province have comparable percentages of other attached dwellings at approximately 28%. Within that category, the City of Sault Ste. Marie has a lower percentage of row housing, but a higher occurrence of apartments in duplexes or low-rise apartments. Refer to **Section 3.3 – Building Density and Exposure** for more information.

In addition to the data above, the City has a number of existing areas where the presence of building density and potential exposure as a result of minimal setbacks should be highlighted. These were analyzed in the City's 2018 Comprehensive Risk Assessment.

The majority of residential dwellings in Sault Ste. Marie are single-detached housing, however, exposure risk is also linked to the proximity of these types of buildings to one another. To spatially identify potential exposure risks, the City previously completed an analysis of the average distance between structures throughout the City. The mapping analysis was based on residential and commercial buildings only (excluding secondary structures). The results of the analysis are shown in **Figure 11.** The mapping highlights in red those structures separated by less than three metres and illustrates separations

[37] Statistics Canada. 2022 (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue number 98-316-X2021001. Ottawa. Released August 17, 2022, and accessed August 22, 2022.

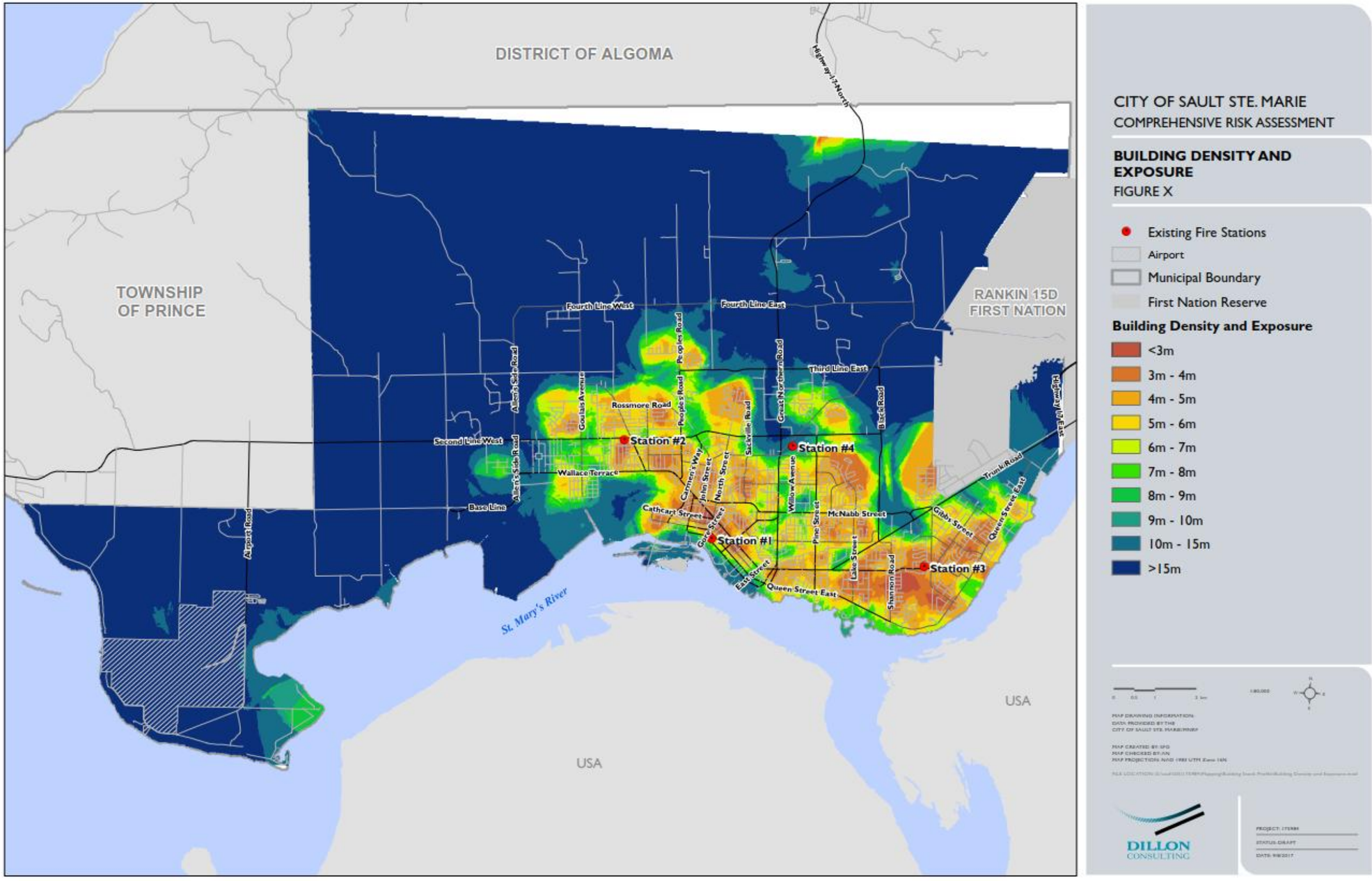
of four to 10 metres in approximately one metre increments. The results of this analysis show that greater exposure risks exist primarily within the Urban Settlement Area Boundary, with clusters of increased exposure within the downtown area and across residential neighbourhoods east and west of downtown.

Source: City of Sault Ste. Marie Comprehensive Risk Assessment 2018

**Key Finding: The City includes areas of building stock that have higher density and, as such, greater potential for exposure in the event of a fire. Statistics Canada 2021 census data indicates that 28.2% of the City's building stock is comprised of attached dwellings (e.g. semi-detached, row housing, low-rise apartment buildings, etc.).**

**Key Finding: Potential building exposures are largely linked to the built-up areas primarily found Downtown and throughout residential areas within the Urban Settlement Area boundary.**

**Figure 11: Building Density and Exposures (City Analysis)**



## 3.4 Building Age and Construction

The OBC was adopted in 1975, and the Ontario Fire Code (OFC) was adopted in 1981. Together, these two codes have provided the foundation for eliminating many of the inconsistencies in building construction and maintenance that were present before adoption.

The OBC and the OFC were developed to ensure that uniform building construction and maintenance standards are applied for all new building construction. The codes also provide for specific fire and life safety measures depending on the use of the building.

Examples of the fire and life safety issues that are addressed include:

- occupancy
- exits/means of egress, including signs and lighting
- fire alarm and detection equipment
- fire department access
- inspection, testing, and maintenance

In many situations the age and construction of a building can be directly associated with whether the building was constructed prior to, or after the introduction of these codes. For example, during the late 19th century and early 20th century, balloon frame construction was a common wood framing technique that was used in both residential and small commercial construction.

This technique allowed for exterior walls to be continuous from the main floor to the roof, in some cases extending multiple stories through a building. The result was the potential for fire and smoke to spread unobstructed from the basement to the roof of a building. In many cases, the result was a fire that started in the basement, spreading to the roof very quickly and without the knowledge of building occupants or fire service personnel. The OBC implemented requirements to change this construction method and introduce additional requirements to mitigate the potential of fire spread through wall cavities.

Similarly, the new codes have recognized new construction techniques such as light weight wood frame construction. This includes the use of wood trusses to replace conventional wood frame roofing techniques and new construction materials, including Laminated Veneer Lumber (LVL), which is a high-strength engineered wood product now commonly used in residential and commercial buildings. Although these techniques

and materials have enhanced the efficiency and cost of construction, this construction presents very different challenges to firefighters from those of historical construction methods. For example, the lightweight wood frame construction used in an engineered wood truss roof system relies on all of the structural components to work together. In the event one of the components fails due to exposure to high heat or fire, the result is the potential for the entire roof system to fail.

In addition to building construction, fire growth rate depends on the flammability of the materials and contents within the building, which introduces variances into the growth rates. The impact of increasing fire growth rates is directly related to the time lapse from ignition to flashover when the combustible items within a given space reach a temperature that is sufficiently high for them to auto-ignite.

Listed in **Table 9** are the fire growth rates, measured by the time it takes for a fire to reach a one-megawatt (MW) fire. Fire growth rate depends on the flammability of the materials and contents within the building which introduces variances into the growth rates presented below.

**Table 9: Time to Reach 1 MW Fire in the Absence of Fire Suppression**

| Fire Growth Rate | Time in Seconds (Minutes) to Reach 1 MW | Time in Seconds (Minutes) to Reach 2 MW |
|---|---|---|
| Slow | 600 seconds (10 minutes) | 848 seconds (14.13 minutes) |
| Medium | 300 seconds (5 minutes) | 424 seconds (7.07 minutes) |
| Fast | 150 seconds (2.5 minutes) | 212 seconds (3.53 minutes) |

Source: OFM.[38]

In addition to building construction, fire growth rate depends on the flammability of the materials and contents within the building, which introduces variances into the growth rates presented above. The impact of increasing fire growth rates is directly related to the time lapse from ignition to flashover when the combustible items within a given space reach a temperature that is sufficiently high for them to auto-ignite. The graph in

[38] Office of the Fire Marshal and Emergency Management. (2017, May). Operational Planning: An Official Guide to Matching Resource Deployment and Risk Workbook.

**Figure 12** (below) highlights the exponential increase in fire temperature and the potential for loss of property/loss of life with the progression of time.

**Figure 12: Fire Propagation Curve**

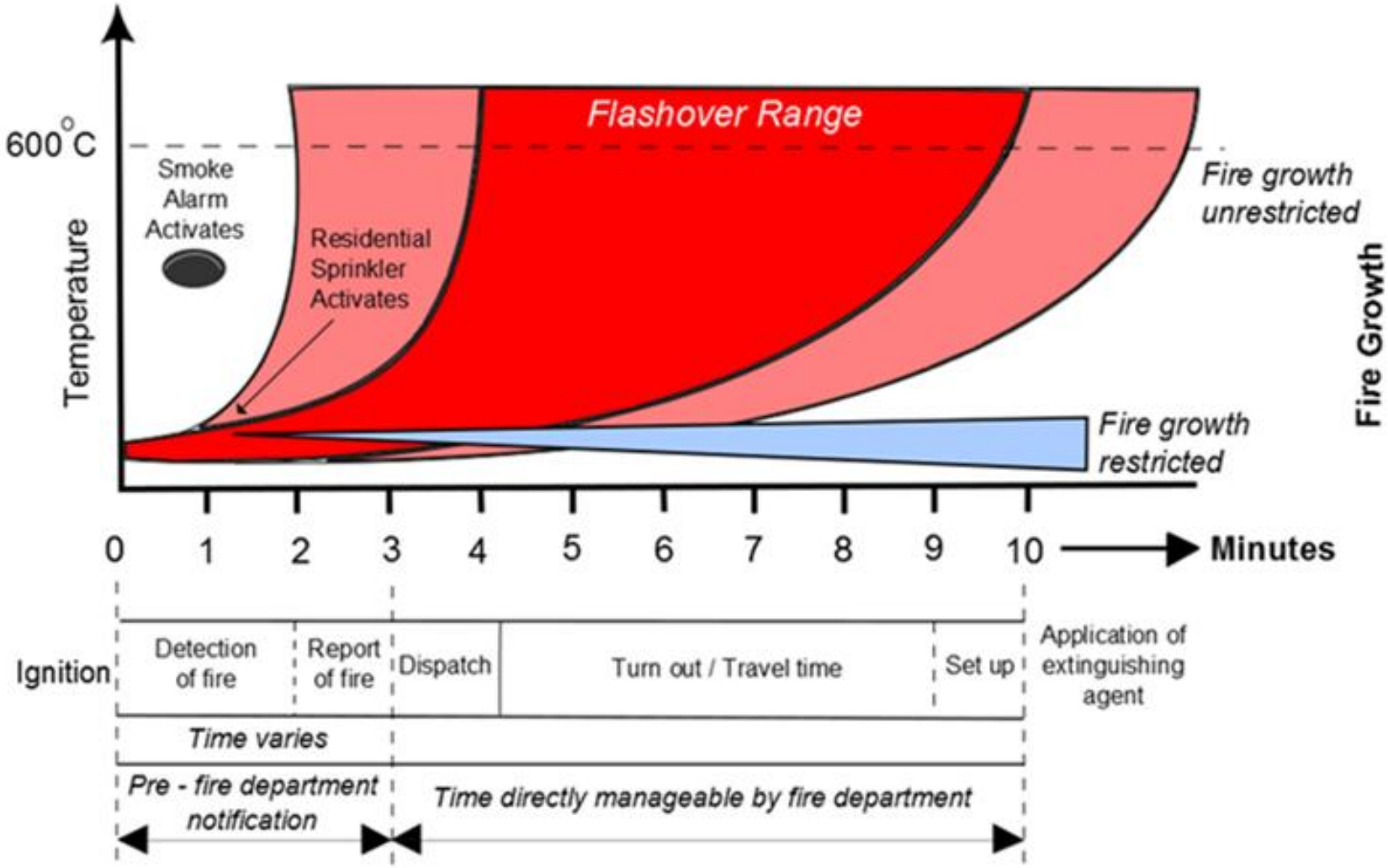



Figure Source: Fire Underwriters Survey "Alternative Water Supplies for Public Fire Protection: An informative Reference Guide for Use in Fire Insurance Grading" (May 2009) and NFPA "Fire Protection Handbook" (2001)

Understanding building construction and building materials is a critical component for firefighters in determining the appropriate type of fire attack and safety measures that need to be in place. As such, having knowledge of the age of a building may be directly related to the type of construction methods and materials used to build it, making building age and construction essential components of this Community Risk Assessment.

**Table 10** summarizes the age of the building stock within the City prior to the new codes (OBC and OFC). This analysis indicates that at least 69.4% of the City's building stock was built prior to 1981, preceding the adoption of the 1981 Ontario Fire Code. The dataset includes 14.49% categorized as unknown. For comparison, the 2021 Census presented statistics on the period of construction of occupied private dwellings, based on a 25% sample. That dataset indicates that 73.4% of occupied private dwellings were constructed prior to 1981, before the OFC was in place. The high percentages of the City's building stock constructed prior to the Ontario Fire Code represent a fire risk within the community. The use of balloon framing was prevalent in the years prior to 1941.

**Table 10: Period of Construction of City Buildings – Sault Ste. Marie and Ontario**

| Period of Construction | Sault Ste. Marie Total Number of Buildings | Sault Ste. Marie Total Percentage of Buildings |
|---|---|---|
| Prior to 1941 | 4,096 | 13.89% |
| 1942 to 1974 | 13,369 | 45.34% |
| 1975 to 1981 | 3,001 | 10.18% |
| 1982 to present | 4,748 | 16.10% |
| Unknown | 4,274 | 14.49% |
| **Total** | **29,488** | **100.00%** |

Source: City of Sault Ste. Marie, Parcel Data

**Identified Risk: An analysis of the City's parcel data indicates that 69.4% of the City's total building stock was built prior to the introduction of the 1981 Ontario Fire Code. Census data from 2021 indicates that 73.4% of occupied private dwellings were constructed prior to the Ontario Fire Code.**

#### 3.4.1.1 Mapping Building Age

**Figure 13** presents the spatial distribution of the building age data. As shown, much of the City's building stock within the Urban Settlement Area Boundary, especially in the downtown and the areas surrounding the existing fire stations, was constructed prior to the implementation of either the OBC or the OFC. The downtown core reflects an even older building stock, indicating that balloon framing may have been prevalent during the construction of those buildings.

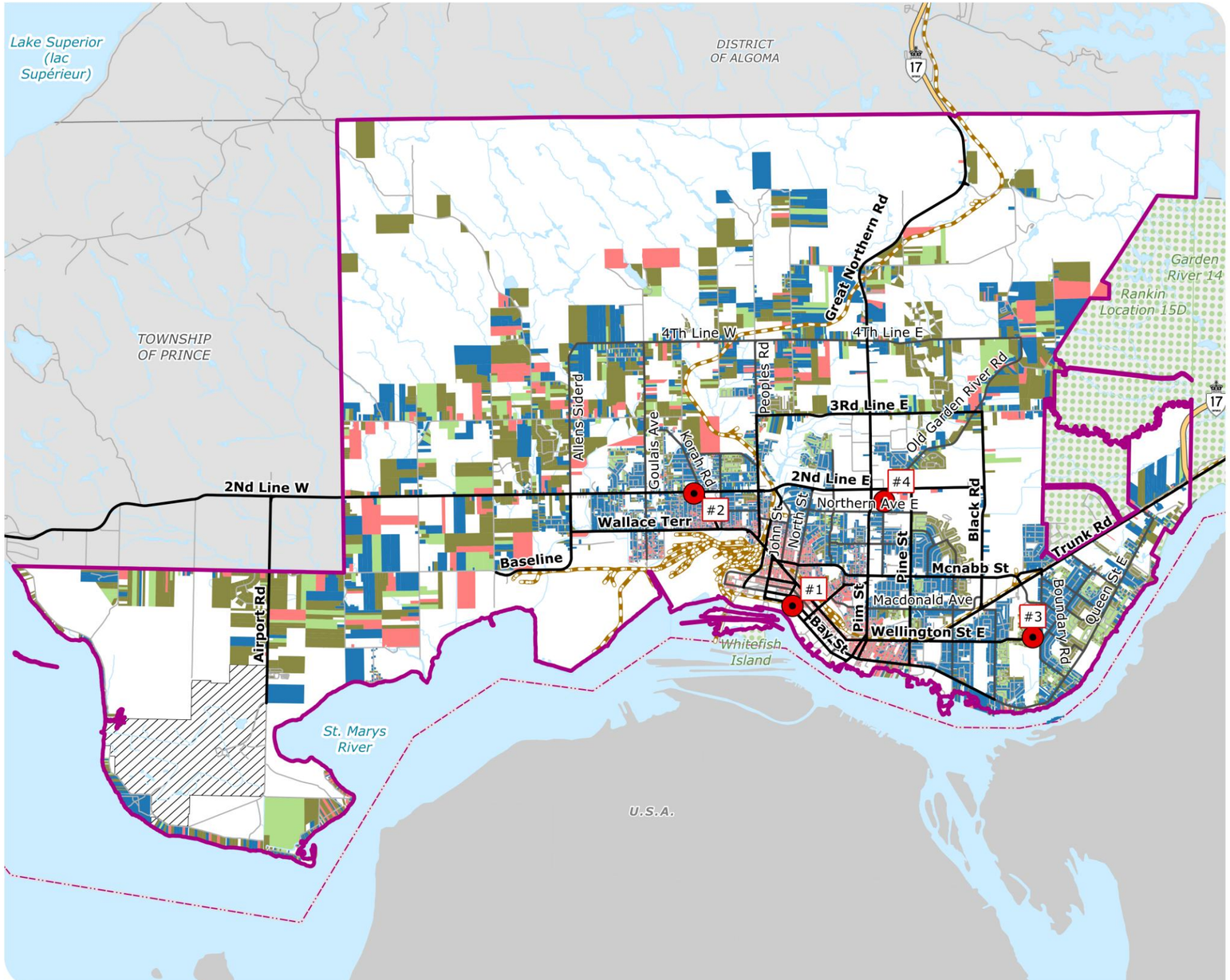
**Key Finding: Within the Urban Settlement Area Boundary, there is a high concentration of buildings built prior to any provincial fire or building codes being in effect.**

### 3.4.2 Lightweight Construction

As of February 25, 2022, the OFM provided direction that requires available information documenting the presence and location of truss and lightweight construction systems (referred to as lightweight construction) be used to inform pre-planning activities by fire departments. Buildings with lightweight construction are considered a safety risk to responding firefighters as they are known to be susceptible to premature failure and rapid collapse under fire conditions. Pre-plans provide responding fire departments with awareness of the presence of lightweight construction, providing an opportunity for proactive fire response strategies to protect the safety of responding firefighters.

The City should develop a system, through a partnership between the City's Building Department and SSMFS, to identify buildings with lightweight construction, which have been constructed using wood framing. Going forward this information can be updated within the CRA during the annual review and updating process.

## Figure 13: Building Age




FILE LOCATION: K:\2023\236393\Product\Client\CRA\Building_Stock\building_stock.aprx\BuildingAge

**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**BUILDING AGE**

- Existing Fire Station

Building Age (Period of Construction)

- >= 83 Years (1941 or Earlier)
- 50 to 82 Years (1942 to 1974)
- 43 to 49 Years (1975 to 1981)
- 2 to 42 Years (1982 to 2022)

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-29

## 3.5 Building Height and Area

Buildings that are taller in height or contain a large amount of square footage (building footprint) can have a greater fire loss risk and life safety concern. One of the unique characteristics and risks of tall/multi-storey buildings is known as the “stack effect”. This is characterized as vertical air movement occurring throughout the building, caused by air flowing into and out of the building, typically through open doors and windows. The resulting buoyancy caused by the differences between the indoor/outdoor temperature and elevation differences causes smoke and heat to rise within the building.

This can have a dramatic effect on smoke permeation throughout the common areas and individual units within the building. This can be directly related to the high percentage of deaths that occur in high-rise buildings because of smoke inhalation. The nature of taller buildings also brings the presence of higher occupant loads and higher fuel loads due to the quantity of furnishings and building materials.

Efficient evacuation can also be a challenging process due to a lack of direction, signage, knowledge, or familiarity of the occupants which may result in overcrowding of stairways and exit routes.

Ensuring all required fire and life safety systems are in place and functioning is a priority for these occupancies. Taller buildings can experience extended rescue/fire suppression response times for firefighters to ascend to the upper levels. This is commonly referred to as “vertical response,” representing the time it takes for firefighters to gain entry into the building and ascend to the upper floors by the stairwells. Options such as “shelter-in-place,” whereby occupants are directed by the fire department to stay within their units, can be an effective life safety strategy. However, ensuring internal building communications systems are in place and functioning is critical to the success of this strategy. Targeted public education campaigns addressing strategies like shelter-in-place are also critical to educating building occupants.

Building areas can cause challenges comparable to those present in taller buildings. Horizontal travel distances rather than vertical can mean extended response times by firefighters attempting rescue or fire suppression activities in buildings with a very large footprint.

## 3.5.1 Building Height

### 3.5.1.1 Defining High-Rise Buildings

It is important to note that there are a variety of metrics associated with the terms “high rise”, “tall buildings,” and “high buildings.” Some key definitions are outlined in **Table 11**.

**Table 11: Summary of High-Rise Building Height Metrics**

| Source | Simplified Definition |
|---|---|
| Ontario Building Code/Ontario Fire Code | A building with its floor level 18 metres (59 feet) above grade, or six storeys |
| NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations | Building height greater than 75 feet (23 metres), or seven storeys |
| Statistics Canada [39] | Buildings with five or more storeys |

The variance in these definitions is directly related to the different applications required by these organizations. For example, the OBC has detailed considerations to define a high-rise building based on the occupancy classification, floor area and occupant load. Within all occupancy classifications, additional OBC requirements apply when a building is or exceeds 18 meters in height.

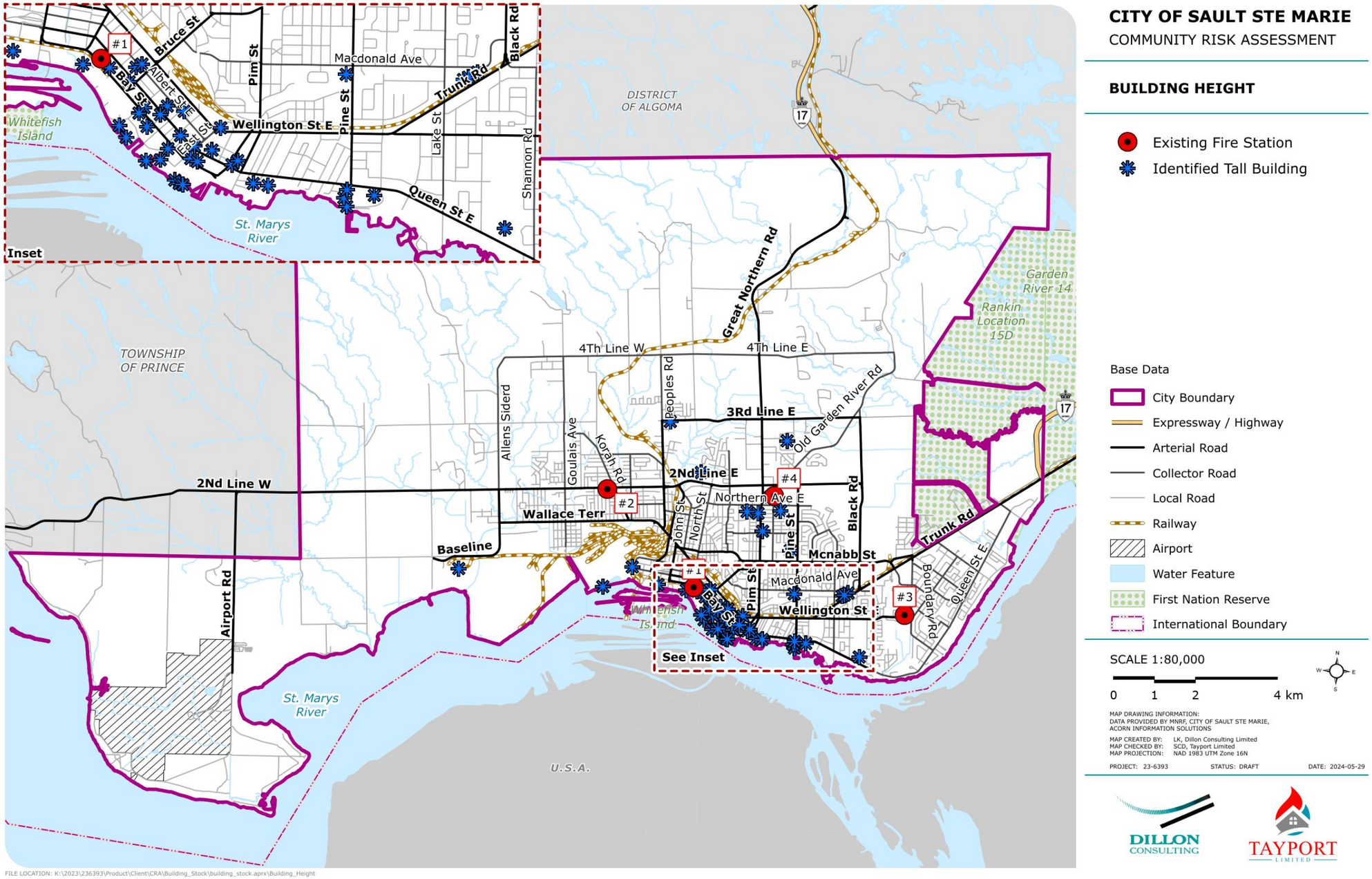
For the purposes of developing this CRA, the OBC/OFC definition has been used to analyze building height within the City.

### 3.5.1.2 Mapping Building Height

As part of the data provided for this CRA, the City provided building height data from which buildings with a height greater than 18 metres were identified, reflecting a high-rise occupancy as per Section 3.2.6 of the OBC. For the purposes of this analysis, it has been assumed that buildings under 18 metres (roughly five storeys or less) are not considered high-rise. Buildings identified with a height of 18 metres or more are illustrated in **Figure 14**.

[39] Statistic Canada’s references to building height are a strict definition of building height consideration but provide insight as to the overall built form of housing within a community.

## Figure 14: Building Height




FILE LOCATION: K:\2023\236393\Product\Client\CRA\Building_Stock\building_stock.aprx\Building_Height

In total, 51 buildings as defined by the OBC were identified by the City as high-rise buildings. As shown, the buildings identified as high-rise are mostly clustered in the downtown of the City, with a few distributed throughout the urban settlement area.

**Identified Risk: Data provided by the City identified 51 buildings defined by the OBC as high-rise buildings with a floor level 18 metres (59 feet) above grade, or 6 storeys or more. These buildings are mostly clustered in the downtown of the City, with a few distributed throughout the urban settlement area.**

### 3.5.2 Building Area

Building area can cause comparable challenges as those present in taller buildings. Horizontal travel distances rather than vertical can mean extended response times by firefighters attempting rescue or fire suppression activities. Large buildings, such as industrial plants and warehouses, department stores, and big box stores, can also contain large volumes of combustible materials. In many of these occupancies the use of high rack storage is also present. Fires within this type of storage system can be difficult to access and may cause additional risk to firefighter safety, due to collapse-related risks.

As part of the data collection process, the City provided building footprint data for Sault Ste. Marie. The information presented in **Table 12** indicates that the majority of the City's building stock (94.89%) has a total building area (footprint) of 2,500 square feet or less. This summary also indicates that 0.12% (65) buildings have an area greater than 50,000 square feet or approximately 4,655 square metres.

**Table 12: Building Area**

| Building Size (Square Feet) | # of Buildings | % of all Buildings |
|---|---|---|
| 0-2,500 | 53,158 | 94.89% |
| 2,500-5,000 | 1,895 | 3.38% |
| 5,000-10,000 | 513 | 0.92% |
| 10,000-20,000 | 229 | 0.41% |
| 20,000-50,000 | 163 | 0.29% |
| >50,000 | 65 | 0.12% |
| **Total** | **56,023** | **100.0%** |

Source: City of Sault Ste. Marie

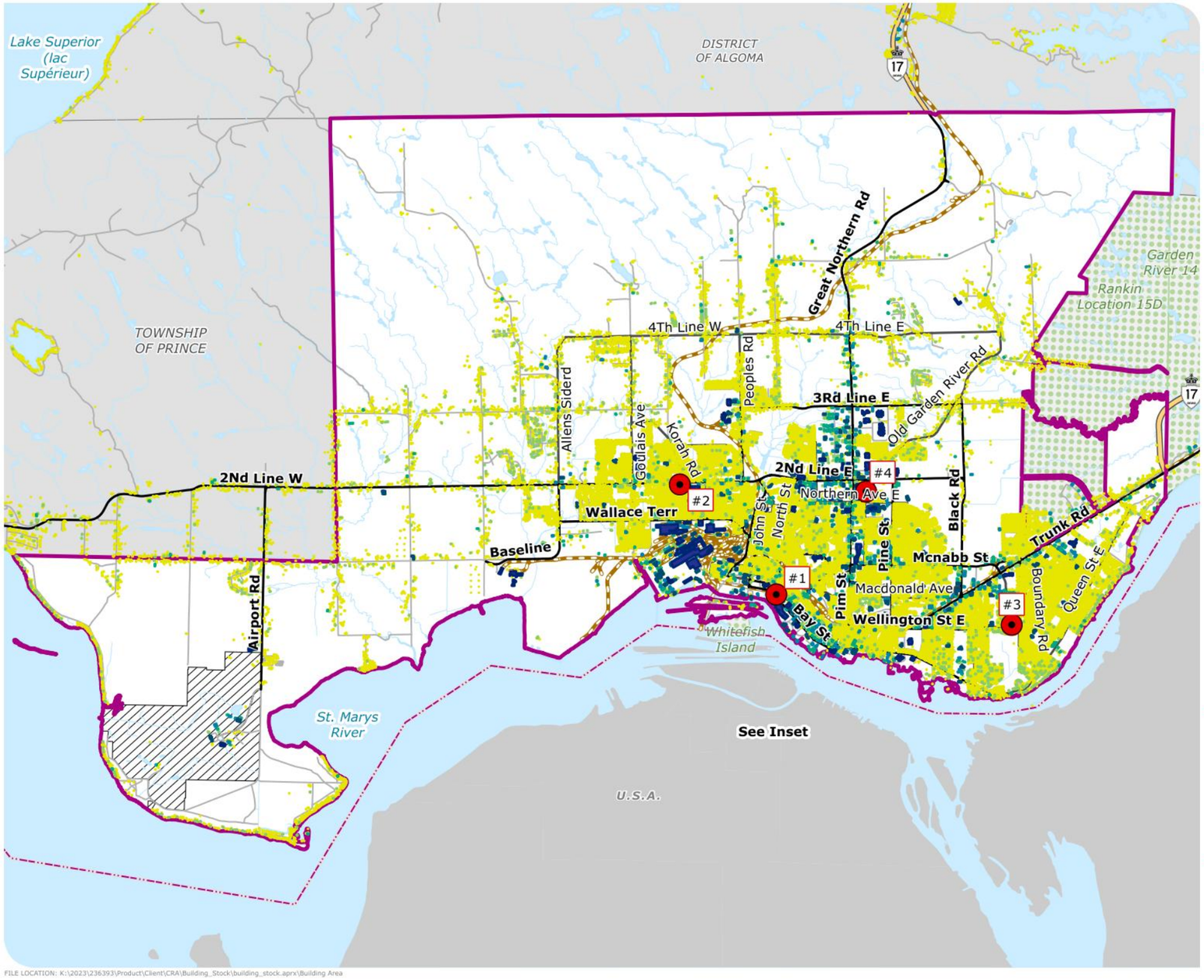
**Identified Risk: 94.9% of the buildings have a footprint of 2,500 sq. ft. or less which is consistent with the proportion of the property stock that is Group C – Residential occupancies.**

#### 3.5.2.1 Mapping Building Area

**Figure 15** illustrates the locations of buildings with a larger footprint within the City. The location of those buildings with a larger footprint are consistent with industrial and commercial land uses, such as west of Downtown, south of Wallace Terrace on the waterfront, along Great Northern Road, and along Trunk Road.

**Identified Risk: The City has 65 buildings with a total building area (footprint) that exceed 50,000 square feet (4,655 square metres). A large cluster of large buildings are located in the City's industrial area located west of downtown. Other large buildings exist in the downtown, and in commercial and industrial areas along Arterial Roads.**

## Figure 15: Building Area Locations




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**BUILDING AREA**

Existing Fire Station

Building Area (square feet)
- <2,500 sq ft
- 2,500 - 5,000 sq ft
- 5,000 - 10,000
- 10,000 - 20,000 sq ft
- 20,000 - 50,000 sq ft
- > 50,000 sq ft

Base Data
- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-30

DILLON CONSULTING

TAYPORT LIMITED

## 3.6 Potential High-Fire Risk Occupancies (Fuel Load)

Potential high-fire risk occupancy is another factor for consideration within a City's building stock. High fire risk can be linked to a combination of factors such as building density (exposures), building age, and construction. Fuel load typically refers to the amount and nature of combustible content and materials within a building. This can include combustible contents, interior finishes as well as structural materials. Combustible content tends to create the greatest potential fire loss risk. Higher fuel loads results in increased fire loss risk due to increased opportunity for ignition and increased fire severity.

In many communities, large amounts of fuel load can be contained within a single occupancy, such as a building supply business, within a large multi-unit residential building, or within a historic downtown core. As presented previously within this report, age and construction of a building can also have an impact on fuel load given that older buildings likely have a larger volume of combustible construction such as wood framing rather than newer construction utilizing concrete and steel products. This section of the CRA will focus primarily on fuel load for industrial occupancies.

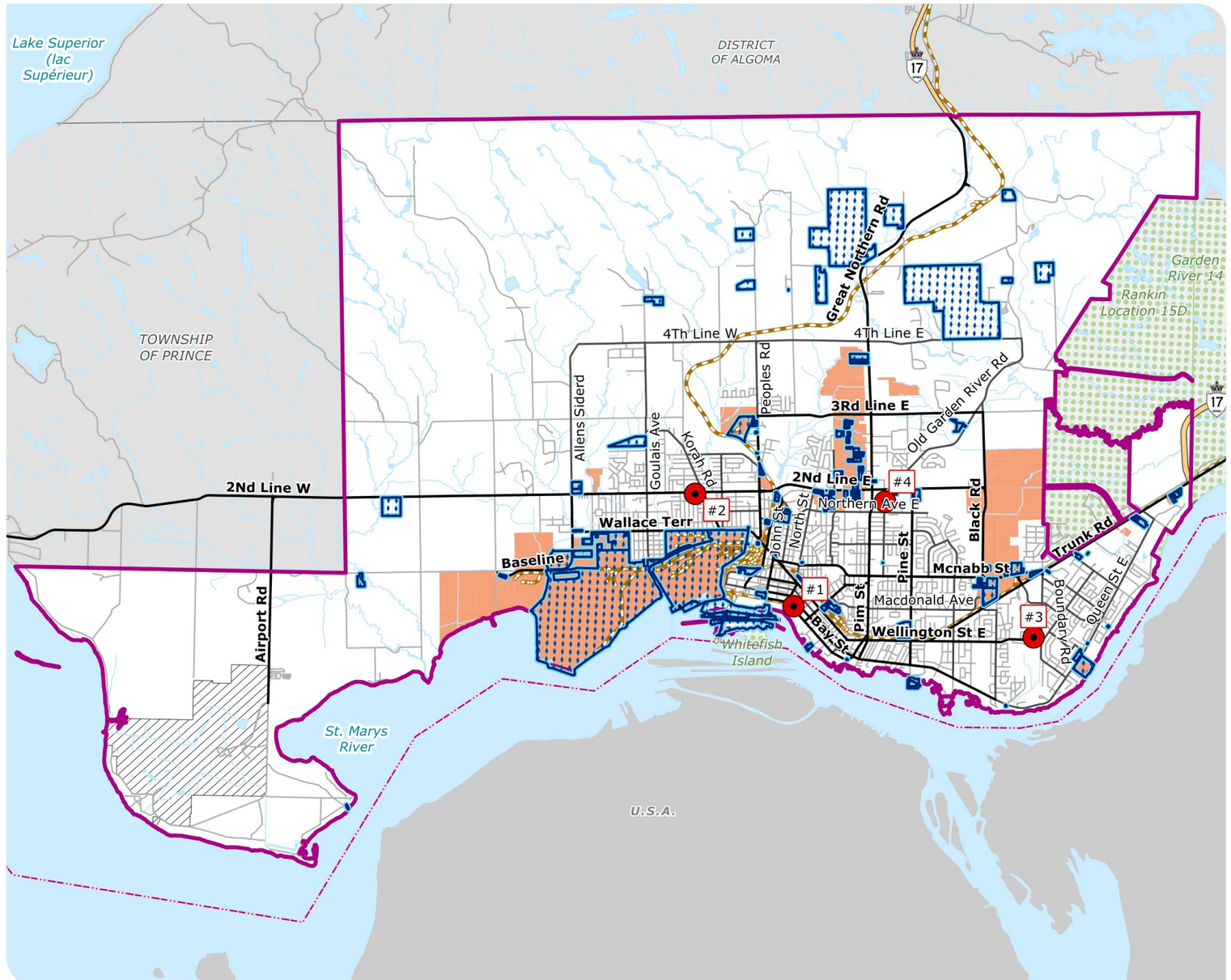
In order to identify potential fuel load concerns for the purposes of this CRA, high-level consideration was given to select occupancies based on MPAC codes and the identified property description. [40] The industrial lands within the City were also identified as areas of potential high-fire risk / fuel-load potential. These are shown in **Figure 16**.

Occupancies with fuel load concerns typically contain materials such as oxidizers and flammable and combustible liquids and chemicals or large stores of flammable products, such as big box stores or warehouses.

In addition to ensuring compliance to the requirements of the OBC and the OFC, there are operational strategies that a fire service can implement to address fuel load concerns. These include regular fire inspection cycles and pre-planning of buildings of this nature to provide an operational advantage in the event of fire.

[40] While this analysis is focused on fuel load informed by the description of the use of an industrial occupancy, it is recognized that other factors can impact risk within an individual building such as improper use of equipment, poor maintenance, hazardous processes, etc.

## Figure 16: Potential High-Fire Risk Occupancies (Fuel Load)




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**POTENTIAL HIGH FIRE RISK OCCUPANCIES (FUEL LOAD)**

- Existing Fire Station
- Industrial Land Use (Official Plan)
- Potential Fuel Load Concern

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-05

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Building_Stock\building_stock.aprx\PotentialHighRiskFuelLoad

**Key Finding: There are properties within the City that may have an increased potential for high fire risk due to fuel load conditions, primarily linked to the identified Industrial land uses**

## 3.7 Occupancies with Potential High Fire Life-Safety Risk

Fire risk does not affect all people equally. Those who are at an increased risk of fire injury or fatality are known as vulnerable individuals. In the event of a fire, these individuals may be unable to self-evacuate and/or require assistance in their evacuation efforts. Identifying the location and number of vulnerable individuals or occupancies within the community provides insight into the magnitude of this particular demographic within a community.

From an occupancy perspective, vulnerable occupancies contain vulnerable individuals who may require assistance to evacuate in the event of an emergency due to cognitive or physical limitations, representing a potential high-life safety risk. As part of its registry of vulnerable occupancies, the OFM defines vulnerable occupancy as any care occupancy, care and treatment occupancy, or retirement home regulated under the Retirement Homes Act.

These occupancies house individuals such as seniors or people requiring specialized care. It is important to note, however, that **not all vulnerable individuals live in vulnerable occupancies**; for example, some seniors who are vulnerable due to physical limitations can live on their own or in subsidized housing, making them a key demographic to reach.

### 3.7.1 Registered Vulnerable Occupancies

**Ontario Regulation 150/13: Fire Code**, which amends **Ontario Regulation 213/07: Fire Code**, identifies vulnerable occupancies as care, care and treatment and retirement homes. This includes hospitals, certain group homes, seniors' residences and long-term care facilities. The regulation requires fire departments to perform annual inspections, approve and witness fire drill scenarios and file certain information regarding the occupancy with the Fire Marshal's office. As indicated by the SSMFS, there are 42 vulnerable occupancies in the City of Sault Ste. Marie.

**Identified Risk: The City of Sault Ste. Marie currently has 40 registered vulnerable occupancies.**

### 3.7.2 Other High Fire Life Safety Risk Occupancies

From the perspective of risk, and for the purposes of the services provided by the fire department, including enhanced and targeted fire inspections and public education programming, it can be valuable for a fire department to identify additional potential high fire life-safety risk considerations, including daycare facilities and schools, where due to their age, children may have cognitive or physical limitations to preventing or delaying self-evacuation in the event of an emergency. For the purposes of this CRA, potential high life-safety risk occupancy considerations include schools and licensed day care facilities. Analysis of data provided by the SSMFS identified that there are 26 elementary schools, nine secondary schools, two post-secondary schools, 12 EarlyON Child and Family Centre locations, and 26 licensed daycares.[41].

The City also has two detention centres, the Algoma Treatment and Remand Center and the Donald Doucette Youth Centre, as well as a live-in treatment facility operated by Algoma Family Services.

In order to enhance community safety and address the risks associated with vulnerable persons, it would be beneficial for SSMFS to conduct pre-planning activities for all occupancies with vulnerable occupants. Pre-planning activities increase the fire service's familiarity with buildings of special interest. A fire service can help reduce the risk faced by vulnerable individuals or vulnerable occupancies by performing regularly scheduled fire safety inspections; approving and witnessing fire drill scenarios; enforcing the OFC; providing public education on fire safety issues; conducting pre-planning exercises to increase fire department personnel's familiarity with the facility; reviewing fire safety plans for accuracy and encouraging facility owners to update facilities as needed; providing staff training; and encouraging fire drills. Many of these activities are now legislated responsibilities under **O. Reg. 150/13: Fire Code** for those facilities classified as vulnerable occupancies.

**Key Finding: In addition to registered vulnerable occupancies, the City has 37 schools, 12 EarlyON centres, and 26 licensed daycare centres, representing**

[41] Ontario Ministry of Education "Find Licensed Child Care", Retrieved from: https://www.earlyyears.edu.gov.on.ca/LCCWWeb/childcare/searchResults.xhtml

**higher fire life-safety risks due to the number of children attending these facilities.**

**Key Finding: The City has two detention centres, as well as a live-in treatment facility, which house vulnerable individuals that may be at increased risk in the event of a fire.**

## 3.8 Historic or Culturally Significant Buildings

An understanding of the location of historic or culturally significant buildings, sites, or facilities is an important consideration within the building stock profile of a Community Risk Assessment. Such buildings or facilities provide a sense of heritage, place, and pride, and act as tourism destinations with associated local economic impacts. They are important to the City's cultural fabric. The City is dedicated to conserving its heritage sites to stabilize, revitalize and enhance the community's character. Historic areas can present a high fire risk due to age, the materials used to construct the buildings, exposure to other buildings, and importance to the community. Regular fire inspection cycles and strategies to enforce continued compliance with the OFC are considered best practices for achieving the legislative responsibilities of the municipality and providing an effective fire protection program to address fuel load risks.

The City of Sault Ste. Marie regulates a number of heritage homes and properties through the municipal register under the Ontario Heritage Act. The register of designated heritage properties includes 42 properties of historical significance, including buildings, plaques and monuments.[42] The locations of these historic and culturally significant sites are mapped in **Figure 17**. As shown, most of the majority of the historic sites are located within the downtown core and surrounding neighbourhoods, the areas where the City first began to develop.

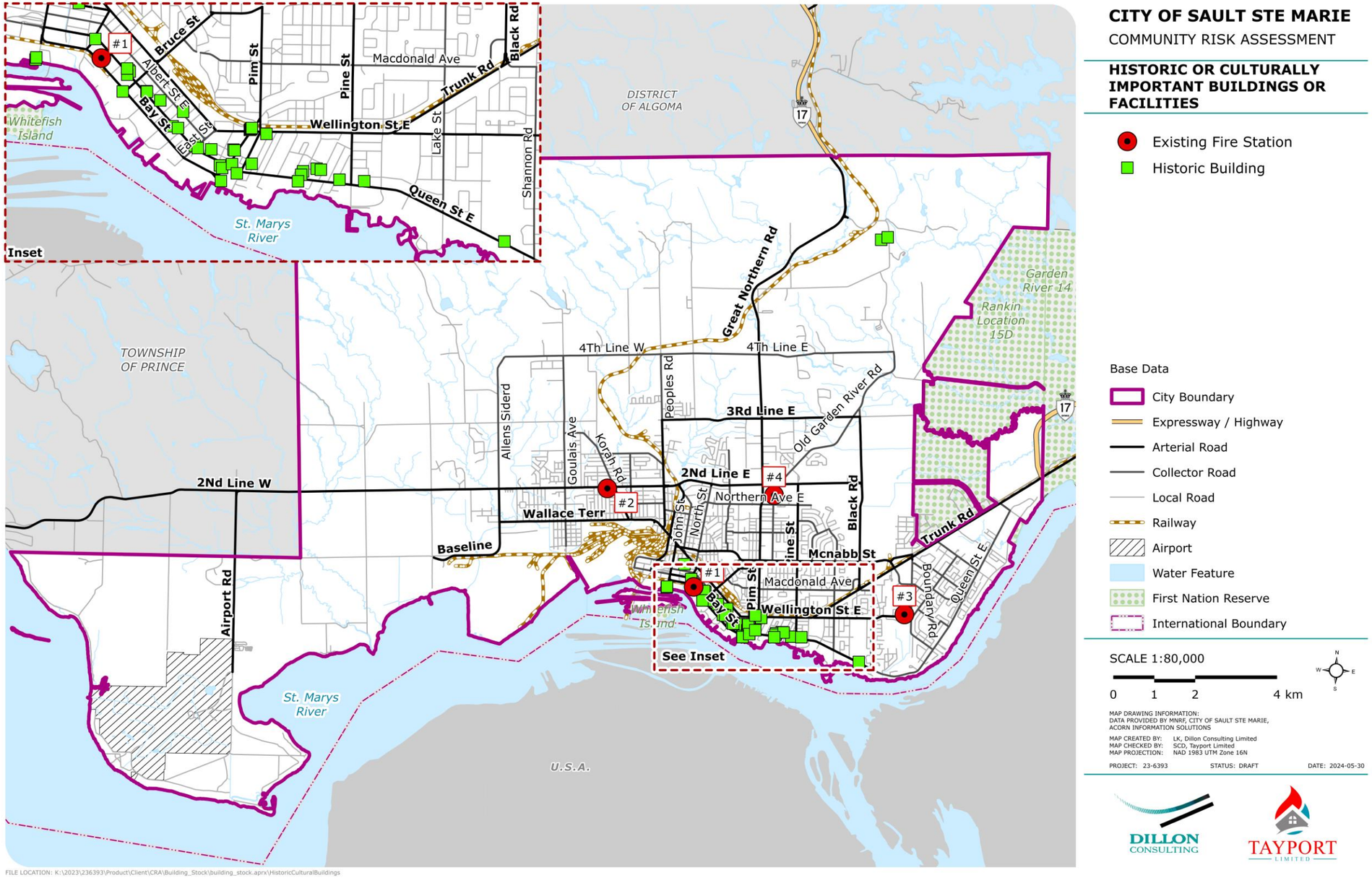
Pre-fire planning activities, conducted by fire service personnel, can enhance familiarity with buildings of historic, cultural, and special interest. These buildings can often be very unique in comparison to more modern buildings. The fire service can help reduce the risk of fire loss within heritage properties through regularly scheduled fire safety

[42] Ontario Heritage Trust. (2025). Ontario Heritage Act Register: City of Sault Ste. Marie Retrieved from: https://www.heritagetrust.on.ca/oha/advanced-search

inspections, enforcement of the Ontario Fire Code, regular review of fire safety plans for accuracy, and encouragement of facility owners to upgrade facilities as needed.

**Key Finding: There are a number of identified heritage buildings within Sault Ste. Marie, primarily located in the downtown area, the majority of which were constructed prior to the introduction of the Ontario Building Code or the Ontario Fire Code.**

## Figure 17: Historic or Culturally Important Buildings or Facilities




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**HISTORIC OR CULTURALLY IMPORTANT BUILDINGS OR FACILITIES**

- Existing Fire Station
- Historic Building

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-30

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Building_Stock\building_stock.aprx\HistoricCulturalBuildings

# 4.0 Critical Infrastructure Profile

As referenced in **O. Reg. 378/18**, the critical infrastructure profile assessment includes analysis of the capabilities and limitations of critical infrastructure, including electrical distribution, water distribution, telecommunications, hospitals and airports. The following section considers these critical infrastructure characteristics within the City of Sault Ste. Marie.

## 4.1 Critical Infrastructure in Sault Ste. Marie

Ontario's Critical Infrastructure Assurance Program defines critical infrastructure (CI) as "interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public health, safety and security, and maintain continuity of and confidence in government."[43] The program also sets out nine critical infrastructure sectors, namely: continuity of government, electricity, financial institutions, food and water, health, oil and natural gas, public safety and security, telecommunications and transportation networks. Infrastructure is a complex system of interconnected elements whereby the failure of one could lead to the failure of others. The vulnerability of infrastructure is often connected to the degree to which one infrastructure component depends upon another. Therefore, it is critical that these elements be viewed in relation to one another and not in isolation.

An extensive list of the City's CI for each sector was provided by the City of Sault Ste. Marie. For the purposes of this CRA, general considerations and concerns related to each CI sector as it pertains to the provision of fire protection services for each asset included within the City's CI list are included in **Table 13**.

[43] Ministry of the Solicitor General. (2017). Critical Infrastructure. Retrieved from Emergency Management Ontario website

**Table 13: Critical Infrastructure Considerations**

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Continuity of Government | City Civic Centre<br>Legal Department/Provincial Offences<br>Accessibility Centre<br>GFL Memorial Gardens<br>Community Centres<br>City Marinas<br>District of Sault Ste. Marie Social Services Administration Board - Social Housing<br>Ontario Works<br>Ministry of Government and Consumer Services: Service Ontario<br>Federal Government - Service Canada<br>Canada Border Services Agency (Sault Ste. Marie Port of Entry) | Municipal services are often interconnected. Therefore, the failure of one may lead to the failure or damage to other services or the loss of continuity of operations.<br>In the event of emergencies, government agencies/services will be integral to the coordination and management of emergency responses. Without operational government infrastructure, fire services would struggle to manage large-scale fires/responses. Maintaining governmental functions during significant fire events ensures public trust and social stability. Citizens look to government authorities for leadership, support, and reassurance during crises. If the government cannot function, it can create confusion and social unrest, especially in the face of significant emergency incidents. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Public Safety and Security | Sault Ste. Marie Fire Services (SSMFS) – operating from Fire Stations 1 through 4.<br>Emergency Medical Services (EMS)<br>Emergency Operations Centre/Community Emergency Management Coordinator<br>Sault Ste. Marie Police Service<br>RCMP<br>OPP<br>Anishinabek Police<br>Corrections Services – Algoma Treatment and Remand Centre, Donald Doucet Youth Centre | SSMFS provides fire and emergency services response across the City of Sault Ste. Marie. Public safety infrastructure, including fire stations, fire apparatus/trucks, communication systems, and training facilities, is required to provide an effective firefighting response. The infrastructure must be well-maintained and resilient to ensure that fire services can operate quickly and efficiently during a fire emergency.<br>Where required, emergency responses include a combination of fire, EMS and Police (department responding depends upon the jurisdiction).<br>Large fire emergencies often result in injuries, burns, smoke inhalation, and other health-related issues. Access to hospitals, emergency medical services (EMS), and medical equipment is crucial for treating fire victims and protecting public health.<br>During community fires/emergencies, law enforcement plays a vital role in maintaining public order, ensuring evacuation procedures are followed, and preventing looting or criminal activity in areas affected by fires. Critical infrastructure for police, such as stations, patrol vehicles, and surveillance systems, is vital for public safety. |

| | | |
|---|---|---|
| Transportation | Roads: City's Public Works, Ministry of Transportation Ontario<br>Sault Ste. Marie Airport<br>Rail: Huron Central Railway, CN Steelton Yard, Agawa Canyon Tour Train, Sault Multimodal Terminal,<br>Public Transit: City Buses, First Student School Buses<br>Bridges: International Bridge, local bridges – City Engineering | Transportation Accidents (whether road, rail or air) may require emergency response from fire services.<br><br>During fire emergencies, ensuring the safe evacuation of residents is essential. Critical infrastructure such as roads, bridges, transportation networks, and public transit systems are needed for the timely and safe movement of people away from danger zones.<br><br>Accidents involving transportation of hazardous cargo could result in the release of hazardous material requiring a hazardous materials response. There can be a potential for explosions, fires and destabilization of surrounding structures. For motor vehicle collisions, passenger train derailments or collisions, or aviation incidents, passenger and employee extrication and technical rescue may be required. Motor vehicle collisions drive fire department and ambulance call volume.<br><br>Traffic hazards (distracted drivers, high speed movement) present safety considerations for responding crews.<br><br>Major incidents resulting in long-term recovery could delay daily shipment of goods and services, with potential negative effects on the local economy.<br><br>Transportation incidents can impact the use of other vehicles on transportation networks (including road, rail and air). Multi-lane and vehicle collisions on the road network can obstruct lane access for responding apparatus. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Food and Water | Water Conservation and Flood Control – Sault Ste. Marie Region Conservation Authority<br>Municipal Water Facilities - PUC Municipal Water Treatment Plant, Intake Pipe - Gros Cap Intake & Pumping Station, Wells – Goulais Well, Steelton Well, Lorna Well, Shannon Well, Reservoirs (storage) – Zone 1 and Zone 2, Wastewater Treatment Plants – West Plant, East Plant<br>Garbage and Recycling – Landfill, Collection & Recycling, GFL Environmental,<br>Food Distribution: Grocery stores (approximately 15 locations within the City) | Access to clean water and nutritious food is integral to the overall health and safety of a community, especially during and after a disaster, such as a fire. Without these essentials, the ability of a community to recover and sustain itself is challenged.<br>Water: Fire services responding to fires and emergencies rely heavily on an adequate and reliable water supply. If there's insufficient access to water, it becomes much harder to extinguish fires (especially in areas prone to wildfires). If the water infrastructure is compromised, firefighting capabilities can be significantly impacted. This could lead to longer response times, reduced fire suppression efforts, and greater property loss. Water supply through the City's system of hydrants is discussed further in the **Section 4.1.1.**<br>Food: If critical food infrastructure, such as storage facilities, transportation routes, or production farms, is destroyed, the community could face food shortages, higher costs, and increased vulnerability. The disruption of food supply may lead to economic instability, hunger, and reliance on external aid, particularly in communities.<br>Communities that prioritize and maintain robust critical infrastructure—especially related to food and water—are more resilient in the face of fire risks. Preparing these systems to withstand potential fire-related disruptions is key to disaster response and recovery. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Electricity | Electrical Transmission & Distribution: Distribution Lines – Hydro One (Third Line Station), Transformers – PUC (St. Mary's Transformer Station, Tarentorus Transformer Station), Sub-Stations (1,2,4,5,10-21) – PUC,<br>Hydroelectricity: Hydroelectric Power Plan (Brookfield Renewable Power)<br>Solar-Electricity – Starwood SSM (various locations) | Electricity infrastructure is vital for fire services, both as a fire risk and as a critical support system for emergency response. Effective coordination between fire departments, utility companies, and community emergency managers ensures safer communities, faster response times, and reduced risks from electrical hazards. Fire services should work closely with electrical providers to manage hazards and restore power safely. Pre-planned emergency shutoffs can help firefighters operate safely in dangerous environments. Joint training exercises can improve response times to electrical fires and outages. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Gas and Oil | Gas Service Stations: Retailers (16 locations), Truck/Travel Centres (3 locations), Fuel Distributors/Wholesalers – Shell Canada Products Limited (Tank Farm), Heating Fuel Suppliers (3 suppliers), Propane Suppliers (3 suppliers) | Gas, oil, and propane infrastructure can present fire risks within a community due to the potential for fires, explosions, and hazardous material incidents. Fire services should integrate these energy sources into their emergency planning, response strategies, and risk mitigation efforts.<br>Natural gas leaks in homes, businesses, and pipelines can lead to explosions if ignited.<br>Propane is highly flammable and can explode under high heat or pressure.<br>Oil refineries, storage tanks, and fuel transportation networks pose significant fire hazards due to volatile materials.<br>Large tanks storing gas, oil, or propane require fire departments to have specialized firefighting techniques, such as foam suppression.<br>Firefighters must understand evacuation distances and protective measures for gas and oil incidents. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Health Care | There is one major hospital in the City of Sault Ste. Marie – the Sault Area Hospital.<br>Clinics: Algoma Public Health and Group Health Centre, Walk-Ins (seven locations),<br>Long-Term Care Homes – nursing homes and retirement homes<br>Pharmacies – 17 locations | Medical facilities are essential for treating fire-related injuries and other emergencies. Health care infrastructure is significant from the perspective of fire protection services because a health-related emergency can increase demand for health care services, specifically ambulance services and medical response (e.g. tiered response).<br>In the event of a fire /emergency at Sault Ste. Marie General Hospital in Sault Ste. Marie would require complex evacuation procedures for a large number of immobile and medically dependent individuals. Fire prevention measures (sprinklers, fire-resistant construction, evacuation plans, etc.) are critical in health care settings.<br>Fire services play a role in ensuring healthcare facilities can withstand disasters (fires, wildfires, natural disasters). Backup power, fire-resistant design, and emergency water supply are critical for healthcare continuity. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Communications Systems | 911 Communications – Fire, SSMFS<br>911 Communications – Police, OPP (Smiths Falls / Orillia)<br>RCMP<br>911 Communications – Ambulance (CACC), Ministry of Health<br>Telephones/Cell Phone Providers: (Telus Mobility, Bell Mobility, Rogers, AT&T, Fido, Solo Mobile, Virgin Mobile, Chatr Wireless, etc.)<br>Radio Stations: Kiss (100.5 /104)<br>Air/Airport – Sault Ste. Marie Airport | Communication infrastructure is vital for effective fire response, public safety, and disaster coordination. Fire services depend on reliable communication systems to dispatch emergency crews, coordinate with other agencies, and inform the public about fire risks and evacuation procedures. Any failure in these systems can delay response times, increase casualties, and hinder firefighting efforts.<br>There are several radio communication towers within Sault Ste. Marie. If wires or towers are compromised, the ability to communicate with emergency personnel could be extended, possibly leading to extended emergency response times. |
| Financial Institutions | 13 locations within the City | In the event of a significant emergency, residents may not have access to their financial institutions and banking services. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Shelter and Reception Centres | George Leach Centre, Algoma University<br>Superior Heights C&VS, Algoma District School Board<br>GFL Memorial Gardens, City of Sault Ste. Marie | Critical infrastructure that provides emergency shelters, temporary housing, and support services during fire events is essential for the displaced population. Many fires leave residents without homes. Access to safe shelters can prevent further harm and provide a stable environment for recovery.<br>Inadequate shelters can lead to overcrowding, health risks, and a longer recovery period. Providing safe and accessible shelters is key to reducing the impact of fires on public safety. |
| Education | Algoma District School Board: Board Office, Elementary Schools (17 sites), and<br>Secondary Schools (three sites)<br>Huron Superior Catholic District School Board: Board Office, Elementary Schools (7 sites), Secondary Schools (1 site), Post Secondary Institutions: Sault College and Algoma University | Education infrastructure is a priority for fire services due to the population density, presence of vulnerable individuals (e.g. children/youth), and need for structured evacuation plans. Fire services should plan and deliver fire prevention, emergency response, and safety education services to these institutions.<br>Fire services should work closely with educational institutions to reduce fire risks, protect vulnerable students, and ensure preparedness for fire-related / emergency situations. By prioritizing fire safety education, building resilience, and emergency coordination, communities can better safeguard their educational facilities and those who rely on them. |

| CI Sector | City's Infrastructure Components | Fire Related Issues/Concerns |
|---|---|---|
| Manufacturing | Algoma Steel, Tenaris, ARAUCO, Heliene Canada, SIS Group, Boniferro Mill Works, | Processing and other activities that involve various ignition sources often occur in these occupancies. Manufacturing facilities constitute a special fire hazard due to high levels of combustible, flammable or explosive content and the possible presence of oxidizing chemicals and gases.<br>Significant fires or emergencies at manufacturing locations can impact the local economy. |
| Lottery and Gaming | OLG | No special considerations noted for SSMFS. |

### 4.1.1 Water Infrastructure – Hydrants

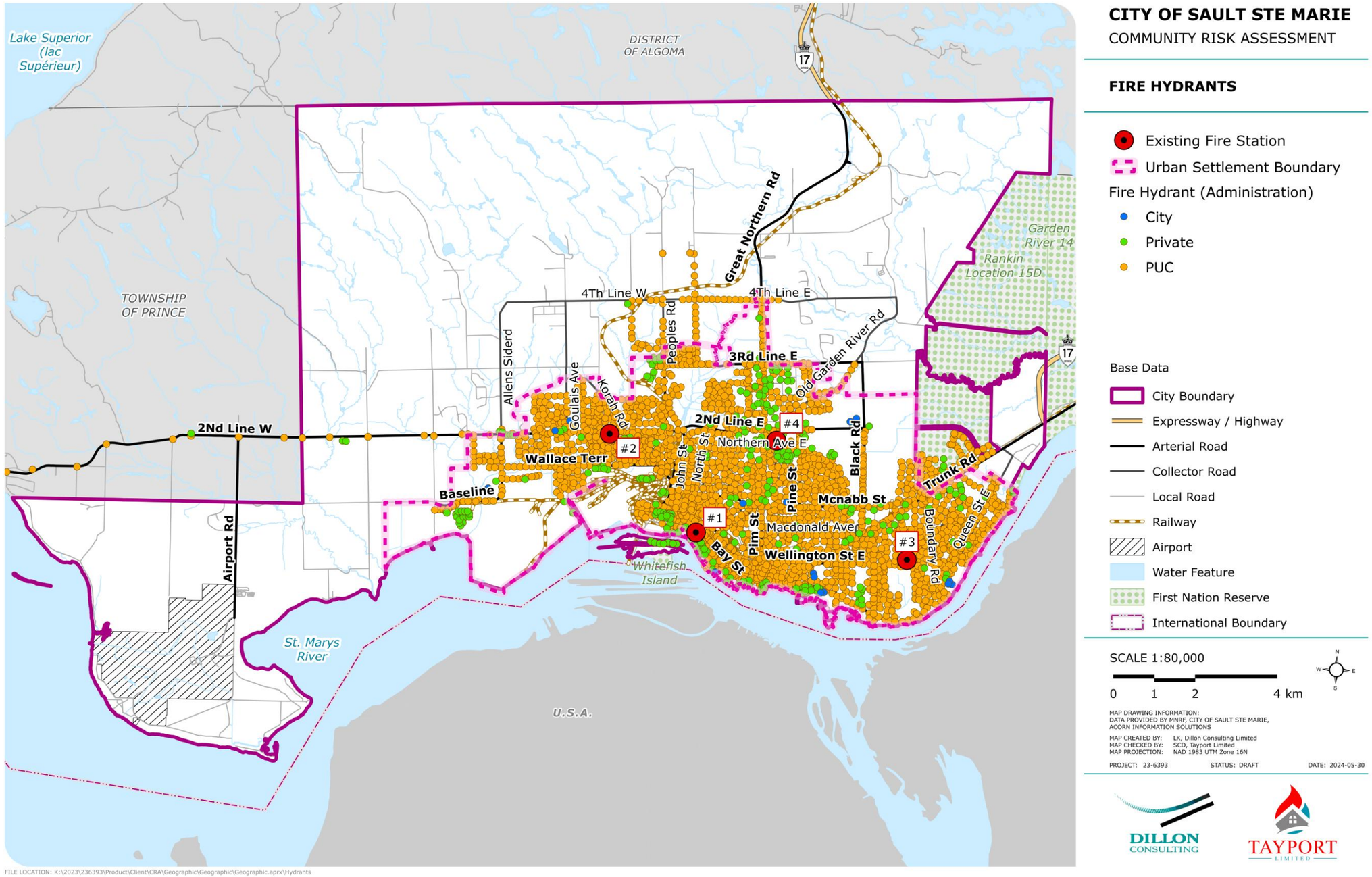
Sault Ste. Marie has a water supply system consisting of water treatment, water storage, and distribution stations, as well as numerous fire hydrants mostly in the Urban Settlement Area of the City. **Figure 18** illustrates the location of fire hydrants throughout Sault Ste. Marie.

Water supply is essential for firefighting, accessible to the fire department through municipal water delivery systems, or the fire department itself (tanker shuttles). Equally important to the presence of water supply is the quantity of water available for fire protection purposes, referred to as fire flow. As described in the NFPA Glossary of Terms (2019 Edition), fire flow is “the flow rate of water supply measured at 20psi (137.9 kPa) residual pressure, that is available for firefighting.” The control of structure fires in urban areas are typically delivered by hose lines supplied by a local water delivery system via hydrants.

A water supply shortage or water system disruption could impede the flow rate of water delivered to hydranted areas resulting in inadequate water supply and distribution needed for the delivery of fire protection services.

Where no municipal water systems exist, supplementary water supply sources are considered. It is a common occurrence for rural and undeveloped areas, not to have pressurized hydranted water supply systems.

## Figure 18: Hydrants




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**FIRE HYDRANTS**

- Existing Fire Station
- Urban Settlement Boundary

Fire Hydrant (Administration)
- City
- Private
- PUC

Base Data
- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

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PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-05-30

DILLON CONSULTING

TAYPORT LIMITED

# 5.0 Demographic Profile

As referenced in **O. Reg. 378/18**, the demographic profile assessment includes analysis of the composition of the community's population, respecting matters relevant to the community such as population size and dispersion, age, gender, cultural background, level of education, socioeconomic make-up, and transient population. The following sections consider these demographic characteristics within the City of Sault Ste. Marie.

## 5.1 Population and Dispersion

Between 2001 to 2021, the population of the City of Sault Ste. Marie increased to a peak of 75,141 people in 2011 and has been decreasing since then to a population of 72,051 in 2021. The total number of private dwellings, however, has increased steadily during the two decades between 2001 and 2021 to a current total of 34,818. **Table 14** shows that the percentage change for both the population and total private dwellings between 2011 and 2021.

**Table 14: Historic Growth in Population and Households - Sault Ste. Marie**

| Year | Population | % Change | Total Private Dwellings | % Change |
|---|---|---|---|---|
| 2001 | 74,566 | No Data | 32,822 | No Data |
| 2006 | 74,948 | +0.51% | 33,378 | +1.69% |
| 2011 | 75,141 | +0.26% | 33,901 | +1.57% |
| 2016 | 73,368 | -2.36% | 34,485 | +1.72% |
| 2021 | 72,051 | -1.80% | 34,818 | +0.97% |

Source: 2021, 2016, 2011, 2006, 2001 Census, Statistics Canada

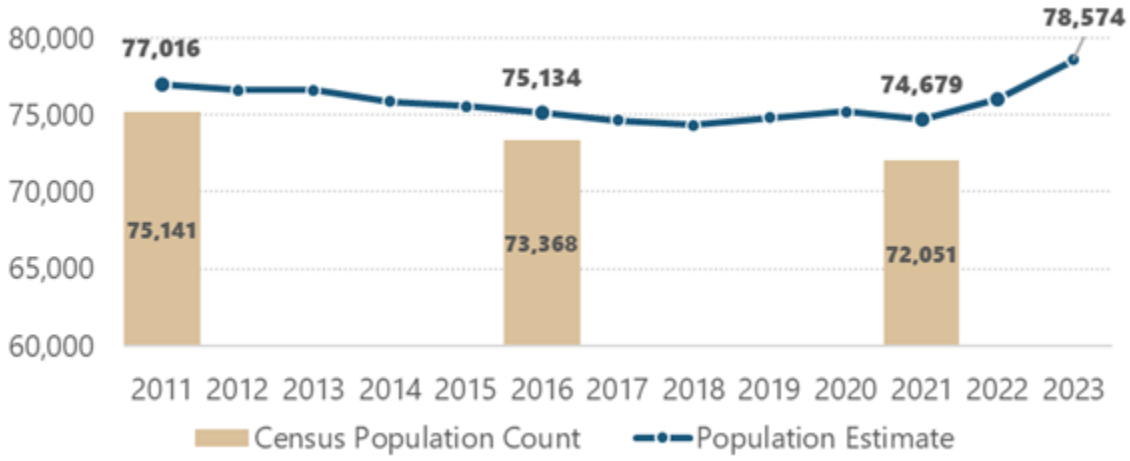
Based on data released by Statistics Canada in 2024, the City's estimated 2022 population was 76,014[44] and estimated 2023 population was 78,574[45]. The population

[44] According to Statistics Canada. Table 17-10-0155-01 Population estimates, July 1, by census subdivision, 2021 boundaries. Retrieved May 30, 2024, from: https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710015501

[45] According to Statistics Canada. Table 17-10-0155-01 Population estimates, July 1, by census subdivision, 2021 boundaries. Retrieved May 30, 2024, from: https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710015501

as of 2021 was 72,051 (2021 Census Subdivision). Although the 2021 population reflects a decrease in population compared to other recent Census years (-1.8% decrease from 2016), the 2022 and 2023 estimates indicate population growth of 1,335 and 2,560 persons respectively. The comparisons of census population counts and Statistics Canada population estimates for the time period of 2011 to 2023 are presented in **Figure 19**. The annual changes in population, based on population counts and estimates (as available) are presented in **Figure 20**.

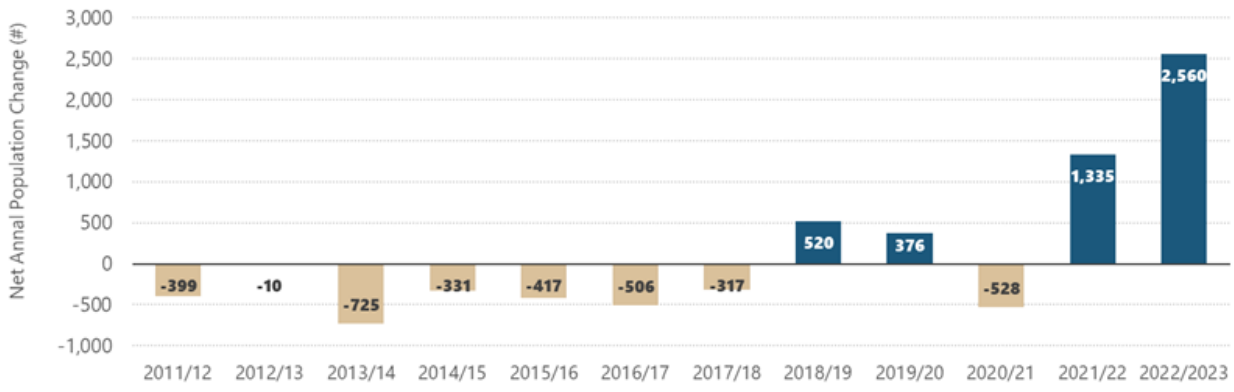
**Figure 19: Population Counts and Estimates (2011 to 2023), City of Sault Ste. Marie**




Source: Statistics Canada[46]

[46] *Statistics Canada. Table 17-10-0155-01 Population estimates, July 1, by census subdivision, 2021 boundaries.*

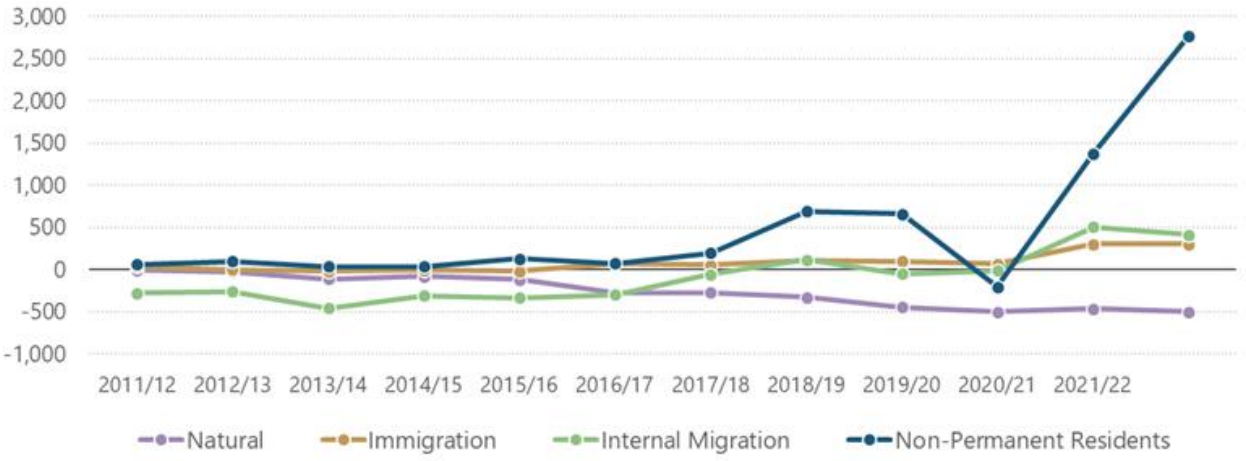
### Figure 20: Estimated Annual Change in Population (2011 to 2023), City of Sault Ste. Marie




Source: Statistics Canada[47]

The components of population change within the City of Sault Ste. Marie, in the time period from 2011 to 2023, are shown in **Figure 21.** As shown, the growth is attributed to immigration, internal migration, and most significantly, non-permanent residents.

### Figure 21: Components of Population Change (2011 to 2023), City of Sault Ste. Marie




Source: Statistics Canada[48]

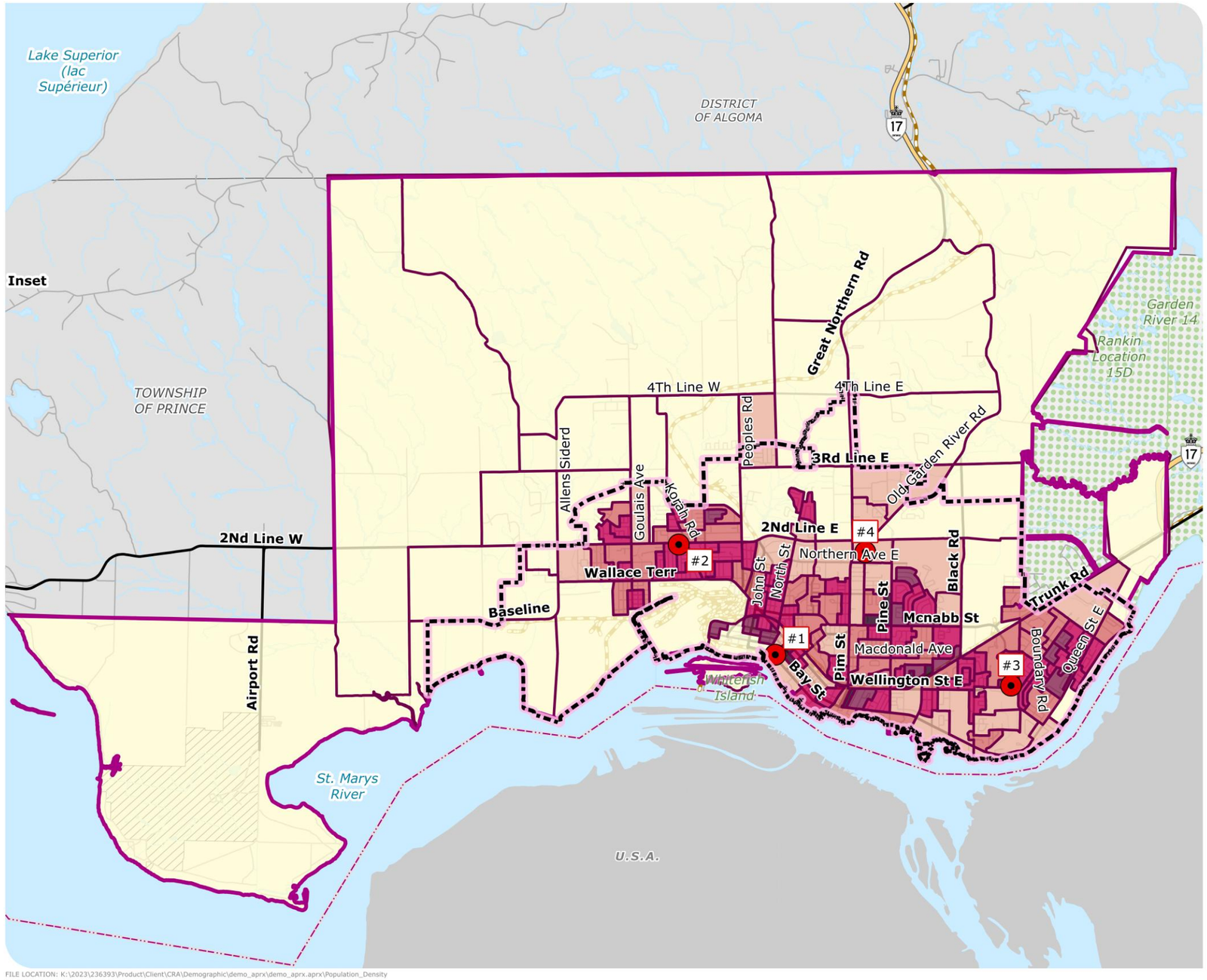
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[47] *Statistics Canada.* *Table 17-10-0155-01 Population estimates, July 1, by census subdivision, 2021 boundaries*.
[48] *Statistics Canada.* *Table 17-10-0149-01 Components of population change by census metropolitan area and census agglomeration, 2021 boundaries*

### 5.1.1 Mapping Population Density and Dispersion

The density and dispersion of the population is presented in **Figure 22**. The most densely populated areas of Sault Ste. Marie are found within the City's Urban Settlement Area. Higher density areas of note include the downtown core, along Cathcart Street, Queen Street and Wellington Street. There is also a noticeable higher population density east of the downtown at Pine Street and McNabb Street, Trunk Road and Wellington Street.

## Figure 22: Population Density – City of Sault Ste. Marie




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**POPULATION DENSITY**

- Existing Fire Station

**People per Square Kilometre**

- 14 - 420
- 421 - 1,265
- 1,266 - 2,049
- 2,050 - 2,848
- 2,849 - 3,957
- 3,958 - 6,645
- Urban Settlement Boundary

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS, STATISTICS CANADA

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-03

DILLON CONSULTING

TAYPORT LIMITED

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Demographic\demo_aprx\demo_aprx.aprx\Population_Density

## 5.2 Population Age

A community's population by age is an important factor in identifying specific measures to mitigate risks associated with a specific age group, such as seniors. Canada's aging population has been recognized as one of the most significant demographic trends. According to Statistics Canada, from 2016 to 2021, Canada experienced a large increase in the proportion of seniors since Confederation," due to the baby boomer generation reaching the age of 65. There are more Canadians over the age of 65 (19.0% of the population) than there are children aged 14 years and younger (16.3%).[49]

Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the province based on the residential fire death rate (fire deaths per million of population). **Figure 23** illustrates the results of an analysis revised by the OFM's Fire Statistics in November 2021. Through this analysis, seniors are identified as being at an increased risk of fatality in residential occupancies when compared to other age groups.

[49] Statistics Canada. 2022. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released October 26, 2022. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E (accessed November 22, 2022). Statistics Canada. (2017, May). The Daily: Age and sex, and type of dwelling data: key results from the 2016 Census. Retrieved from Statistics Canada, 2016 Census Page

**Figure 23: 2011-2021 Residential Fire Death Rate by Age of Victim**

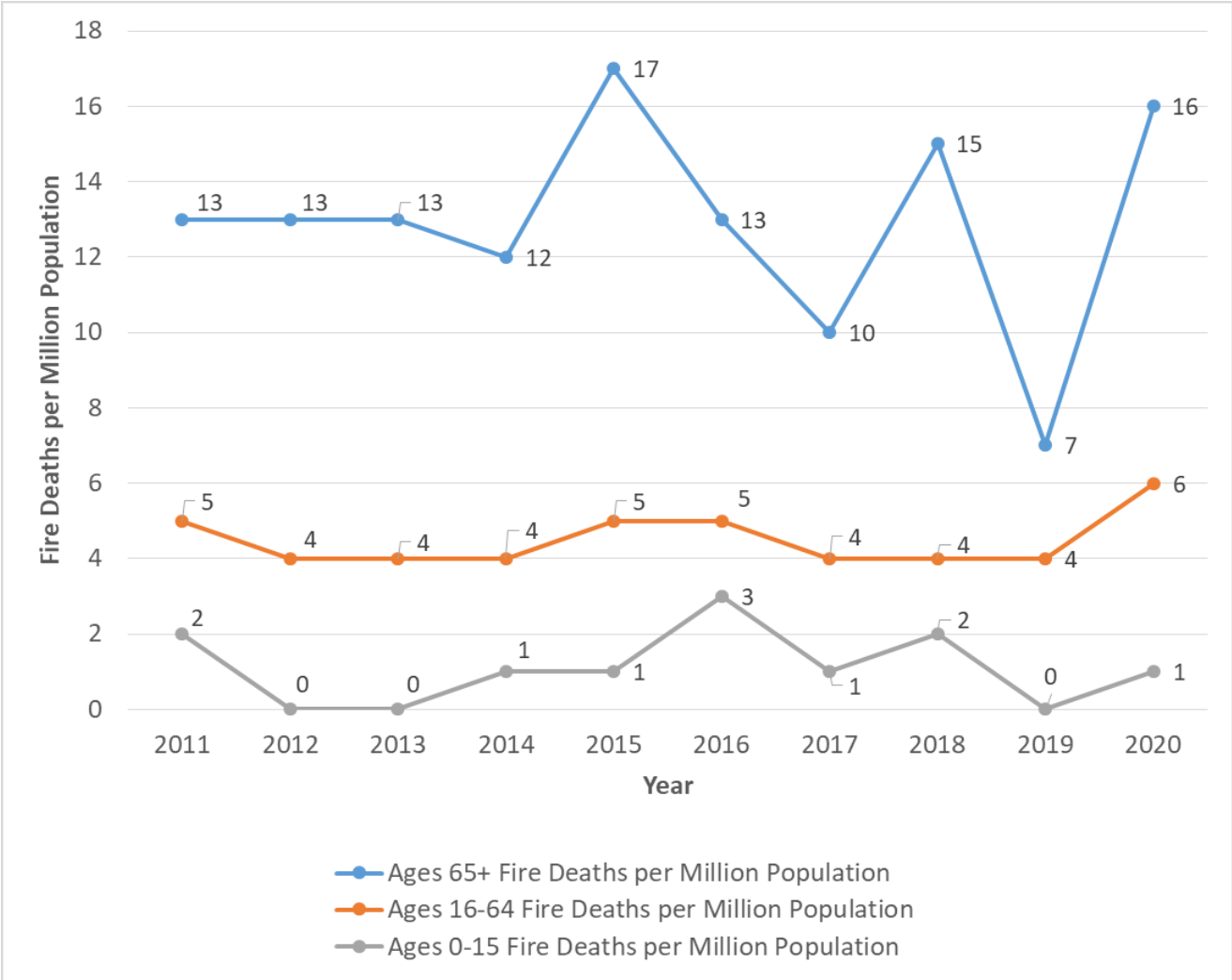



Figure Source: Adapted based on OFM reported residential fatal fires from 2011 to 2020.[50]

The 2021 Census identified the City of Sault Ste. Marie's total population as 72,051. The age distributions of the City's population and Ontario's population are summarized and compared in **Table 15** and further illustrated in **Figure 24.**

[50] Office of the Fire Marshal. (Revised 2022, February). Ontario Residential Fatal Fires.

**Table 15: Population by Age Group – Sault Ste. Marie and Ontario**

| Age | Sault Ste. Marie Population | Sault Ste. Marie Percentage of Population | Ontario Population | Ontario Percentage of Population |
|---|---|---|---|---|
| 0 to 4 years | 3,040 | 4.2% | 683,515 | 4.8% |
| 5 to 9 years | 3,675 | 5.1% | 764,430 | 5.4% |
| 10 to 14 years | 3,530 | 4.9% | 803,850 | 6.6% |
| 15 to 19 years | 3,510 | 4.9% | 801,455 | 6.6% |
| 20 to 24 years | 4,035 | 5.6% | 895,600 | 6.3% |
| 25 to 44 years | 16,605 | 23.0% | 3,794,800 | 26.7% |
| 45 to 54 years | 8,230 | 11.4% | 1,835,850 | 12.9% |
| 55 to 64 years | 11,485 | 15.9% | 2,006,735 | 14.1% |
| 65 to 74 years | 9,725 | 13.5% | 1,504,495 | 10.6% |
| 75 to 84 years | 5,600 | 7.8% | 794,595 | 5.6% |
| 85 + years | 2,605 | 3.6% | 338,620 | 2.48% |
| **Total** | **72,050**[51] | **100.00%** | **14,223,942** | **100.00%** |
| Median Age of the Population | 47 | Not Applicable | 41.6 | Not Applicable |
| **Population aged 14 and under** | 10,250 | 14.2% | **2,251,795** | **15.8%** |
| **Population aged 65 and over** | 17,930 | 24.9% | **2,637,710** | **18.5%** |

Source: 2021 Census, Statistics Canada[52]

[51] For the purposes of this CRA, the total population counts provided are a sum of the values provided by Statistics Canada. Of note, these totals may be different from the totals provided by Statistics Canada because of the following "Statistics Canada is committed to protect the privacy of all Canadians and the confidentiality of the data they provide to us. As part of this commitment, some population counts of geographic areas are adjusted in order to ensure confidentiality. The adjustment to counts of the total population for any dissemination block is controlled to ensure that the population counts for dissemination areas will always be within 5 of the actual values. The adjustment has no impact on the population counts of census divisions and large census subdivisions."

[52] Statistics Canada. 2022. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released July 13, 2022. Statistics Canada, 2021 Census Page.

The youngest demographic (those 14 years of age and under) represents 14.2% of the City's total population, which is slightly lower in comparison to the Province (15.8%). While at a lower risk of fatality in residential occupancies overall when compared to seniors or adults, youth (aged 14 years and under) represent an important demographic for the purposes of public education. Learning fire safety practices at a young age is likely to instill these practices as youth become adults. As a result, there is value in targeting public education and prevention programs to this demographic. Structured education programs consistently provided to children and youth can help to engrain fire and life safety awareness and knowledge into future generations.

The percentage of the population aged 65 years and older in Sault Ste. Marie represents 24.9% of the total population, significantly higher when compared to the Province (18.5%) by 6.3%. An additional 15.9% of the City's population falls between the age group of 55 and 64, who are aging towards the senior demographic of 65 years of age and older. Based on historic residential fire fatality data, this population will become seniors who will be at greater risk. These demographic trends are important considerations for the development of informed targeted public education programs and risk reduction strategies within the community.

## Figure 24: Population Distribution by Age – Sault Ste. Marie and Ontario

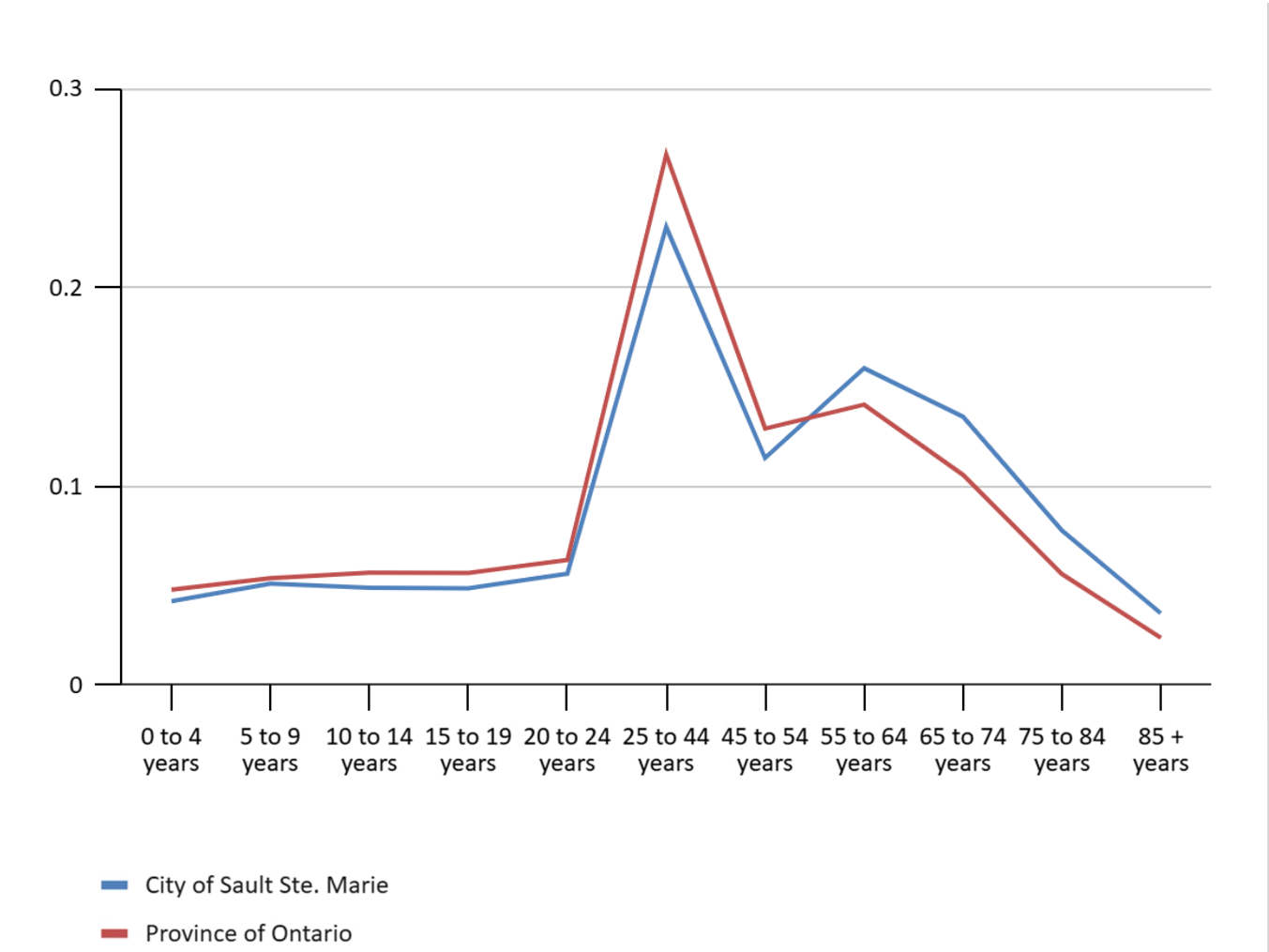



Figure Source: 2021 Census, Statistics Canada[53]

[53] Ibid.

**Key Finding: The 2021 Census data indicates that children, aged 14 and under, represent 14.2% of the City's total population, slightly less than the Provincial population at 15.8%.**

**Identified Risk: Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the Province based on the residential fire death rate. According to the 2021 Census, seniors represent 24.9% of the City's total population, significantly higher than the Province as a whole at 18.5%.**

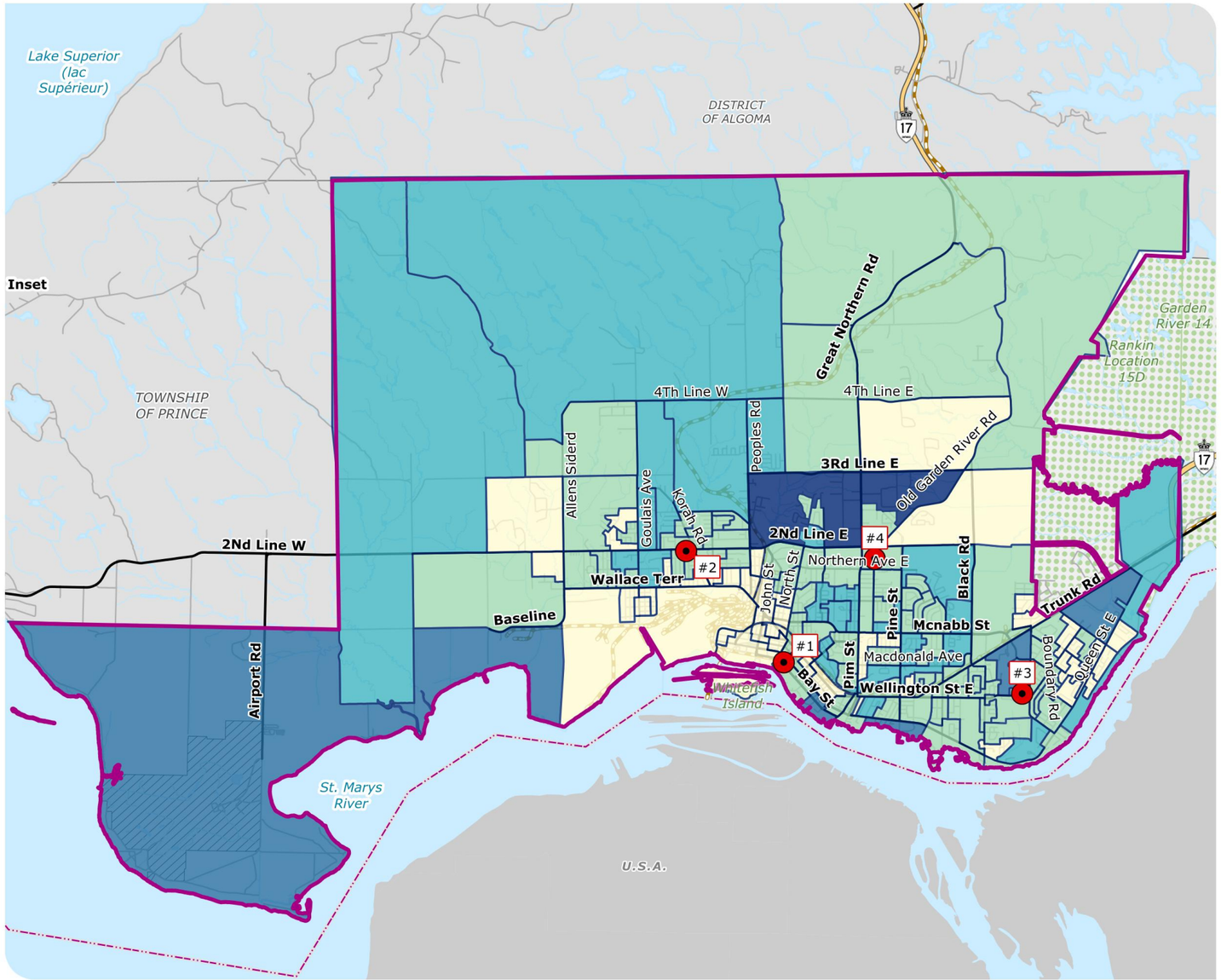
**Key Finding: Of the City's total population, 15.9% fall into the age range of 55 to 64, representing a cohort aging towards the seniors' demographic of 65 years or older.**

### 5.2.1 Mapping Population Age

Census data from 2021 was mapped by dissemination area to provide a visual representation of the spatial distribution of population by age, with the City of Sault Ste. Marie. **Figure 25** presents the distribution of the senior population (65 and older) and **Figure 26** shows the distribution of youth (0 to 14 years). Both maps present the proportion of the population within each of the age categories. **Figure 25** shows the area with the highest percentage of the population 65 years and older reside immediate north of Station 4, between 2nd Line East and 3rd Line East. There are also pockets of higher seniors' populations in the downtown core, in the area surrounding and to the east of Station 3 and in the southwest corner of the City (south of Base Line and surrounding the airport).

**Figure 26** shows the highest proportions of youth (0-14 years) are located in the area surrounding and to the east of Station 3 and in the southwest corner of the City (south of Base Line and surrounding the airport). There is also a higher youth population identified in the northeast corner of the City's geography.

## Figure 25: Percentage of Population Aged 65 and Older by Dissemination Area




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**PERCENTAGE OF POPULATION AGED 65 AND OLDER BY DISSEMINATION AREA**

Existing Fire Station

**Percentage of Population 65 Plus as a Percentage of Total**

- 0.2% - 0.5%
- 0.6% - 0.8%
- 0.9% - 1.2%
- 1.3% - 2.3%
- 2.4% - 3.3%

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS, STATISTICS CANADA

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

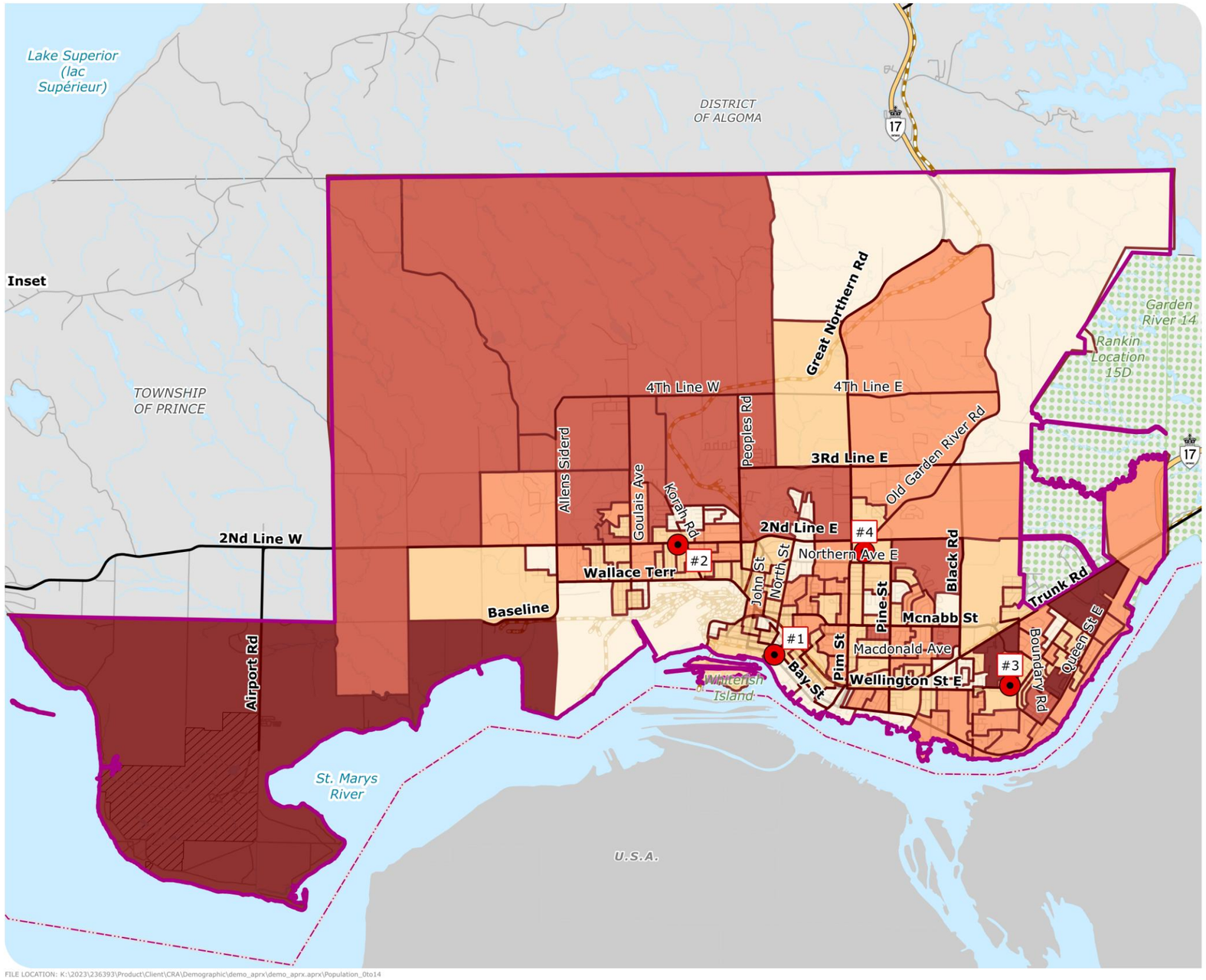
PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-03

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FILE LOCATION: K:\2023\236393\Product\Client\CRA\Demographic\demo_aprx\demo_aprx.aprx\Population_65Plus

## Figure 26: Percentage of Population Aged 0-14 Years Old by Dissemination Area




FILE LOCATION: K:\2023\236393\Product\Client\CRA\Demographic\demo_aprx\demo_aprx.aprx\Population_0to14

**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**PERCENTAGE OF POPULATION AGED 0 TO 14 YEARS OLD BY DISSEMINATION AREA**

Existing Fire Station

**Percentage of Populated Aged 0 to 14 as a Percent of Total**

- 0.0% - 0.4%
- 0.5% - 0.6%
- 0.7% - 1.0%
- 1.1% - 1.5%
- 1.6% - 2.0%

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS, STATISTICS CANADA

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-03

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## 5.3 Gender

NFPA 1730 - Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations (2019 Edition) considers gender as part of a Community Risk Assessment due to the finding that, based on historic data, males are more likely to be injured or die in a fire. **Table 16** displays the distribution of both genders by age for the City of Sault Ste. Marie. We note that Statistics Canada refers to gender as an individual's personal and social identity as a man, woman or non-binary person. Due to the small non-binary population, individuals who identify as "non-binary persons" are distributed into the other two gender categories to protect confidentiality. The proportion of males versus females is comparable at 48.6% male to 51.4% female. When specific age groups are reviewed, there are minor variations. One of the greater differences is the proportion of males (39.0%) compared to females (61.0%) for the 85 years and over age group. Based on these statistics, it is not anticipated that public education programming needs to be refined based on gender. The impact of gender ratio on public education programming would be more notable in a community with unique demographics, such as those that have transient populations due to employment, for example.

**Table 16: Gender Distribution by Age Group – Sault Ste. Marie**

| Age Group | Total Population | Male | % | Female | % |
|---|---|---|---|---|---|
| 0 to 4 years | 3,040 | 1,600 | 52.6% | 1,445 | 47.5% |
| 5 to 9 years | 3,675 | 1,885 | 51.3% | 1,790 | 48.7% |
| 10 to 14 years | 3,530 | 1,875 | 53.1% | 1,660 | 47.0% |
| 15 to 19 years | 3,510 | 1,795 | 51.1% | 1,710 | 48.7% |
| 20 to 24 years | 4,035 | 2,155 | 53.4% | 1,880 | 46.6% |
| 25 to 44 years | 16,605 | 8,220 | 49.5% | 8,385 | 50.5% |
| 45 to 54 years | 8,230 | 4,030 | 49.0% | 4,210 | 51.2% |
| 55 to 64 years | 11,485 | 5,340 | 46.5% | 6,140 | 53.5% |
| 65 to 74 years | 9,725 | 4,650 | 47.8% | 5,080 | 52.2% |
| 75 to 84 years | 5,600 | 2,480 | 44.3% | 3,120 | 55.7% |
| 85 + years | 2,605 | 1,015 | 39.0% | 1,590 | 61.0% |
| **Total** | **72,051** | **35,035** | **48.6%** | **37,020** | **51.4%** |

Source: 2021 Census, Statistics Canada[54]

## 5.4 Socioeconomic Circumstances

Research has established that fire risk does not impact a community homogenously. Socioeconomic circumstances are known to significantly impact fire risk. Just as communities are diverse, so too is the potential for fire risk. Socioeconomic status is reflected in an individual's economic and social standing and is measured in a variety of ways. These factors can be reflected in the analysis of socioeconomic indicators such as labour force status, educational attainment and income, as well as household tenure, occupancy, suitability, and cost.

Socioeconomic factors intersect in a number of ways and have direct and indirect impacts on fire risk. One such example is outlined in the OFM's Fire Risk Sub-Model.[55] The Sub-Model refers to the relationship between income and fire risk. As one consideration, households with less disposable income may be less likely to purchase fire safety products (e.g., smoke alarms, fire extinguishers, etc.), which puts them at higher risk of experiencing consequences from a fire. Another consideration is that households living below the poverty line may have a higher number of persons per bedroom in a household and/or children who are more likely to be at home alone. These circumstances would impact both the probability and the consequences of a fire. While these complex relationships between socioeconomic circumstances and the probability/consequence of a fire are not well understood, this CRA seeks to explore these factors.

The factors reviewed at a high level have been selected based on the data available from Statistics Canada. Socioeconomic factors such as income decile group and median household income have been displayed spatially throughout this section.

Factors that are highlighted in this section include:

- Labour force status

[54] Statistics Canada. 2022. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released October 26, 2022. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E (accessed November 18, 2022).
[55] Minister of the Solicitor General. (Modified 2016, February). Comprehensive Fire Safety Effectiveness Model: Fire Risk Sub-Model.

- Immigrant status
- Educational attainment
- Household tenure, occupancy, suitability, and cost

### 5.4.1 Labour Force Status

Those who are economically disadvantaged, including low-income families, the homeless and perhaps those living alone, may experience a higher fire risk. The OFM's Fire Risk Sub-Model references a number of reports that suggest there is a correlation between income levels and fire risk. The reports identify the following factors:

- The higher number of vacant buildings found in low-income neighbourhoods attracts the homeless. This introduces risks such as careless smoking, drinking and unsafe heating practices.
- Building owners are less likely to repair building systems (electrical, mechanical, suppression) due to affordability, increasing fire risk from improper maintenance.
- Households with lower disposable income are less likely to purchase fire safety products (i.e. smoke alarms, extinguishers, cigarette ignition resistant furniture, etc.) due to affordability.
- Households with lower disposable income are more likely to have utilities shut off due to non-payment, leading to increased risks related to unsafe heating, lighting, and cooking practices.
- The 1981 report, "Fire-Cause Patterns for Different Socioeconomic Neighbourhoods in Toledo, Ohio," determined that the incendiary fire rate in low-income neighbourhoods is 14.4 times higher compared to areas with the highest median income. Further, fires caused by smoking and children playing occurred at rates 8.5 and 14.2 times higher, respectively.
- Single parent families are more economically challenged with only one income. These households also have fewer resources to arrange childcare, increasing the likelihood of fires caused by unsupervised children.
- Studies have shown that cigarette smoking is inversely related to income. In Canada, findings by the Centre for Chronic Disease Prevention and Control through the National Population Health Survey established that there were nearly twice as many smokers in the lowest income group when compared against the highest (38% vs. 21%, respectively).

- Individuals with low education and literacy levels are inhibited in their ability to read instruction manuals and warning labels, and are less likely to grasp fire safety messages.[56]

Labour force status is a possible indicator of income levels which directly influence fire risk (e.g. lower income, increased fire risk). The participation rate (i.e. the proportion of residents in the labour force) can also be an indicator of income and can be considered alongside unemployment rates (e.g. lower participation rate and higher unemployment could mean lower income, higher fire risk).

Labour force status, shown in **Table 17** below, shows that the City of Sault Ste. Marie has a lower participation rate than the Province of Ontario (54.9% versus 62.8%). This would suggest that, from the perspective of labour force, the City faces a higher fire risk in comparison to the Province.

**Table 17: Labour Force Status – Sault Ste. Marie and Ontario**

| Status | Sault Ste. Marie Population | Sault Ste. Marie % | Ontario Population | Ontario % |
|---|---|---|---|---|
| In the Labour Force[57] | 33,210 | 54.9% | 7,399,200 | 62.8% |
| Employed | 28,895 | 47.8% | 6,492,895 | 55.1% |
| Unemployed | 4,315 | 7.1% | 906,310 | 7.7% |
| Not in the Labour Force | 27,275 | 45.1% | 4,383,620 | 37.2% |
| **Total** | 60,485 | 100% | 11,782,820 | 100% |

Source: 2021 Census, Statistics Canada [58]

### 5.4.2 Educational Attainment

The relationship between educational attainment and income is multi-layered and complex. An analysis conducted by Statistics Canada has found that high-income Canadians are generally more likely to be highly educated. Over two-thirds (67.1%) of

[56] Ibid.
[57] The category 'In the Labour Force' is a subtotal of the following categories: employed and unemployed.
[58] Statistics Canada. 2017. Sault Ste. Marie, CY [Census subdivision], Ontario and Ontario [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Statistics Canada, 2016 Census Page (accessed July 4, 2022).

the top 1% had attained a university degree compared to 20.9% of all Canadians aged 15 and over.[59] Based on this national trend, and for the purposes of this risk assessment, it is assumed that a higher education leads to more disposable income and, therefore, a lower fire risk. It is also assumed that households with more disposable income are more likely to invest in fire life safety products, such as smoke alarms, home monitoring systems with direct connection to emergency services alerting, and fire extinguishers, which reduce household fire risk. **Table 18** displays educational attainment for the City of Sault Ste. Marie and the Province of Ontario.

**Table 18: Educational Attainment – Sault Ste. Marie and Ontario**

| Educational Attainment | Sault Ste. Marie Population | Sault Ste. Marie % | Ontario Population | Ontario % |
|---|---|---|---|---|
| No Certificate/Diploma/Degree | 9,640 | 15.9% | 1,799,890 | 15.3% |
| High School Diploma or Equivalent | 18,570 | 30.7% | 3,204,170 | 27.2% |
| Postsecondary Certificate, Diploma, or Degree | 32,285 | 53.4% | 6,778,765 | 57.5% |
| **Total** | **60,495** | **100%** | **11,782,825** | **100%** |

Source: 2021 Census, Statistics Canada [60]

Based on 2021 Census data, 53.4% of residents in the City of Sault Ste. Marie have a postsecondary certificate/diploma/degree, which is approximately 4.1% lower than the Province. This level of educational attainment could be linked to the industrial base of the City of Sault Ste. Marie. It may be an indicator of increased fire-risk, in comparison to the province as a whole.

According to the 2021 Census, the median total income of Sault Ste. Marie households in 2020 was $73,500, significantly lower than the Provincial median total income per household of $91,000.00. The data also indicates potential increased fire risk within the City of Sault Ste. Marie, in comparison to the overall province.

[59] Statistics Canada. (Modified 2018, July). Education and occupation of high-income Canadians. Retrieved from Statistics Canada, Census Page
[60] Statistics Canada, 2016 City of Sault Ste. Marie Census Page

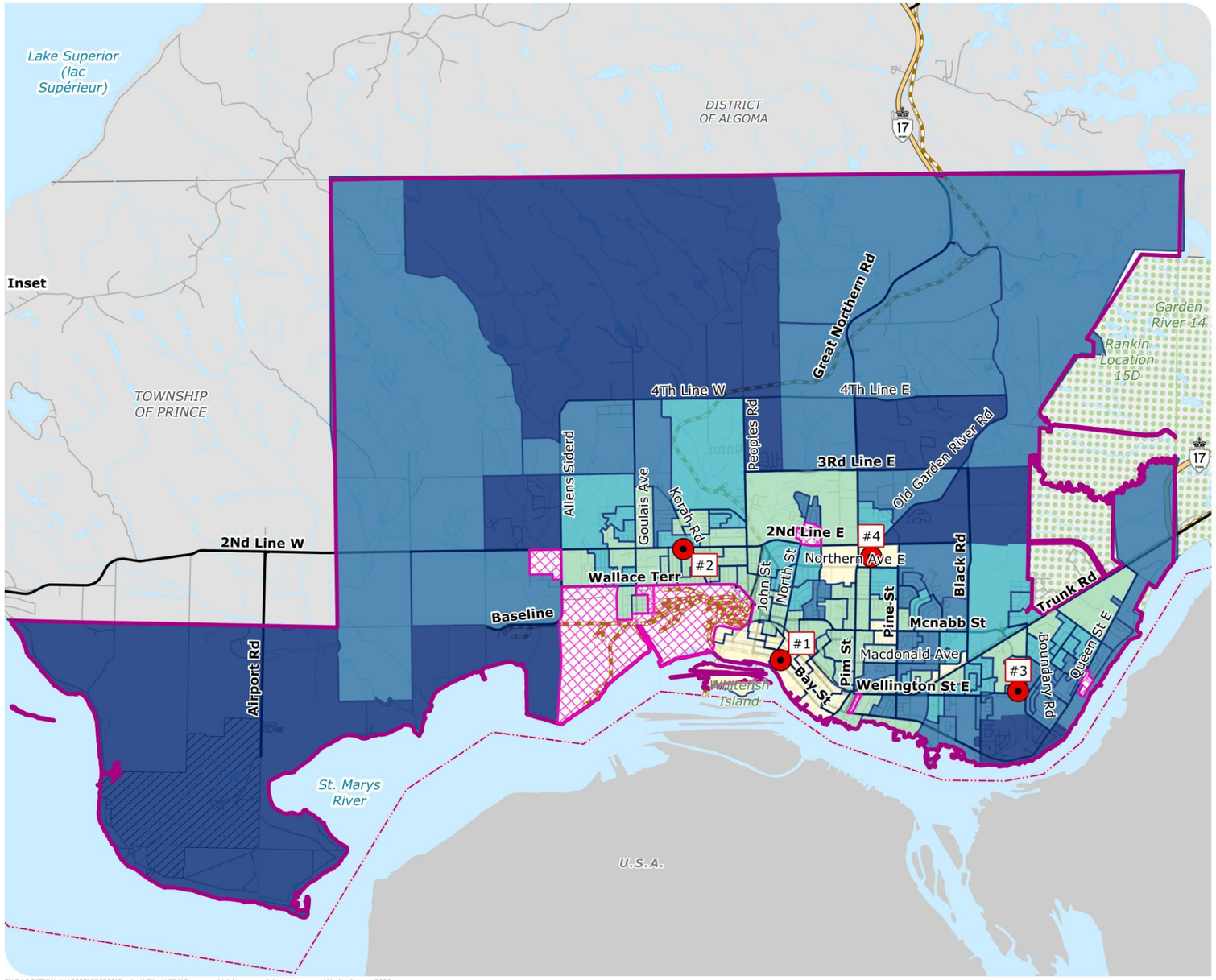
**Key Finding: Based on socioeconomic factors, such as a lower participation rate in the labour force, lower levels of educational attainment and lower median incomes than the Province there is a potential increased fire risk within the City of Sault Ste. Marie, in comparison to the overall province.**

#### 5.4.2.1 Mapping Income

Median household income data is presented spatially in **Figure 27**. The downtown shows a notable area of the lowest household incomes. There are also pockets of low household income in the neighbourhoods surrounding Fire Station 4. These areas are predicted to experience increased fire risk, as a result.

High income areas are notable south of Fire Station 3, along the waterfront as well as the northern and western fringe areas of the City.

## Figure 27: Median Total Income of Households in 2020 by Dissemination Area




**CITY OF SAULT STE MARIE**

COMMUNITY RISK ASSESSMENT

**MEDIAN TOTAL INCOME IN 2020 BY HOUSEHOLD BY DISSEMINATION AREA**

Existing Fire Station

**Median Total Income of Households in 2020 ($)**

- 25,400 - 49,200
- 49,201 - 71,000
- 71,001 - 91,000
- 91,001 - 118,000
- 118,001 - 147,000
- Data Suppressed

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS, STATISTICS CANADA

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-03

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TAYPORT LIMITED

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Demographic\demo_aprx\demo_aprx.aprx\MedianIncome2020

### 5.4.3 Income Decile Groups

Income can be assessed at a community-wide level by considering income decile groups. As stated by Statistics Canada, a "decile group provides a rough ranking of the economic situation of a person based on his or her relative position in the Canadian distribution of the adjusted after-tax income of economic families".[61] Economic family income decile groups for the population in private households in Sault Ste. Marie is presented in **Table 19.** This analysis shows that the City has a higher proportion of the population in the bottom-income decile groups compared to the Province, with 1.1% more in total. There are also higher proportions of high-income families in the Province than in the City. This is illustrated in the eighth, ninth, and top decile groups with a difference of -4.7% compared to the Province. These statistics may indicate that the more disposable income a family can generate, the higher the likelihood that the family will purchase fire safety equipment. These statistics may be suggestive of a higher fire risk within the City from the perspective of income.

**Table 19: Economic Family Income Decile Group for the Population in Private Households – Sault Ste. Marie and Ontario**

| Income Decile Group | Sault Ste. Marie Population | Sault Ste. Marie % | Ontario Population | Ontario % |
|---|---|---|---|---|
| Bottom Decile | 7,405 | 10.5% | 1,318,120 | 9.4% |
| Second Decile | 7,945 | 11.2% | 1,283,940 | 9.2% |
| Third Decile | 7,560 | 10.7% | 1,292,030 | 9.2% |
| Fourth Decile | 7,085 | 10.0% | 1,296,710 | 9.2% |
| Fifth Decile | 6,970 | 9.9% | 1,325,280 | 9.4% |
| Sixth Decile | 7,010 | 9.9% | 1,365,960 | 9.7% |
| Seventh Decile | 7,225 | 10.2% | 1,415,070 | 10.1% |
| Eighth Decile | 7,345 | 10.4% | 1,482,300 | 10.6% |
| Ninth Decile | 7,070 | 10.0% | 1,581,535 | 11.3% |
| Top Decile | 5,125 | 7.2% | 1,670,800 | 11.9% |
| **Total** | **70,735** | **100%** | **14,031,755** | **100%** |

[61] Statistics Canada. (Updated 2016). Income Decile Group. Retrieved from Statistics Canada, Income Decile Group Page

Source: 2021 Census, Statistics Canada [62]

### 5.4.3.1 Mapping Income Distribution

To understand the spatial distribution of income decile groups, **Figure 28** and **Figure 29** display the percentages of the population in the bottom and top income distribution groups by dissemination area.[63] **Figure 28** shows that there are dissemination areas with a high percentage of the population in the bottom half of income distribution, depicted in the darkest blue colour, in the Downtown area (and the area surrounding Fire Station 1), at the southwest end of Wellington Street East, and in some smaller areas west of Pine Street at McNabb Street and at Northern Avenue East. As discussed above, these areas are predicted to be at greater risk of fire incidents and fire losses.

**Figure 29** shows there are dissemination areas (identified with the dark brown colour) with a high percentage of the population in the top-income decile, which is assumed to translate to relatively lower fire risks. These areas are located south of Fire Station 3, southwest of the Pine Street and MacDonald Avenue intersection, northwest of 2nd Line West and Allens Sideroad intersection, northwest of the intersection of McNabb Street and Black Road, and in rural areas northeast of Fire Station 4, in the northwest corner of the municipality as well as the southwestern corner of the municipality (including the area around the airport).

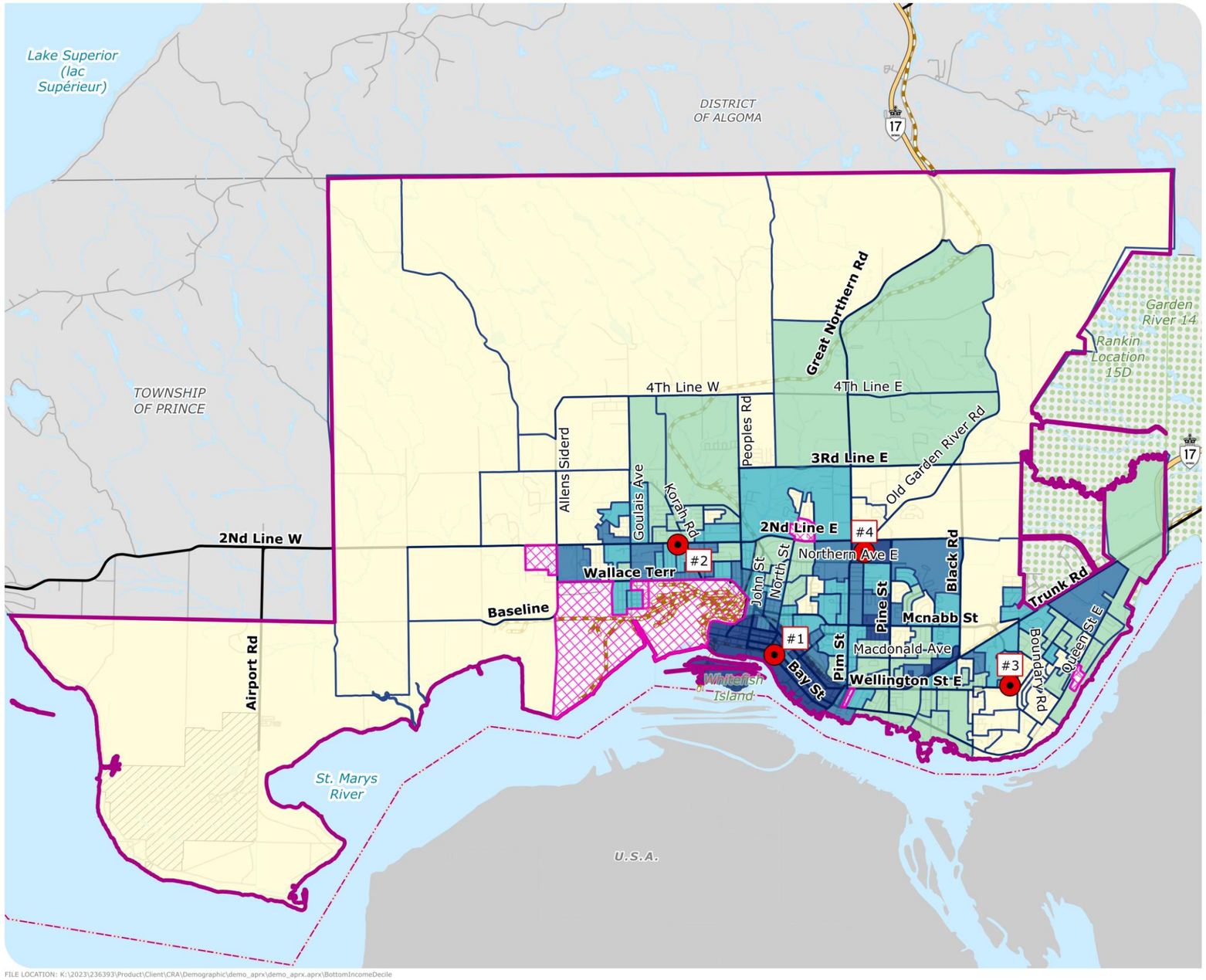
**Key Finding: Spatial analysis of the bottom income decile shows the Downtown area (and the area surrounding Fire Station 1), at the southwest end of Wellington Street East, and in some smaller areas west of Pine Street at McNabb Street and at Northern Avenue East may be at increased risk of fire incidents and fire losses as a result of lower incomes.**

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[62] Statistics Canada. 2022. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released July 13, 2022. Statistics Canada, 2021 Census Page (accessed July 13, 2022).

[63] Data obtained from Statistics Canada was used in the creation of both income decile maps. Some areas of the City are not included within the income decile group maps. According to the dataset obtained through Statistics Canada and viewed in the Beyond 20/20 data viewer, these areas were suppressed to meet the confidentiality requirements of the Statistics Act.

## Figure 28: Percentage of Bottom Income Decile by Dissemination Area




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**PERCENTAGE OF POPULATION IN BOTTOM INCOME DECILE BY DISSEMINATION AREA**

Existing Fire Station

**Percentage of Population in Bottom Income Decile**

- 0% - 4%
- 4.1% - 8.1%
- 8.2% - 14.3%
- 14.4% - 23.4%
- 23.5% - 43.9%
- Data Suppressed

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS, STATISTICS CANADA

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

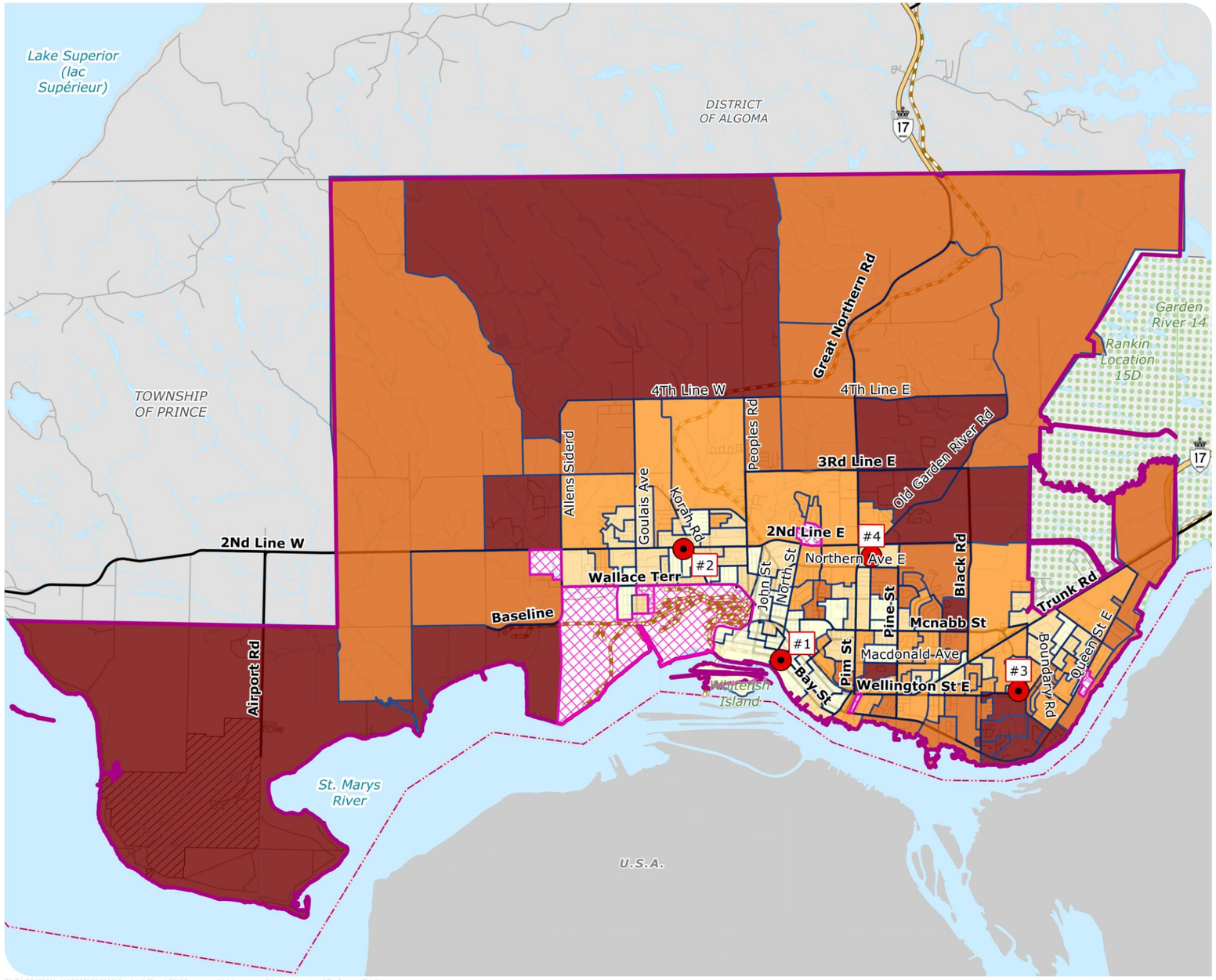
PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-03

DILLON CONSULTING

TAYPORT LIMITED

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Demographic\demo_aprx\demo_aprx.aprx\BottomIncomeDecile

## Figure 29: Percentage of Top Income Decile by Dissemination Area




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**PERCENTAGE OF POPULATION IN TOP INCOME DECILE BY DISSEMINATION AREA**

Existing Fire Station

**Percentage of Population in Top Income Decile**

- 0.0% - 1.4%
- 1.5% - 4.8%
- 4.9% - 8.8%
- 8.8% - 17.0%
- 17.1% - 34.9%
- Data Suppressed

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS, STATISTICS CANADA

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-03

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Demographic\demo_aprx\demo_aprx.aprx\TopIncomeDecile

### 5.4.4 Household Tenure, Occupancy, Suitability and Costs

**Table 20** through to **Table 24** summarizes household statistics for the City of Sault Ste. Marie and the Province, including tenure, occupancy, suitability and costs, based on 2021 Census data.

#### 5.4.4.1 Housing Tenure

Housing tenure reflects socioeconomic status whereby a low home ownership rate may reflect lower incomes in the community and a higher overall fire risk. The City has a very similar proportion of dwellings that are owned versus rented when compared to the Province (68.3% owned in Sault Ste. Marie versus 68.4% in the Province).

#### 5.4.4.2 Occupancy

A higher proportion of multiple persons per household can result in increased fire loss (consequence), resulting in higher fire risk. There are 135 households (0.4% of total households) that have more than one person per room in Sault Ste. Marie. This reflects a lower percentage compared to the Province, where 3.0% of households have more than one person per room.

#### 5.4.4.3 Suitability

The 2021 Census reports on housing suitability, which, according to Statistics Canada, refers to whether a private household is a suitable accommodation according to the National Occupancy Standard. Suitable accommodations are defined by whether the dwelling has enough bedrooms based on the ages and relationships among household members. Based on this measure, 2.8% (or 900) households within the City are classified as “not suitable”, compared to 6.7% for the Province as a whole. Therefore, from the perspective of housing suitability, the City has a relatively lower fire risk.

#### 5.4.4.4 Housing Costs

The cost of shelter may also be indicative of the amount of disposable income within a household. Households with less disposable income have fewer funds to purchase household fire life safety items, resulting in a higher risk. In Sault Ste. Marie, 16.1% of households spend 30% or more of their household total income on shelter costs. This is approximately 8.1% less than the Province, where 24.2% of households spend 30% or more of their income on shelter costs.

Looking more closely at shelter costs, the median value of dwellings in Sault Ste. Marie is $250,000 ($450,000 lower than the provincial median). The City also has lower median monthly shelter costs for owned and rented dwellings than the Province.

### Table 20: Household Tenure – Sault Ste. Marie and Ontario

| Household Tenure | Sault Ste. Marie | % | Ontario | % |
|---|---|---|---|---|
| Owner | 22,215 | 68.3% | 3,755,720 | 68.4% |
| Renter | 10,315 | 31.7% | 1,724,970 | 31.4% |
| **Total Households** | **32,530** | **100.0%** | **5,491,200** | **100.0%** |

### Table 21: Household Occupancy – Sault Ste. Marie and Ontario

| Household Occupancy | Sault Ste. Marie | % | Ontario | % |
|---|---|---|---|---|
| One person or fewer per room | 32,395 | 99.6% | 5,328,575 | 97.0% |
| More than one person per room | 135 | 0.4% | 162,625 | 3.0% |
| **Total Households** | **32,530** | **100.0%** | **5,491,200** | **100.0%** |

### Table 22: Household Suitability – Sault Ste. Marie and Ontario

| Housing Tenure | Sault Ste. Marie | % | Ontario | % |
|---|---|---|---|---|
| Suitable | 31,630 | 97.2% | 5,122,185 | 93.3% |
| Not suitable | 900 | 2.8% | 369,015 | 6.7% |
| **Total Households** | **32,530** | **100.0%** | **5,491,200** | **100.0%** |

### Table 23: Shelter Costs – Sault Ste. Marie and Ontario

| Shelter Costs | Sault Ste. Marie | % | Ontario | % |
|---|---|---|---|---|
| Spending less than 30% of the household's total income on shelter costs | 27,195 | 83.9% | 4,103,320 | 75.8% |
| Spending 30% or more of household total income on shelter costs | 5,215 | 16.1% | 1,312,095 | 24.2% |
| **Total Households** | **32,410** | **100.0%** | **5,415,415** | **100.0%** |

**Table 24: Median Costs – Sault Ste. Marie and Ontario**

| Median Costs | Sault Ste. Marie | Ontario |
|---|---|---|
| Median value of dwellings | $250,000 | $700,000 |
| Median monthly shelter costs for owned dwellings | $910 | $1,440 |
| Median monthly shelter costs for rented dwellings | $890 | $1,300 |

Source: 2021 Census, Statistics Canada[64]

## 5.5 Cultural Background and Language Considerations

Cultural background and language considerations can be important factors for local fire service providers to consider in developing and delivering programs related to fire prevention and public education. Communication barriers, in terms of language and the ability to read written material, may have an impact on the success of the programs. There may also be familiarity challenges related to fire safety standards within newcomer populations. A high proportion of immigrants may indicate a large population that has a potential for unfamiliarity with local fire life safety practices and/or may experience possible language barriers. **Table 25** summarizes the immigration status of the City of Sault Ste. Marie's population as of the 2021 Census data. At that time, only 8.5% of the City's population was identified as newcomers, which is significantly lower (by 21.1%) when compared to Ontario (29.6%). This population should be monitored as new Census data becomes available for consideration when planning public education programs and materials.

**Table 25: Immigration Status – Sault Ste. Marie and Ontario (2021 Census)**

| Immigration Status | Sault Ste. Marie Population | Sault Ste. Marie % | Ontario Population | Ontario % |
|---|---|---|---|---|
| **Non-immigrants** | 63,820 | 90.7% | 9,437,320 | 66.3% |
| **Immigrants** | 5,990 | 8.5% | 4,206,585 | 29.6% |
| Before 1980 | 3,930 | 5.6% | 860,305 | 6.0% |

[64] Statistics Canada. 2017. Sault Ste. Marie, CY [Census subdivision], Ontario and Ontario [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Statistics Canada, 2016 Census Page (accessed July 4, 2022).

| Immigration Status | Sault Ste. Marie Population | Sault Ste. Marie % | Ontario Population | Ontario % |
|---|---|---|---|---|
| 1980 to 1990 | 325 | 0.5% | 506,195 | 3.6% |
| 1991 to 2000 | 320 | 0.5% | 852,765 | 6.0% |
| 2001 to 2005 | 500 | 0.7% | 941,630 | 6.6% |
| 2006 to 2010 | 910 | 1.3% | 1,045,695 | 7.3% |
| 2011 to 2016 | 320 | 0.5% | 461,010 | 3.2% |
| **Non-permanent residents** | 590 | 0.8% | 584,680 | 4.1% |
| **Total** | 70,400 | 100.0% | 14,228,585 | **100.00%** |

Source: 2021 Census, Statistics Canada [65]

Through its participation in the Rural Northern Immigration Pilot Program (RNIP), the City of Sault Ste. Marie welcomed approximately 1,094 new permanent residents with local employment. The RNIP ended on August 31, 2024. As of January 2025, the City of Sault Ste. Marie has been selected as one of the 18 communities across Canada to participate in the new Rural Community Immigration Pilot (RCIP). This program is expected to increase the number of immigrants and new Canadians within the City. As the City experiences increased diversity, the SSMFS will need to align its programs and services to meet community needs.

Knowledge of official languages based on the 2021 Census is included in **Table 26** for the City of Sault Ste. Marie and the Province of Ontario.

As shown, 90.3% of the population in the City has knowledge of English only, 9.3% possess knowledge of both English and French, approximately 300 people (0.4% of the City population) have no knowledge of English or French, and approximately 35 people (0.05%) speak French only. Additional research into language by "mother tongue"[66] indicates that, beyond English and French, some of the top languages in Sault Ste. Marie include Italian, German, Punjabi, Polish, and Spanish. It is anticipated that the

[65] Statistics Canada. 2017. Sault Ste. Marie, CY [Census subdivision], Ontario and Ontario [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Statistics Canada, 2016 Census Page (accessed July 4, 2022).
[66] Ibid.

language statistics will reflect increased diversity as a result of the City's successful participation in the RNIP and the RCIP. SSMFS should monitor these trends over the coming years and take the information into consideration when planning programs and services to align with the language needs of the community.

**Table 26: Knowledge of Official Language – Sault Ste. Marie and Ontario**

| Language | Sault Ste. Marie Total | Sault Ste. Marie % | Ontario Total | Ontario % |
|---|---|---|---|---|
| English Only | 64,300 | 90.3% | 12,196,575 | 86.5% |
| French Only | 35 | 0.05% | 39,310 | 0.3% |
| English and French | 6,605 | 9.3% | 1,519,365 | 10.8% |
| Neither English nor French | 300 | 0.4% | 344,545 | 2.4% |
| **Total population (non-institutional)** | **71,235** | **100.00%** | **14,099,790** | **100.00%** |

Source: 2021 Census, Statistics Canada [67]

## 5.6 Transient Populations

**Ontario Regulation 378/18** requires the consideration of "transient populations". This refers to the concept of population shift, where the population within a community can shift at various times during the day, week, or throughout the year. Population shift can be a result of a number of factors, including employment, tourism, and education. In some municipalities, residents regularly leave the community for employment. This can contribute to increased traffic, resulting in an increase in the number of motor vehicle collision calls. Other communities may be major tourist and vacation destinations, resulting in large population shifts related to the seasonal availability of tourism activities. This can result in an increased risk due to overnight tourism accommodation (sleeping), which can impact the demand for fire protection services. Educational institutions can attract a transient student population who commute to school daily or reside in dormitories or student housing on a seasonal basis.

[67] Statistics Canada. 2017. Sault Ste. Marie, CY [Census subdivision], Ontario and Ontario [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Statistics Canada, 2016 Census Page (accessed July 4, 2022).

Student accommodations and short-term rental units present unique fire safety issues that may be attributed to the conversion of houses into boarding houses or rooming house-type accommodations that do not conform to the OFC or OBC. These properties are not always known to the fire department, posing a challenge for Fire Prevention Division staff responsible for fire code enforcement. The City of Sault Ste. Marie has a post-secondary student population associated with Algoma University and Sault College.

### 5.6.1 Tourism

An increase in tourism can result in an increased risk due to overnight tourism accommodation, which can impact the demand for fire protection services. In terms of seasonal recreational population, there are a number of features and events that would draw tourists to the region, including the natural features in the area and outdoor adventure opportunities. Specific tourist destinations and attractions include cruise ship docking; national historic sites (e.g. Sault Ste.. Marie Canal and Ermatinger-Clergue); Agawa Canyon Tour Train; snowshoeing/skiing (e.g. Searchmont Resort, Stokely Creek Lodge; Hiawatha Highlands, etc.); fat biking trails; skating; ice caves; ice climbing; snowmobiling; mountain biking; hiking; nearby Provincial Parks (e.g. Pancake Bay, Batchawana Bay, Lake Superior); a regional mall; museums; casino; specific attraction packages; and resorts and lodges. As a result, the City experiences some population shift due to the tourism draw for recreational opportunities. There are several City-hosted events each year and attractions that draw residents and non-residents to the City of Sault Ste. Marie. Annual festivals and events include, but are not limited to:

- Bon Soo Winter Carnival
- Blueberry Festival
- Arts & Culture Festival
- Canada Day
- Summer Moon Festival
- Hub Trail Festival

While each event draws tourists at various times throughout the year, it is important to consider population shifts from a fire protection, education and prevention standpoint. Specific fire protection strategies to address population shifts should be accommodated as part of broader services, such as pro-active fire inspections of the facilities occupied by these demographics (e.g., hotels and motels).

### 5.6.2 Education

Educational institutions, and primarily post-secondary schools, are a key source for population shift in larger communities as they attract people from outside the typical community. They are important to consider since they may have school-based residences. Post-secondary schools can contribute to a population that is not captured through the census. Algoma University (Sault Ste. Marie Campus), Sault College, Laurentian University (Sault Ste. Marie), and CRA Canadian Career College represent the main post-secondary institutions in the City of Sault Ste. Marie.

### 5.6.3 Employment

A shift in commuter population can impact the demand for fire protection services, as large numbers of people commuting in and out of the City could increase the number of vehicle collision calls to which the fire service responds.

As shown in **Table 27** below, the commuting population travelling outside the census subdivision of residence does not represent a significant portion of Sault Ste. Marie's labour force. Intuitively, there is no notable shift in population, from either commuters travelling into, or out of the City for employment.

The unique commuting patterns within the City of Sault Ste. Marie is due to its location in Northern Ontario. This location and the urban structure likely impact the potential for population shift based on employment.

### Table 27: Commuting Destinations – City of Sault Ste. Marie

| Commuting Destination [68] | Population |
|---|---|
| Commute within the census subdivision of residence | 20,370 |
| Commute to a different census subdivision within the census division of residence | 600 |
| Commute to a different census subdivision and census division within the province or territory of residence | 195 |
| Commute to a different province or territory | 60 |
| **Total** | **21,235** |

Source: 2021 Census, Statistics Canada [69]

[68] Commuting destination for the employed labour force aged 15 years and over in private households with a usual place of work - 25% sample data

[69] Statistics Canada. 2017. Sault Ste. Marie, CY [Census subdivision], Ontario and Ontario [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue number 98-316-X2016001. Ottawa. Released November 29, 2017. Statistics Canada, 2016 Census Page (accessed July 4, 2022).

# 6.0 Hazard Profile

As referenced in the **O. Reg. 378/18**, the hazard profile assessment includes an analysis of the hazards within the community, including natural hazards, hazards caused by humans, and technological hazards to which fire departments may be expected to respond. Hazards are important to consider from a fire risk, emergency response and overall public safety perspective. Hazardous incidents may have a significant impact on the community. This profile assessment summarizes the context within which municipalities identify hazards and presents the top hazards identified for Sault Ste. Marie presents an assessment of those hazards through the lens of the fire and emergency risks to inform fire and emergency services planning, prevention, and management.

## 6.1 Hazard Identification and Risk Assessment in Ontario (HIRA)

A hazard is defined as a phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. Hazards can be natural, human-caused or technological. It is important to identify and consider these hazards from a fire-risk, emergency response, and overall public safety perspective in order to assist local governments and emergency management personnel in planning for the risks within their communities and taking the appropriate action to reduce future losses.

At the provincial and municipal level, emergency management and fire services are complementary. In practice at the municipal level, staff within municipal fire departments play a leadership role in identifying natural, human-caused, or technical hazards based on those detailed by the province as well as developing emergency management programs.

Under the Emergency Management and Civil Protection Act (EMCPA), municipalities are required to ‘identify and assess the various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other elements of the infrastructure that are at risk of being affected by emergencies’ (2002, c. 14, s. 4). The OFM recently released methodology guidelines outlining a process for the development

of a HIRA program, to assist municipalities in assessing their local hazards and potential risks.

The City's Emergency Response Plan is dated June 26, 2023. Emergency response documentation also includes a Flood Plan (2017), Hazardous Materials Response Plan (2017), Hot Weather Response Plan (2020), and an Evacuation Plan (2017). Current legislation requires an annual review (and revision if necessary) of the City's emergency plan.

### 6.1.1 HIRA and the CRA

The OFM TG-02-2019 and OFM "Question and Answers" provide guidance with respect to developing a community HIRA in the context of a Community Risk Assessment. The guidelines acknowledge that these processes are separate but complementary. The OFM "Question and Answers" states that the CRA process "may result in decisions about fire department responses to various types of emergencies identified in a completed HIRA."

The HIRA is a comprehensive process used to identify the hazards to a community as a whole. A CRA provides an opportunity to examine the impact that these hazards would have on the services provided by a fire department. For the purposes of this CRA, a "fire protection services" lens will be applied to the top hazards as identified through the City's HIRA.

## 6.2 City of Sault Ste. Marie Hazard Identification and Risk Assessment (HIRA)

The HIRA process is used to identify local hazards and assign risk levels. The City's HIRA was reviewed and updated in 2021. As a component of the risk assessment and risk analysis process, the top risks in Sault Ste. Marie were identified. The HIRA assigns likelihood and consequence levels to a list of hazards based on the potential for impacts to health, the environment and public safety. As a result of this analysis, the hazards and assigned risk levels in the City are listed in **Table 28**. The current HIRA does not identify any 'extreme' or 'high' risk hazards for the City. There are two 'moderate,' 16 'low,' and one 'very low' risk hazards listed.

**Table 28: Top Hazards, Sault Ste. Marie HIRA, 2021**

| Hazard | City HIRA Risk Level |
|---|---|
| Infectious Disease | Moderate |
| Flood | Moderate |
| Hazardous Materials | Low |
| Electrical Energy | Low |
| Extreme Cold | Low |
| Active Threat | Low |
| High Wind | Low |
| Substance Abuse & Overdose | Low |
| Winter Storm | Low |
| Water Quality | Low |
| Aviation | Low |
| Rail | Low |
| Extreme Heat | Low |
| Civil Disorder | Low |
| Cyber Attack | Low |
| Wildland Fire | Low |
| Fire/Explosions | Low |
| Marine | Low |
| Dam Failure | Very Low |

## 6.3 Impacts of Hazards on Fire Protection Services

To better understand the risks of hazards as they pertain to fire protection services, the City's top hazards have been assessed to identify possible impacts on fire protection services. Many of the potential impacts are not unique to a jurisdiction. The results of this review as they pertain to the top hazards in the City of Sault Ste. Marie are

presented in **Table 29**. The table also includes hazards expected to have a high frequency (even if the calculated risk is low) that would result in service demands for SSMFS.

**Table 29: Impacts of Hazards on Fire Protection Services**

| Hazard (City HIRA) | Possible Impact on Fire Protection Services |
|---|---|
| **Infectious Disease (Health Emergencies)** | The City's HIRA identifies the risk of Infectious Disease events as Moderate Risk. As experienced in 2020 and the years following, a pandemic presents significant challenges to first responders and the community, causing potential fire department workplace absenteeism and an increased demand for medical response and supplies. For example, during the severe acute respiratory syndrome (SARS) outbreak in Toronto, declared as a medical state of emergency in March of 2003, of Toronto EMS's 850 paramedics, 436 were placed in a 10-day home quarantine, 62 developed SARS-like illnesses, and 4 developed suspected or probable SARS requiring hospitalization.[70] The COVID-19 global pandemic that began in 2020 was a more severe and wide-reaching human health emergency. The impact of this recent pandemic was challenging for all aspects of community services and had a number of impacts on members of the community, which are still being qualified and quantified. |
| **Flood (Environmental Hazard)** | Flooding is identified within the City's HIRA as a moderate risk. The Sault Ste. Marie Region Conservation Authority oversees Flood Management for the City and the surrounding area and issues flood warnings for local rivers and streams and the Lake Superior Shoreline. Flooding is most likely to occur during the spring snow melt, or because of high levels of precipitation or heavy rain events. During heavy rain events in the summer, the City's stormwater systems may be challenged to handle the surge, resulting in flash flooding. Depending on the severity of the flooding, access to various sections of the road network could be impacted and potentially delay fire department response times. Severe flooding could potentially cause damage to homes (basements) or infrastructure (water treatment facilities, roads, bridges, etc.) in the impacted areas. |

[70] Alexis Silverman, Andrew Simor, Mona R. Loutfy. (2004). Toronto Emergency Medical Services and SARS. Emerging Infectious Diseases., Volume 10(9): 1688–1689, doi: 10.3201/eid1009.040170

| Hazard (City HIRA) | Possible Impact on Fire Protection Services |
|---|---|
| **Hazardous Materials (Health, Environment, and Public Safety)** | This hazard involves the release of chemical, biological, radiological, nuclear, and explosive materials. These materials are hazardous and can have harmful effects on human life, property and the environment. The City's HIRA identified hazardous materials / chemical incidents in 2020, 2017, and 2014, and selected the frequency of 'likely to occur every five years or less' over the last ten years. These included industrial releases and a transportation (rail) incident. A fire department can perform hazardous materials response or partner with a neighbouring jurisdiction to provide the same service if they are properly trained. It is important for a fire department to possess the proper training and certification required to perform hazardous materials response safely and securely in order to prevent firefighter injury. |
| **Oil/Natural Gas** | The City of Sault Ste. Marie is almost entirely served by natural gas (Enbridge Gas Inc.). There are a number of risks associated with pipelines due to volatile properties and characteristics. Natural gas, for example, is highly combustible and explosive when placed under pressure. A pipeline rupture or leak could result in prolonged or uncontrolled product release, requiring specialized emergency response and/or evacuation of the exposed surrounding area. Pre-incident planning, training and exercise activities with the pipeline operator and other response partners, such as the Sault Ste. Marie Fire Services is crucial to ensuring that emergency response personnel are equipped with the right knowledge, skills and equipment needed to respond to a pipeline-related incident. Establishing partnerships and procedures before an incident occurs is conducive to building awareness and a safe and effective response. |

| Hazard (City HIRA) | Possible Impact on Fire Protection Services |
|---|---|
| **Road and Highway** | Road and highway hazards include transportation emergencies involving vehicles on the road network. A transportation emergency along a road or highway could translate into partial or full closure of a road or major highway route or to the system as a whole, with impacts that include injury or loss of life, environmental damage, hazardous materials leak, and/or economic loss. Although Road and Highway Emergencies have a low level of risk, the likelihood of them happening is almost certain. A road or highway emergency in Sault Ste. Marie could require a hazardous materials response or other specialized rescue service from the fire department. Based on historical emergency calls from 2018 to 2022, motor vehicle-related incidents (collisions and extrications) on the existing road network represented 70.3% (528) of all rescue responses and 4.6% of all calls for service by the Sault Ste. Marie Fire Services. |
| **Electrical Energy** | Energy emergencies that include power outages can affect critical infrastructure, essential services, or a large portion of local residents and businesses and can last for long periods of time. Common causes of power outages include extreme weather events and storms (e.g. freezing rain, sleet/snow, high winds, etc.), increased demand on the system (e.g. during cold snaps/heat waves), or energy infrastructure failure. Such an event could result in the loss of energy for heat, cooling, cooking, refrigeration, fire protection equipment, building elevators, life assistance equipment, and more. The City experienced a multi-day electrical emergency incident from December 30, 2019, to January 2, 2023, that impacted approximately 7,000 customers. The SSMFS has generated power on-site for all fire station facilities. City-owned and operated Public Works and Engineering Services buildings have generator power. The City facilities identified as potential shelter sites are GFL Memorial Gardens, Northern Community Centre and John Rhodes Community Centre. There is also an agreement with Algoma University to use the George Leach Centre as a potential shelter. GFL is the only shelter that could currently accommodate a large-scale outage, as it has a generator to power heat and electricity needs. The City recently purchased dozens of cots, sleeping bags, and pillows (funded with a grant) to shelter people in an emergency. |

| Hazard (City HIRA) | Possible Impact on Fire Protection Services |
|---|---|
| **Winter Weather** | Severe winter weather events typically include precipitation that forms at low temperatures, such as snow, freezing rain and ice. Episodes of freezing rain, ice or heavy snowfall can result in an array of consequences. For example, freezing rain can weigh down electrical transmission lines or branches, causing them to break, which in turn can block roadways, impeding the fire department or other first response agencies' ability to access the road network, leading to extended emergency response and extended travel times. Downed electrical wiring presents electrical current exposure hazards, which can cause injuries requiring medical assistance, and overall, damage to the electrical grid could lead to energy system disruption. Freezing rain, heavy snowfall or ice can also result in dangerous driving conditions, leading to motor vehicle collisions or crashes, and generating emergency response call volume. |
| **High Winds** | Windstorms or severe weather events that are accompanied by high winds can also cause varying levels of property or structural damage; disrupt multi-modal transportation services and interfere with the delivery of utilities (e.g. hydro) or other critical infrastructure (e.g. telecommunications). Similar to winter weather events, the damage to property and infrastructure caused by high winds can obstruct first responder access to the road network, leading to a delay in emergency response times. |
| **Extreme Heat** | Extreme heat occurs when the temperature or humidity for a region is significantly above the average high for an extended period. Extreme heat events have a moderate level of risk to vulnerable populations such as seniors living alone or in assisted living/care facilities (e.g. Montreal 2018). Based on demographic data, seniors make up 24.9% of the population of Sault Ste. Marie and are at risk during extreme heat events. Extreme heat may also cause blackouts if demand outpaces the ability to produce. Additionally, they can cause electrical fires in high-risk facilities. The 2021 HIRA has identified the related risk as low. During extreme heat events, the City identifies facilities for residents that can be used as cooling centres. The City provides information about Extreme Heat on their website. |

| Hazard (City HIRA) | Possible Impact on Fire Protection Services |
|---|---|
| **Rail / Aviation** | An incident involving a derailment or rail accident (potentially involving hazardous materials and/or dangerous goods) could be a significant emergency event within a community. An emergency involving rail in Sault Ste. Marie could require a hazardous materials response or other specialized rescue service from the SSMFS. With the proximity of the Sault Ste. Marie Airport, there is also a potential for an aviation-related emergency within the City, which could require emergency response from SSMFS, in addition to the airport's emergency responders.<br>The 2021 HIRA has identified the risks related to rail and aviation as low. |
| **Cyber-Attack** | With the advancement of technology and its integration into many, if not all, critical infrastructure sectors, cyberattacks may become more prevalent. Emergency Management Ontario's 2019 Hazard Identification Report defines cyber-attacks as "unauthorized access or malicious code to alter computer code, logic or data, resulting in disruptive consequences that can compromise data or misappropriate key systems and resources."[71] As cybercrime continues to rise, there is potential for critical infrastructure from the local to national level to be compromised, resulting in a real threat to public safety and security as well as economic well-being. Fire departments, like all public safety response agencies, retain sensitive data pertaining to fire loss and emergency call history. The systems that house this data are not exempt from being compromised. The 2021 HIRA has identified the related risk as low. |

Source: City of Sault Ste. Marie's Emergency Response Plan and 2021 HIRA

**Key Finding: The City's 2021 Hazard Identification and Risk Assessment identifies hazards that could each impact the ability of the City to deliver fire protection services.**

[71] Hazard Identification Report 2019. (Modified May 8, 2019). Emergency Management Ontario. Retrieved February 19, 2020.

# 7.0 Public Safety Response Profile

As required by **O. Reg. 378/18**, the Public Safety Response Profile includes an analysis of the types of incidents responded to by other entities in the community and those entities' responsibilities. These entities could include police, ambulance, fire, and other entities that may be tasked with or able to assist in some capacity in the collective response to an emergency situation. The following sections consider these characteristics of public safety response within the City of Sault Ste. Marie.

## 7.1 Public Safety Response Agencies in the City of Sault Ste. Marie

Public safety and response agencies refer to agencies and organizations that respond to specific types of incidents within a community and provide trained personnel and resources critical to upholding public safety. Each of these entities offers specialized skillsets in support of front-line operations. The types of response services offered might include fire protection, medical attention, rescue operations, policing activities or hazardous materials response. In addition to responding individually to certain types of incidents, these entities work closely with one another in the event of major emergencies through a structured, standardized response approach to ensure effective coordination among all response agencies.

**Table 30** lists the public safety response agencies within Sault Ste. Marie that will be able to assist in a collective emergency response effort and may contribute to the mitigation of risk within the community. Identifying the public safety response agencies within the community can help the fire service become familiar with other public safety response agencies and each agency's specific response capabilities.

**Table 30: Public Safety Response Agencies**

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Sault Ste. Marie Police Service** | All incidents requiring police presence/support within the City and Prince Township:<br>• Motor vehicle collisions<br>• Medical incidents<br>• Fire incidents<br>• False fire incidents<br>• Public hazard / public assistance<br>• Other response – e.g. drug operations | • General patrol<br>• Traffic control, scene stabilization, investigation<br>• Patient contact / initial first aid<br>• Evacuations<br>• Assist in coordinating public information<br>• Canine unit<br>• Criminal investigations/drug enforcement/tech crime<br>• Forensic Identification Services | • Good working relationship with SSMFS<br>• Communication and information sharing continue to be noted as a growth/improvement area |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Ontario Provincial Police** | • Incidents requiring a police presence in the areas surrounding/beyond the City and Prince Township.<br>• Motor vehicle collisions on provincial highways (e.g. Highway 17)<br>• Emergency responses<br>• Search and rescue | • Traffic control, scene stabilization, investigation<br>• Patient contact / initial first aid<br>• Evacuations<br>• Assist in coordinating public information<br>• Canine tracking unit | • Limited on-scene interactions with SSMFS<br>• Good working relationship with SSMFS. |
| **Royal Canadian Mounted Police (RCMP)** | • Water-based emergencies<br>• Emergency response for federal jurisdiction in Sault Ste. Marie and the surrounding area from the RCMP Sault Ste. Marie detachment | • Marine Security Enforcement Team - Patrol boat | The boat may not be in the area if/when needed for rescue on the St. Marys River, as it is actively used for patrolling down the line into Lake Huron. |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Batchewana Police** | • Emergency response in Batchewana Communities (SSMFS responds to fire alarms, medical assist calls, and carbon monoxide calls in the First Nation via Fire Protection Services Agreement) | • General patrol<br>• Traffic control, scene stabilization, investigation<br>• Patient contact / initial first aid<br>• Evacuations<br>• Assist in coordinating public information<br>• Criminal investigations | No issues/concerns |
| **Anishinabek Police Service** | • Emergency response in Anishinabek Communities | • General patrol<br>• Traffic control, scene stabilization, investigation<br>• Patient contact / initial first aid<br>• Evacuations<br>• Assist in coordinating public information<br>• Criminal investigations | No issues/concerns |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Sault Ste. Marie Fire Department (Michigan)** | International Mutual Aid Agreement: fire suppression, rescue and emergency response | The agreement is activated when aid is required in the form of additional apparatus or staff for emergency service operations. | Positive working relationship with SSMFS |
| **Chippewa County Sheriff** | Emergency responses in Chippewa County | • Large area emergency involving both the City of Sault Ste. Marie and Chippewa County | No issues/concerns |
| **Michigan State Police** | Emergency responses in Michigan State | • Large area emergency involving both Ontario and Michigan | No issues/concerns |
| **City of Sault Ste. Marie (Michigan) Police Department** | Emergency responses in Sault Ste. Marie, Michigan | • Large area emergency involving both the Cities of Sault Ste. Marie in Ontario and Michigan | No issues/concerns |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Sault Ste. Marie Paramedic Services** | • Motor vehicle collisions<br>• Medical incidents<br>• Fire incidents<br>• False fire incidents<br>• Public assistance | • Patient stabilization, extrication, reporting<br>• Patient stabilization, transport, reporting<br>• Standby for firefighter safety, patient stabilization, transport, reporting<br>• Standby for firefighter safety, patient stabilization, transport, reporting<br>• Assist in coordinating public information | • Offload delays are becoming longer at Sault Area Hospital; there are often periods during the day when no ambulances are available.<br>• EMS shares facility space with SSMFS at Stations 1 and 4. |
| **St. John Ambulance** | • Community emergencies<br>• Community events | • Provide volunteer first aid at local community events<br>• Can assist in administering first aid during disasters and emergencies | No issues/concerns |
| **Central Ambulance Communications Centre** | We process 9-1-1 requests for emergency ambulance services | Provincially mandated Central Ambulance Communication Centre responsible for servicing the Algoma District | • Ongoing discussions regarding medical call types where SSMFS are dispatched |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Chippewa County's 911 Central Dispatch** | Emergency call taking in Chippewa County | • Answer all 911 and non-emergency calls within Chippewa County and provide direction or instruction to those callers<br>• Dispatch police, fire and ambulance services | No issues/concerns |
| **Office of the Fire Marshal** | The office of the Fire Marshal is responsible for administering provincial legislation as it relates to fire prevention and public safety in Ontario | • Field Advisory Services<br>• Fire investigation services<br>• Academic Standards and Evaluation<br>• Ontario Fire College | No issues/concerns |
| **Sault Search and Rescue** | land, air and marine search and rescues | On call 24/7 to respond to land, air and marine search and rescues | Response is not immediate; it can take time for volunteers to get called out, pick up equipment and vehicles, and arrive on location. This is the only local option for boat-based water rescue within the City. |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Canadian Coast Guard (CCG)** | Water-based emergencies/incidents | Tasked with marine search and rescue, transportation issues and marine pollution response on the Great Lakes | No local base. Often provides incident command virtually until they can arrive (can be several hours). |
| **United States Coast Guard Sector Sault** | • Water-based emergencies/incidents<br>• Search and rescue | • Search and rescue, marine pollution response, law enforcement, marine safety and navigation on the Great Lakes<br>• Based in Sault Ste. Marie, MI on the St. Marys River | Responds to incidents on the Ontario side of the waterway much quicker than CCG. |
| **Joint Rescue Coordination Centre (JRCC) - Trenton** | • Search and rescue (air and marine incidents) | Coordinates the SAR response to air and marine incidents | Takes several hours to arrive |
| **Canadian Border Services Agency** | • Incidents at the Canadian Border | Manages all customs, immigration, import and export requirements in Sault Ste. Marie, Ontario | No issues/concerns |
| **US Customs and Border Protection** | • Incidents at the US Border | Manages all customs, immigration, import and export requirements in Sault Ste. Marie, Michigan | No issues/concerns |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Ministry of the Environment** | • Environmental Emergencies | Responsible for protecting and improving the environment to ensure public health and environmental quality | No issues/concerns |
| **Ministry of Natural Resources** | • Wildland/forest fires | Forest fire management | No issues/concerns |
| **Sault Ste. Marie Armoury (49th Field Artillery Regiment RCA)** | As required | As available/required | Requests for their assistance must be made to the Province |
| **Sault Ste. Marie Region Conservation Authority (SSMRCA)** | • Flooding<br>• Emergency planning | • Watershed Management: Monitor water levels during times of flood or anticipated flooding<br>• Operate local conservation areas<br>• Role in permits and planning | • (SSMFS to review and comment on any strengths/issues/concerns) |
| **CN and CP Railway Police** | • Derailments<br>• Rail crashes | • Scene stabilization/investigation | No issues/concerns |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Enbridge Gas** | • Distribution emergency<br>• Gas supply emergency | • Affected customer notification<br>• Incident support teams for emergencies<br>• Pipeline shutdown<br>• Service restoration | No issues/concerns |
| **Civil Air Search and Rescue Association CASARA (several units across Ontario and Canada)** | • Incidents requiring volunteer air search and rescue service throughout Southwestern Ontario<br>• Military training exercises | • Support Canada's Search and Rescue (SAR) program and promote SAR Awareness<br>• May also be called upon to supply certified CASARA members trained as spotters onboard military aircraft<br>• Tasked on SAR missions by the Joint Rescue Coordination Centre, located at Canadian Forces Base Trenton | No issues/concerns |

| Identified Public Safety Response Agency | Types of Incidents They Respond To | Agency Role in Incident | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|---|
| **Ontario Volunteer Emergency Response Team (OVERT) – services available through request for assistance** | • Large-scale disasters that may require evacuation, including floods, power outages, public health emergencies and more<br>• Incidents requiring technical rescue<br>• Search and rescue/missing persons | • Provides emergency assistance to first responders and emergency management agencies<br>• Incident command<br>• Ground and marine search and rescue<br>• Canine unit support<br>• Technical rescue<br>• Communications | No issues/concerns |
| **Provincial CBRNE/HazMat** | • CBRNE / Hazardous material incidents | • Provide specialized expert (technician) Level 3 Chemical / Biological / Radiological / Nuclear / Explosive (CBRNE) Response Teams | No issues/concerns |

### 7.1.1 Mutual Aid Agreements

Mutual aid agreements can provide additional depth of resources and response that may not have been dispatched as part of a municipality's initial response. These agreements establish a mutual relationship between multiple public safety and response agencies whereby emergency services and resources are shared to promote a more effective response and strengthen the depth of emergency response provided by a fire department. The SSMFS is a participant in the District of Algoma Mutual Aid Program and holds an International Intermunicipal Mutual Aid Agreement (for civil defence and emergency/disaster compact for Fire Services) with the City of Sault Ste. Marie, Michigan.

Agreements between public safety and response agencies, such as fire departments, can also provide for initial or supplemental emergency response services. Automatic aid agreements are programs designed to provide and/or receive assistance from the closest available resource, regardless of municipal boundaries, on a day-to-day basis.

The City of Sault Ste. Marie has a Fire Protection Service Agreement to provide fire protection services to the Rankin Reserve, First Nations.

# 8.0 Community Services Profile

As referenced in **O. Reg. 378/18**, the community service profile assessment includes analysis of the types of services provided by other entities in the community, and those entities' service capabilities. This includes the presence or absence of and potential abilities of other agencies, organizations, or associations to provide services that may assist in mitigating the impacts of emergencies to which the fire department responds. The following sections consider these characteristics of community service within the City of Sault Ste. Marie.

## 8.1 Community Services in the City of Sault Ste. Marie

Fires and other emergency events can have devastating effects on a community, and at times, can overwhelm public safety and security agencies' capacity to respond. In an emergency event, community-based agencies, organizations and associations can provide surge capacity to the response and recovery efforts of first responders and a useful resource to call upon if integrated into the emergency management framework of a municipality early on. These types of affiliations can contribute a variety of capabilities essential to response and recovery efforts, including support in the areas of communications, health care, logistics, shelter, food and water supply, emergency clothing, and more specialized skillsets.

Investigating new community partnerships and strengthening existing ones may be an effective strategy for consideration towards enhancing the current public fire and life safety education program, fire inspection efforts and emergency response and recovery capabilities of the SSMFS. **Table 31** identifies community agencies, organizations and associations within the City of Sault Ste. Marie.

**Table 31: Community Service Agencies, Organizations and Associations**

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Canadian Red Cross Society – Sault Ste. Marie and District Branch** | In the event of a fire incident or emergency, the Sault Ste. Marie and District Branch of the Red Cross can provide temporary lodging, clothing and food to persons who cannot return to their home or, who cannot find alternate accommodations. In larger emergencies requiring evacuation, the organization has the capability to set up reception and information services to greet evacuees, provide information, provide family reunification and control facility access. | • CRC confirmed earlier this year that they likely will not be able to support more than 20 people as their volunteer pool has diminished.<br>• There have been instances where the on-call volunteer has not answered the phone.<br>• During COVID (and post-COVID) PDA measures where PDA responses were “virtual” meaning no volunteers come to the scene. Under current conditions PDAs have returned to in-person.<br>• In 2025, the City received a Community Emergency Preparedness Grant from the Province, which will support the development of an Emergency Social Service Plan, including options for City-operated shelters for large emergency events. |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Children's Aid Society of Algoma** | Children's Aid Society has a legal mandate to promote the best interests, protection, and well-being of children and youth. Services are available by phone 24 hours per day, seven days a week to report concerns about a family or a child's safety. Head office located in Sault Ste. Marie. | According to information on their website, all Children's Aid Societies provide emergency service 24 hours a day, 7 days a week. If the report suggests that a child or youth has been harmed or is in immediate danger, a protection worker may respond within 12 hours of receiving the report. In all other situations, a response will occur within seven days. |
| **Nogdawindamin Family and Community Services** | Provides assistance when there are concerns about a child's safety and the family is a member of one of the seven First Nations member communities. | Available 24 hours per day, seven days a week; however, response may not be immediate. |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Salvation Army – Sault Ste. Marie** | Typically, the Salvation Army is capable of providing both immediate and long-term recovery assistance in cooperation with Fire and Police Services. The Salvation Army's Emergency Disaster Services program can provide food and hydration resources, emotional and spiritual care, donations management, social services, long-term recovery and training and volunteers. | Unknown current capacity. |
| **Crisis Services (Including Mobile Crisis)** | • Support for people suffering from mental health issues.<br>• Over the phone support / in-person support at Sault Area Hospital<br>• Mobile Crisis Response Team (for low-risk situations) can be requested by calling the main phone and dispatched if appropriate (2 social workers)<br>• Mobile Crisis Rapid Response Team for severe crisis (Crisis worker & Police) can be dispatched by calling the police | • Mobile Crisis Response is only available daily from 10 am to 10 pm<br>• MCRRT is only available 7 days a week, 8 am-10 pm |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Emergency Shelters** | • **Pauline's Place**: a 19-bed shelter that provides emergency short-term housing for youth, women, and families who are experiencing a housing crisis.<br>• **St. Vincent Place:** (men only) transitional residence as a middle step between emergency housing and independent living. Residents are provided with meals, dorm-style rooms, laundry facilities, and basic life needs.<br>• **Community Resource Centre & Men's Shelter** (men 18+only): provides emergency shelter.<br>• **Women in Crisis (ALGOMA) Inc.**: Provides free temporary emergency shelter & support services (24 hours a day / 7 days a week) for women who have or are experiencing abuse & violence. | The capacity and availability of shelters for emergency needs has been an issue for significant fire events within the City in the recent past. |
| **Social Services (Sault Ste. Marie Housing)** | Available 24/7 to respond to issues in buildings owned and operated by Sault Ste. Marie Housing | No issues/concerns |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Sault Search and Rescue** | In addition to the response services introduced in **Section 7.17.1**, this agency operates "Project Lifesaver" for individuals who are prone to wander off. It has also provided other supports, such as delivering food to seniors and people with disabilities (e.g. during pandemic lockdowns) and has chauffeured doctors and nurses to work during major winter storms. | No issues/concerns |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Victim Services Sault Ste. Marie** | The organization has the capacity to provide emotional support, practical assistance, and information on referrals to victims. The purpose is to provide immediate financial aid for those who live in Sault Ste. Marie, have experienced a material loss as the result of a residential fire, and meet specific eligibility criteria.<br>On-scene assistance is available 24/7 at the request of the Police for crisis intervention and support<br>Can assist in providing:<br>• Emergency accommodation<br>• Transportation to a safe place<br>• Crime scene clean-up<br>• Referrals for other services<br>• Counselling | No issues/concerns |
| **United Way (Community Assistance Trust)** | Can provide financial assistance for medication, baby safety items, and utilities/home heating/rental arrears . | Only available during regular business hours |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Local Radio stations:**<br>• **Q 104.3 FM**<br>• **KISS 100.5 FM**<br>• **CBC RADIO ONE 89.5 FM**<br>• **99.5 YES FM**<br>• **TALK RADIO 1400 AM**<br>• **BIG COUNTRY 105.5 FM**<br>• **THE BEAR 97.5 FM** | These stations can provide communications support, local information and emergency information in the event of an emergency. | No issues/concerns |
| **Local News Websites:**<br>**https://www.sootoday.com/**<br>**https://www.saultstar.com/**<br>**https://www.saultthisweek.com/**<br>**https://firstlocalnews.com/**<br>**https://northernontario.ctvnews.ca/**<br>**https://www.cbc.ca/news/canada/sudbury** | These local news agencies can provide communications support, local information and emergency information in the event of an emergency. | No issues/concerns |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Local community faith-based organizations** | Public fire safety messaging does not always reach the community's most vulnerable populations. Partnering with local faith-based organizations can provide the SSMFS with the opportunity to improve its public education program as a method of information sharing to a wider audience within the City. This type of opportunity could involve distributing printed materials with fire safety messaging and smoke alarm installation information among the congregation, or faith-based leaders may allow representatives from the SSMFS to address congregations at faith-based events with fire safety messaging in person. These organizations may also be able to identify residents within the community who are at great risk of fire danger due to substandard housing or hoarding. | No issues/concerns |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Alcohol and Gaming Commission of Ontario** | The SSMFS can partner with local organizations that may be able to provide additional support in the area of fire inspection and enforcement. For example, the Alcohol and Gaming Commission of Ontario may be able to assist in the enforcement of occupancy loads in nightclubs through after-hours inspections. Establishing lines of communication and collaborative partnerships early on with agencies that share a common concern for people's welfare and safety can inform and strengthen the fire department's inspection and enforcement program. | No issues/concerns |
| **Algoma District School Board, Huron - Superior Catholic District School Board and the Conseil scolaire catholique du Nouvel-Ontario** | The population of children and youth are an important consideration when planning for public fire safety education opportunities. Partnering with school boards and other agencies that work with children can provide opportunity for fire and life safety education. | No issues/concerns |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Algoma University and Sault College** | Post-secondary students represent unique fire-related risks. Targeting public fire safety education to these students could enhance the safety of this potentially vulnerable group. | No issues/concerns |

| Community Service Agency | Types of Assistance Provided | Comments (e.g. Strengths, Issues or Concerns) |
|---|---|---|
| **Seniors Services Sault Ste. Marie** | Seniors Services provides the opportunity for persons aged 55 years or over to participate in meaningful leisure pursuits by providing services that address the needs of older adults as they relate to information, communication and recreation facilities that are friendly, clean and safe.<br><br>As reported within **Section 5.2 – Population Age** of this CRA, seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the Province based on residential fire death rate (fire deaths per mission of population). Agencies that provide services to seniors can assist the SSMFS in connecting with these vulnerable individuals for public fire safety education or fire prevention programs. | No issues/concerns |

# 9.0 Economic Profile

As referenced in **O. Reg. 378/18**, the economic profile assessment includes analysis of the economic sectors affecting the community that are critical to its financial sustainability. This involves economic drivers in the community that have a significant influence on the ability of the community to provide or maintain service levels. If these facilities, employers, or events are impacted through a fire or emergency event, it could have a negative impact on the overall well-being of the City. The following sections consider these economic characteristics within the City of Sault Ste. Marie.

## 9.1 Economic Context

In terms of the economic well-being of a community, municipal and provincial authorities recognize the importance that businesses (i.e. industries and employers) play locally. Economic well-being is especially critical in regional centres, such as Sault Ste. Marie. This is reinforced by policy documents such as the Growth Plan for Northern Ontario, released March 3, 2011, which outlines economic-related policies with the intent to "build a strong, resilient and more diversified northern economy" (pg. 7). In addition, the Growth Plan identifies Sault Ste. Marie as a municipality containing strategic core areas, and therefore a priority area for long-term revitalization, intensification, and investment. The Demographic Profile explores some of the trends related to a decreasing and aging population, as well as educational levels within the City. As an economy with a historically strong reliance on manufacturing, the City has undergone initiatives to diversify the local economy, such as the Destiny Sault Ste. Marie initiative (a strategic partnership between private and public sectors to develop Sault Ste. Marie as a leader in creating sustainable employment and a healthy, diversified economy), as well as the recognition of the importance of local educational institutions.[72]

## 9.2 Major Industries, Occupations and Employers in Sault Ste. Marie

Certain industries, employers, and events contribute to the financial sustainability and economic vitality of a community. A fire or other emergency at key sectors and

[72] Background document provided on the Density Sault Ste. Marie website (www.destinyssm.com).

employment facilities within a community could have significant impacts on local economy and employment.

The City of Sault Ste. Marie has been a manufacturing hub for more than 100 years. Historically known for its steel industry, the City has experienced growth in other sectors and continues to diversify its economy. The five areas of economic growth and focus include advanced manufacturing (e.g. steel, forest products, etc.), lottery and gaming, smart energy/clean tech/renewable energy, digital economy and aviation/aerospace.

As shown in **Figure 30** data from Statistics Canada (2021 Census) identifies the primary industries in the City as health care/social assistance, retail trade, manufacturing, educational services, accommodation/food services, construction and public administration. Compared to the Province, the City has a much higher proportion of health care/social assistance and retail trade industries and lower amounts of professional/scientific/technical services and finance/insurance industries.

### 9.2.1 Labour Force by Occupation

The breakdown of occupations within the City of Sault Ste. Marie, according to Canada's National Occupational Classification system, is presented below in **Figure 31**. Slightly less than one third (28.06%) of the City's occupations are within the Sales and Service category, which is 3.9% higher than the Province. Trades, transport, equipment operators and related occupations translate to 17.56% of the City's occupations. Occupations in education, law and social, community and government services comprise 14.53% of occupations in the City, followed closely by business, finance, and administration occupations at 13.65% (4.8% lower than the Province).

**Figure 30: Industry in Sault Ste. Marie (North American Industry Classification System (NAICS) 2017)**

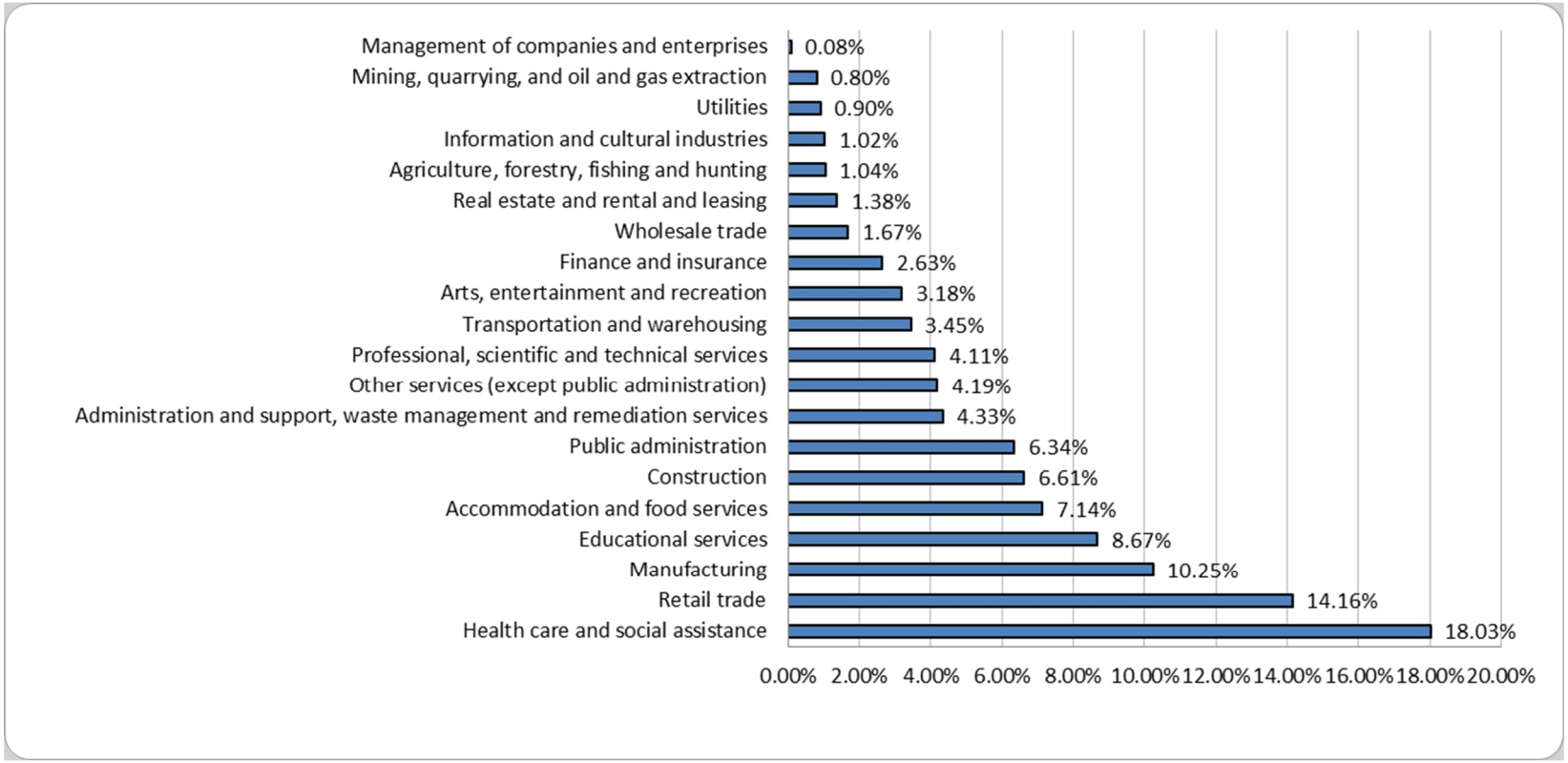



Figure Source: Statistics Canada, 2021 Census of Population [73]

[73] Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E (accessed June 17, 2024).

**Figure 31: Occupation, City of Sault Ste. Marie - National Occupational Classification (NOC) 2021**

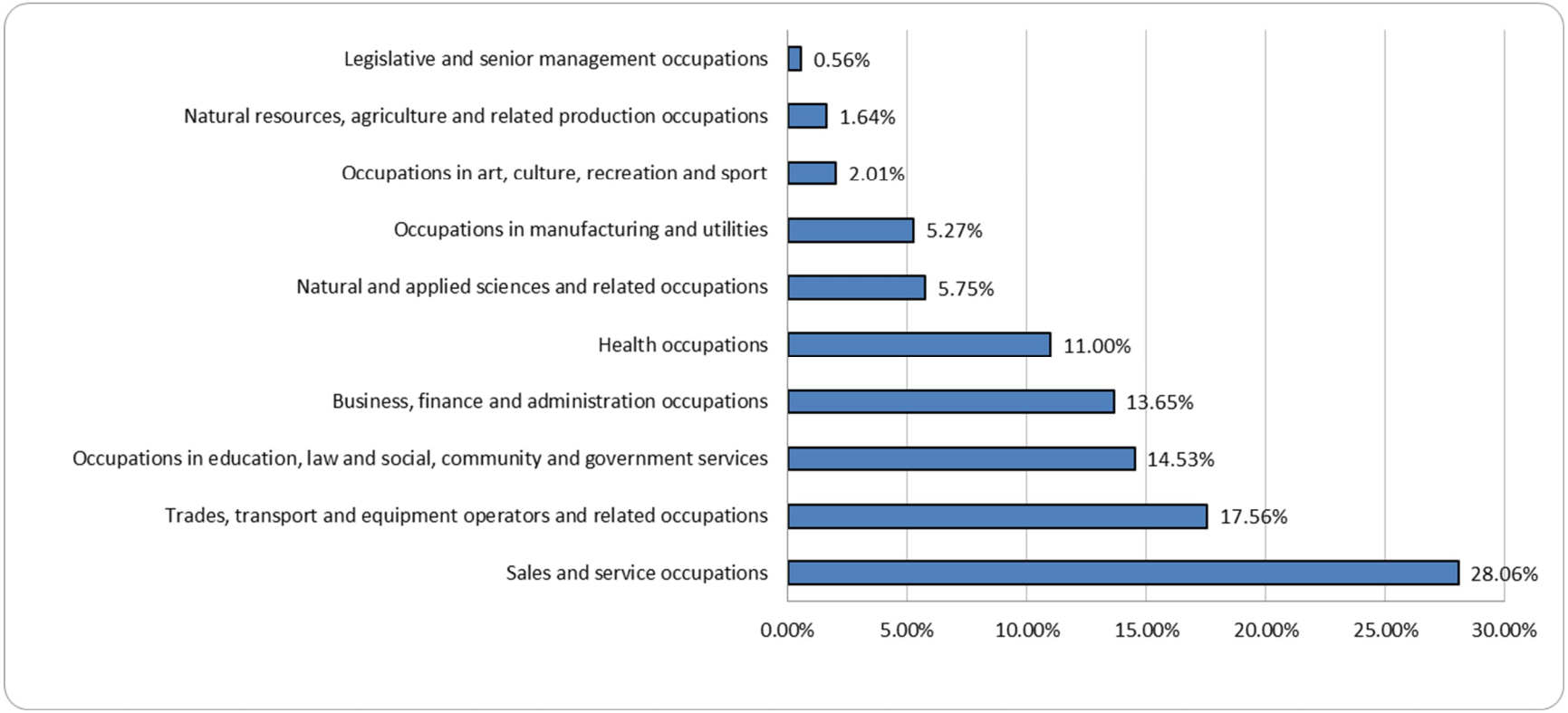



Figure Source: Statistics Canada, 2021 Census of Population [74]

[74] Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E (accessed June 17, 2024).

### 9.2.2 Major Employers

The current major employers within the City of Sault Ste. Marie are summarized in **Table 32**. These include employers in advanced manufacturing, healthcare, public administration, and wholesale/retail trade.

**Table 32: Major Employers in Sault Ste. Marie**

| Employer | Public or Private Sector |
|---|---|
| Algoma Steel | Private Sector |
| Sault Area Hospital | Public Sector |
| Algoma District School Board | Public Sector |
| City of Sault Ste. Marie | Public Sector |
| Huron-Superior Catholic District School Board | Public Sector |
| Sault College of Applied Arts & Sciences | Public Sector |
| Ontario Lottery and Gaming Corporation | Public Sector |
| F.J. Davey Home | Public Sector |
| Tenaris Algoma Tubes | Private Sector |
| Wal-Mart | Private Sector |
| Group Health Centre | Public Sector |
| Natural Resources Canada - Canadian Forest Service | Public Sector |
| Ontario Ministry of Natural Resources | Public Sector |
| McDougall Energy | Private Sector |
| Canadian Tire | Private Sector |
| Algoma Energy Solutions | Private Sector |
| Algoma University | Public Sector |

| Employer | Public or Private Sector |
|---|---|
| Algoma Public Health Unit | Public Sector |
| SIS Group | Private Sector |
| JD Aero | Private Sector |
| Arauco North America | Private Sector |
| S&T Group | Private Sector |
| Sault Ste. Marie Police Services | Public Sector |
| Sault Ste. Marie Innovation Centre | Public Sector |
| Sault Ste. Marie Public Utilities Commission (PUC) | Public Sector |

Source: Sault Ste. Marie 2023 Community Profile and City Website

**Key Finding: The City's major employers contribute to the economic vitality of the community. If a fire were to occur at one of these facilities it could have a negative impact on the financial well-being of the City.**

# 10.0 Past Loss and Event History Profile

As referenced in **O. Reg. 378/18**, the past loss and event history profile assessment includes analysis of the community's past emergency response experience, including an analysis of the number and types of emergency responses, injuries, deaths and dollar losses, and a comparison of the community's fire loss statistics with provincial fire loss statistics. Evaluation of previous response data will inform decisions on fire protection service delivery, including public fire safety education and inspection programs. The following sections consider these past loss and event history characteristics within the City of Sault Ste. Marie.

## 10.1 Past Loss

Analysis of historical data provides valuable insight into understanding the specific trends within a community. Assessing the key factors of life safety risk and fire risk in relation to provincial statistics provides a foundation for evaluating where specific programs or services may be necessary. The analysis within this section is based on the OFM's Standard Incident Reporting for the period of January 1, 2017, to December 31, 2023, to provide a comparison with Provincial fire loss data. This is consistent with the same years of data assessed for the Response Profile. The City's Comprehensive Risk Assessment presented the results of fire loss data analysis for the five-year period from 2015 to 2016.

### 10.1.1 Total Fire Loss

Analysis of the total fire loss within the City over the seven-year period from January 1, 2017, to December 31, 2023, as displayed in **Table 33,** includes three categories representing the primary types of fires and the total amount of dollar loss associated with these fires. This includes 482 structure fires, 96 outdoor fires, and 134 vehicle fires representing $42,040,513 in total dollar loss.

Over this seven-year period, the City averaged 102 fires and $6,005,788 in property loss per year. On average, 69 structure fires occur per year, with an average structural fire property loss of $5,469,107 per year.

**Table 33: Total Fire Loss – City of Sault Ste. Marie**

| Year | Structure # of Fires | Structure Loss ($) | Outdoor # of Fires | Outdoor Loss ($) | Vehicle # of Fires | Vehicle Loss ($) | Total # of Fires | Total Loss ($) |
|---|---|---|---|---|---|---|---|---|
| 2017 | 59 | $2,277,600 | 11 | $11,234 | 16 | $112,600 | 86 | $2,401,434 |
| 2018 | 63 | $4,397,775 | 12 | $4,100 | 19 | $267,500 | 94 | $4,669,375 |
| 2019 | 62 | $6,504,350 | 12 | $24,195 | 24 | $679,300 | 98 | $7,207,845 |
| 2020 | 66 | $2,658,585 | 10 | $7,250 | 13 | $205,124 | 89 | $2,870,959 |
| 2021 | 85 | $5,907,350 | 11 | $13,410 | 13 | $360,600 | 109 | $6,281,360 |
| 2022 | 82 | $11,116,050 | 20 | $1,113,150 | 36 | $390,700 | 138 | $12,619,900 |
| 2023 | 65 | $5,422,040 | 20 | $82,600 | 13 | $485,000 | 98 | $5,989,640 |
| **Total (2017-2023)** | 482 | $38,283,750 | 96 | 1,255,939 | 134 | 2,500,824 | 712 | 42,040,513 |
| **% of All Fires (2017-2023)** | 67.7% | 91.1% | 13.5% | 3.0% | 18.8% | 5.9% | 100% | 100% |
| **Average (2017-2023)** | 69 | $5,469,107 | 14 | $179,420 | 19 | $357,261 | 102 | $6,005,788 |

Source: OFM Standard Incident Reporting (2017 to 2023 data)

**Table 34** compares the number of structure fires and the associated total property loss within the City of Sault Ste. Marie for the period from January 1, 2017, to December 31, 2023, to the number of structure fires and total property loss that occurred across Ontario for the same period.

Over the seven-year period, the City of Sault Ste. Marie experienced an average of 69 structure fires per year over the seven-year period from January 1, 2017, to December 31, 2023, representing an average of 68.1% of all fires that occurred in the City. Over this same period, the Province experienced an average of 7,000 structure fires per year representing an average of 64.3% of all fires that occurred in the Province.

Structure fires accounted for the highest percentage of fires and total dollar loss for fires in the City and in the Province. The average structure fire loss (2017 to 2023) as a percentage of all fire loss in Sault Ste. Marie was 92.1%, which is slightly higher than that of the Province at 88.9%. Structure fires represented 68.1% of all fires averaged from 2017 to 2023, which is higher than the Province at 64.3%. It is typical for urban municipalities, such as the City of Sault Ste. Marie, to have higher structure fire percentages than the province, as they typically have more building density (therefore more structures).

**Table 34: Structure Fires and Property Loss – City of Sault Ste. Marie and the Province of Ontario**

| Year | City of Sault Ste. Marie Structure Fires | City of Sault Ste. Marie Loss ($) | City of Sault Ste. Marie % All Fires | City of Sault Ste. Marie % All Loss ($) | Ontario Structure Fires | Ontario Loss ($) | Ontario % All Fires | Ontario % All Loss ($) |
|---|---|---|---|---|---|---|---|---|
| 2017 | 59 | $2,277,600 | 68.6% | 94.8% | 6,683 | $658,345,490 | 64.8% | 89.1% |
| 2018 | 63 | $4,397,775 | 67.0% | 94.2% | 7,012 | $734,340,655 | 63.4% | 87.6% |
| 2019 | 62 | $6,504,350 | 63.3% | 90.2% | 6,715 | $860,408,256 | 62.9% | 88.7% |
| 2020 | 66 | $2,658,585 | 74.2% | 92.6% | 6,841 | $790,693,587 | 64.5% | 87.5% |
| 2021 | 85 | $5,907,350 | 78.0% | 94.0% | 7,081 | $858,108,388 | 66.1% | 87.8% |
| 2022 | 82 | $11,116,050 | 59.4% | 88.1% | 7,482 | $1,161,882,704 | 64.5% | 90.1% |
| 2023 | 65 | $5,422,040 | 66.3% | 90.5% | 7,183 | $1,571,127,652 | 63.5% | 91.5% |
| **Average (2017-2023)** | 68.9 | $5,469,107 | 68.1% | 92.1% | 7,000 | $947,843,819 | 64.3% | 88.9% |
| **Total for Structure Fires (2017-2023)** | 482 | $38,283,750.0 | 67.7% | 91.1% | 48,997 | $6,634,906,732.0 | 64.2% | 89.2% |
| **Total for All Fires with a Loss (Structure, Vehicle, Outdoor) (2017-2023)** | 712 | $42,040,513.0 | Not Applicable | Not Applicable | 76,266 | $7,435,463,523.0 | Not Applicable | Not Applicable |

Source: OFM Standard Incident Reporting (2017 to 2023 data).

**Key Finding: Over the seven-year period from January 1, 2017, to December 31, 2023, the City experienced a total of 482 structure fires, averaging 68.9 per year.**

### 10.1.2 Fires by Occupancy Type

This section assesses the structure fires that occurred over the period from January 1, 2017, to December 31, 2023, based on the type of occupancy. OFM's Standard Incident Reporting data was utilized to inform this analysis. The analysis in **Table 35** indicates that during this period, Sault Ste. Marie experienced a total of 482 structure fires, 370 of which, or 76.8%, occurred in Group C-Residential occupancies. These fires account for 53.3% of the City's total fire loss for this period. In comparison, structure fires in Group C-Residential occupancies across the Province accounted for 75.2% of structure fires and 70.4% of all fire loss. Over this period, Sault Ste. Marie experienced a 1.6% higher rate of fires in Group C-Residential occupancies than that of the Province, and a 17.1% lower fire loss in Group C-Residential occupancies.

The second most significant source of property loss in the City, accounting for 32.0% of structure fire loss (compared to 16.7% across the Province) and 5.8% of the total structure fires (compared to 7.6% Provincially) over the same period, is Group F – Industrial occupancies.

Some of the trends within this historical fire loss reporting for the City could be explained by the distribution of property stock by major occupancy classification within the City. For example, as found within **Section 3.2.1 – City of Sault Ste. Marie Existing Major Building Classification Summary** of this CRA, 95.25% of the property stock classified by the Ontario Building Code is Group C – Residential. It is therefore reasonable to expect that Group C would account for the highest proportion of structure fires. The second most prevalent occupancy classification in Sault Ste. Marie is Group D & E – commercial, at 1.77% of the total building stock, followed by Group F at 1.4%. Group D & E combined accounted for 5.2% of all structure fires and 7.6% of the total fire loss from 2017 to 2023.

**Table 35: Fires by OBC Major Occupancy Classification – City of Sault Ste. Marie and Province of Ontario (2017-2023)**

| Group | OBC Major Occupancy Classification | City of Sault Ste. Marie Structure Fires | City of Sault Ste. Marie's % of Structure Fires | City of Sault Ste. Marie Fire Loss ($) | City of Sault Ste. Marie % of Fire Loss | Ontario % of Structure Fires | Ontario % of Fire Loss |
|---|---|---|---|---|---|---|---|
| Group A | Assembly | 11 | 2.3% | $2,400,100 | 6.3% | 3.6% | 4.0% |
| Group B | Care or Detention | 11 | 2.3% | $138,800 | 0.4% | 1.5% | 0.8% |
| Group C | Residential | 370 | 76.8% | $20,398,400 | 53.3% | 75.2% | 70.4% |
| Group D | Business and Personal services | 17 | 3.5% | $2,856,200 | 7.5% | 2.8% | 2.5% |
| Group E | Mercantile | 8 | 1.7% | $54,700 | 0.1% | 3.5% | 4.5% |
| Group F | Industrial | 28 | 5.8% | $12,244,300 | 32.0% | 7.6% | 16.7% |
| Other | Not Classified within the OBC | 37 | 7.7% | $191,250 | 0.5% | 5.8% | 1.2% |
| **All Groups** | **Classification Totals** | **482** | **100.0%** | **$38,283,750** | **100.0%** | **100.0%** | **100.0%** |

Source: OFM Standard Incident Reporting (2017 to 2023)

**Key Finding: Over the seven-year period from January 1, 2017, to December 31, 2023, structure fires occurring in Group C – Residential Occupancies account for 76.8% of total structure fires within the City (higher than the Province at 75.2%) and 53.3% of total structure fire loss (lower than the Province at 70.4%).**

**Key Finding: Over the seven-year period from January 1, 2017, to December 31, 2023, structure fires occurring in Group F – Industrial Occupancies account for 5.8% of total structure fires within the City and 32.0% of total structure fire loss.**

### 10.1.3 Civilian Fire Fatalities and Injuries

As shown in **Table 36**, according to OFM Standard Incident Reporting, over the seven-year period from January 1, 2017, to December 31, 2023, there were 64 reported civilian injuries and nine fire fatalities within the City of Sault Ste. Marie. The majority of injuries and all fatalities occurred in Group C – Residential Occupancies. This finding is consistent with the fire loss statistics by occupancy type, whereby the majority of fire losses within the Province and within the City occurred in Group C – Residential occupancies.

**Table 36: Civilian Fire Fatalities and Injuries by OBC Major Occupancy Classification - City of Sault Ste. Marie**

| Group | Occupancy Classification | Injuries | Fatalities |
|---|---|---|---|
| Group A | Assembly | 0 | 0 |
| Group B | Care or Detention | 1 | 0 |
| Group C | Residential | 62 | 9 |
| Group D | Business and Personal services | 0 | 0 |
| Group E | Mercantile | 0 | 0 |
| Group F | Industrial | 1 | 0 |
| Other | Not Classified within the OBC | 0 | 0 |
| **Total** | **All Classifications and Other** | 0 | 0 |

Source: OFM Standard Incident Reporting (2017 to 2023 data)

**Key Finding: From 2017 to 2023, most reported fire-related civilian injuries (62) and all fire-related fatalities (9) in the City of Sault Ste. Marie occurred in Group C – Residential Occupancies.**

### 10.1.4 Reported Fire Cause

The NFPA defines fire cause as “the circumstances, conditions, or agencies that bring together a fuel, ignition source, and oxidizer (such as air or oxygen) resulting in a fire or a combustion explosion”.[75] Assessing the possible cause of the fires reported is an important factor in identifying potential trends or areas that may be considered for introducing additional public education or fire prevention initiatives. Within OFM fire loss reporting, there are four categories of cause used to classify the cause of a fire. These include intentional, unintentional, other, and undetermined.

**Table 37** presents the reported fire causes for the City compared to the Province over the five-year period from January 1, 2017, to December 31, 2023.

The “intentional” category recognizes the cause of a fire to be started for a specific reason. These are typically classified as arson fires, acts of vandalism, or to achieve personal gain through insurance payment, for example. From 2017 to 2023, 14.6% of the fires reported were listed as intentional (i.e. combined categories of arson and vandalism), which is higher than the Provincial total of intentional fires (8.3%).

The “unintentional” category recognizes a number of the common causes of a fire that represent both human behavioural causes (e.g., playing with matches) and equipment failures (e.g., mechanical failure). In total, unintentional fire causes represented 60.3% of the cause for the 481 fires during this period (compared to 70.9% within the Province). This suggests a need for targeted education programs about fire causes and prevention.

Misuse of ignition was the leading unintentional fire cause in the City from 2018-2023 at 29.7% (143 fires), compared to 27.7% in the Province, followed by mechanical/electrical failure at 9.4% (45 fires), compared to 15.0% in the Province.

Fires with undetermined/unknown causes accounted for 22.5% of the total fires in Sault Ste. Marie from 2017 to 2023, and 20.8% of fires in the Province during the same time period.

[75] Source: NFPA, Glossary of Terms, 2019 Edition.

**Table 37: Reported Fire Cause – City of Sault Ste. Marie and the Province of Ontario**

| Case Type/Nature | Reported Fire Cause | City of Sault Ste. Marie # of Fires | City of Sault Ste. Marie % of Fires | Ontario # of Fires | Ontario % of Fires |
|---|---|---|---|---|---|
| Intentional | Arson | 48 | 10.0% | 3,239 | 6.6% |
| Intentional | Vandalism | 22 | 4.6% | 787 | 1.6% |
| Intentional | Other Intentional | 0 | 0.0% | 45 | 0.1% |
| Unintentional | Children Playing | 0 | 0.0% | 194 | 0.4% |
| Unintentional | Design/Construction/Maintenance Deficiency | 29 | 6.0% | 3,076 | 6.3% |
| Unintentional | Mechanical/Electrical Failure | 45 | 9.4% | 7,328 | 15.0% |
| Unintentional | Misuse of Ignition Source | 143 | 29.7% | 13,569 | 27.7% |
| Unintentional | Other Unintentional | 15 | 3.1% | 3,585 | 7.3% |
| Unintentional | Undetermined | 30 | 6.2% | 4,243 | 8.7% |
| Unintentional | Vehicle Collision | 0 | 0.0% | 44 | 0.1% |
| Other | Other | 41 | 8.5% | 2,684 | 5.5% |
| Undetermined | Undetermined | 108 | 22.5% | 10,050 | 20.5% |
| Unknown, not reported | Unknown, not reported | 0 | 0.0% | 154 | 0.3% |
| **All Cases** | **Reported Totals** | 481 | 100.0% | 48,998 | 100.0% |

Source: OFM Standard Incident Reporting (2017 to 2023 data)

**Key Finding: Of the fires occurring in the City over the seven-year period from January 1, 2017, to December 31, 2023, the leading cause of unintentionally set fires was due to misuse of ignition source at 29.7% (143 fires), compared to 27.7% in the Province.**

**Key Finding: Of the fires occurring in the City over the seven-year period from January 1, 2017, to December 31, 2023, the second most frequent cause of unintentionally set fires was due to mechanical/electrical failure at 9.4% (45 fires), compared to 15.0% across the Province.**

**Key Finding: Of the fires occurring in the City over the seven-year period from January 1, 2017, to December 31, 2023, undetermined/unknown causes accounted for 22.5% of fires (108), compared to 20.8% across the Province.**

### 10.1.5 Ignition Source

According to the 2019 NFPA Glossary of Terms, ignition source is defined as "any item or substance capable of an energy release of type and magnitude sufficient to ignite any flammable mixture of gases or vapours that could occur at the site or onboard the vehicle".[76] **Table 38** provides fire loss by source of ignition for the City of Sault Ste. Marie and the Province.

For the period 2017 to 2023, the most common reported ignition sources within the City are "undetermined" at 29.3% (higher than the Province by 2.7%), "Cooking Equipment" at 20.7% (higher than the Province by 5.1%), and "Open flame/tools/smoker articles at 13.3% (lower than the Province by 0.5%). This presents the opportunity to further investigate sources of ignition and incorporate key messages relating to cooking equipment, open flame, tools and smokers' articles tools in public education materials.

[76] Source: NFPA Glossary of Terms, 2019 Edition.

**Table 38: Source of Ignition - City of Sault Ste. Marie and the Province of Ontario**

| Reported Ignition Source | City of Sault Ste. Marie # of Fires | City of Sault Ste. Marie % of Fires | Ontario # of Fires | Ontario % of Fires |
|---|---|---|---|---|
| Appliances | 20 | 4.1% | 2,110 | 4.3% |
| Cooking Equipment | 100 | 20.7% | 7,679 | 15.7% |
| Electrical Distribution | 21 | 4.4% | 4,054 | 8.3% |
| Heating Equipment, chimney, etc. | 30 | 6.2% | 3,483 | 7.1% |
| Lighting Equipment | 9 | 1.9% | 1,369 | 2.8% |
| Open flame tools/smokers' articles | 64 | 13.3% | 6,768 | 13.8% |
| Other electrical/mechanical | 16 | 3.3% | 2,534 | 5.2% |
| Processing Equipment | 8 | 1.7% | 576 | 1.2% |
| Miscellaneous | 35 | 7.3% | 4,833 | 9.9% |
| Exposure | 38 | 7.9% | 2,383 | 4.9% |
| Undetermined | 141 | 29.3% | 13,029 | 26.6% |
| Unknown, not reported | No Data | No Data | 180 | 0.4% |
| **Total** | 482 | 100% | **48,998** | **100%** |

Source: OFM Standard Incident Reporting (2017 to 2023 data)

**Key Finding: Of the fires occurring within the City over the seven-year period from January 1, 2017, to December 31, 2023, 29.3% of fires had an undetermined reported ignition source, which is 2.7% higher than the Province (26.6%).**

**Key Finding: Of the fires occurring within the City over the seven-year period from January 1, 2017, to December 31, 2023, 20.7% of fires had a reported ignition source that was classified as Cooking Equipment, which is 5.1% higher than the Province (15.7%).**

**Key Finding: Of the fires occurring within the City over the seven-year period from January 1, 2017, to December 31, 2023, 13.3% of fires had a reported ignition source of open flame/tools/smokers' articles, which is 0.5% lower than the Province (13.8%).**

### 10.1.6 Smoke Alarm Status Processing Equipment

Smoke alarms are required on every level of a dwelling and between sleeping areas in the Province of Ontario, notifying building occupants of a fire and allowing for prompt escape. As a result, smoke alarm programs and compliance are a key component of public education and fire prevention activities provided by the municipal fire departments across the Province.

Data is publicly available at the provincial level for the smoke alarm status in the event of a fire and municipalities collect smoke alarm status information and report it to the Province. This data was provided by the OFM as part of the CRA for the City of Sault Ste. Marie and the Province of Ontario over a seven-year period from January 1, 2017, to December 31, 2023, for Group C - Residential occupancies. **Table 39** highlights whether a smoke alarm was present and operating on the floor or in the suite of fire origin.

**Table 39: Smoke Alarm Presence and Operation on the Floor of Fire Origin - City of Sault Ste. Marie and the Province of Ontario**

| Smoke Alarm Status on Floor of Origin | Sault Ste. Marie 2017 | Sault Ste. Marie 2018 | Sault Ste. Marie 2019 | Sault Ste. Marie 2020 | Sault Ste. Marie 2021 | Sault Ste. Marie 2022 | Sault Ste. Marie 2023 | Sault Ste. Marie Total (2017-2023) | Sault Ste. Marie % (2017-2023) | Ontario Total (2017-2023) | Ontario % (2017-2023) |
|---|---|---|---|---|---|---|---|---|---|---|---|
| No Smoke Alarm Present | 5 | 6 | 10 | 12 | 11 | 13 | 12 | **69** | **21.2%** | **5,959** | **17.3%** |
| Smoke Alarm Present and Operated | 17 | 14 | 17 | 13 | 23 | 17 | 10 | **111** | **34.2%** | **15,361** | **44.7%** |
| Smoke Alarm Present, Did Not Operate | 10 | 8 | 9 | 11 | 9 | 8 | 12 | **67** | **20.6%** | **4,272** | **12.4%** |
| Smoke Alarm Present, Operation Undetermined | 3 | 5 | 3 | 4 | 5 | 4 | 3 | **27** | **8.3%** | **2,811** | **8.2%** |
| Smoke Alarm Presence Undetermined | 2 | 11 | 6 | 6 | 12 | 9 | 5 | **51** | **15.7%** | **5,952** | **17.3%** |

Source: OFM Standard Incident Reporting (2017 to 2023 data)

Over the seven-year period from January 1, 2017, to December 31, 2023, there was no smoke alarm present for 21.2% of residential fire events in the City compared to 17.3% in the Province. A further 67 incidents (or 20.6%) had a smoke alarm present, but it did not operate (compared to 12.4% Provincially). In Sault Ste. Marie, in 34.2% of residential fire occurrences, a smoke alarm was present and operated, which is lower than the Province at 44.7%. Smoke alarm present and did not operate, or operation undetermined and presence undetermined, made up a combined 44.6% of residential fires in the City.

Provincial and local statistics support focusing efforts on targeted and proactive smoke alarm program and suggest the need for increased enforcement strategies for those properties that are non-compliant. Further the number of non-operational smoke alarms suggest education specific to checking and testing smoke alarms is warranted.

**Key Finding: Over the seven-year period from January 1, 2017, to December 31, 2023, of the fire loss incidents in Group C – Residential occupancies, 21.1% of incidents did not have a smoke alarm present (compared to 17.3% in the Province).**

**Key Finding: Over the seven-year period from January 1, 2017, to December 31, 2023, of the fire loss incidents in Group C – Residential occupancies, 34.2% of incidents had a smoke alarm present and operating compared to 44.7% in the Province.**

## 10.2 Event History

The analyses of event history seek to apply the SSMFS's historic emergency call data to develop an understanding of community risk. The profile assesses the historical emergency response capabilities of Sault Ste. Marie Fire Services, based on data collected by the department. This section provides a statistical assessment of historic emergency call volumes for the City as a whole by different time segments (e.g. annual calls, monthly calls, weekly calls, daily calls, etc.). The analysis also assesses call volumes by response type, compares them to provincial data, and analyzes the spatial distribution of calls. Most of the analysis in this section is based on data provided by SSMFS, including all historical calls for the seven-year period from January 1, 2017, to December 31, 2023. A data set, provided by the OFM, of the SSMFS historical emergency responses from 2018 to 2023 was also relied upon.

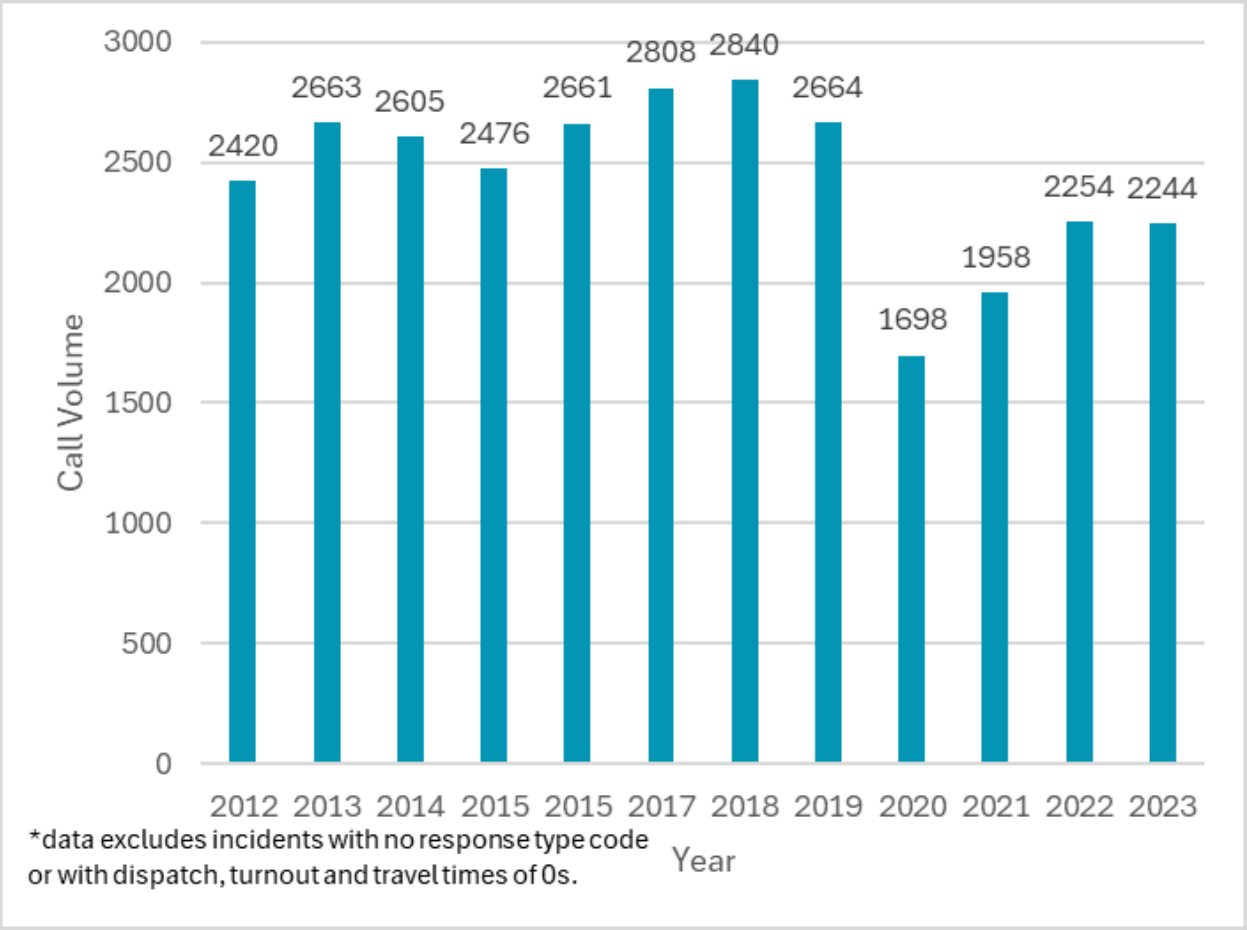
The volume and frequency of historic calls inform the understanding of response probability. The types of calls inform the potential consequences of SSMFS responses and calls for service. The combined consideration of these elements provides an understanding of community risk, based on past calls for service.

## 10.2.1 Emergency Call Volume – All Incident Types

### 10.2.1.1 Annual Emergency Call Volume – All Incident Types

The analysis of annual emergency call volume can be beneficial in garnering an understanding of where trends may be evolving or changes in community emergency response demand may be occurring. A summary of the total number of emergency calls for the period from January 1, 2017, to December 31, 2023, is shown in **Figure 32**. Overall, there was an average of 2,441 calls per year over this twelve-year timeframe. The analysis indicates an increasing trend and equates to 10.1% growth in the total annual emergency call volumes within the City between 2012 and 2019. However, the annual call volume varied within that period, going from 2,420 calls (in 2012) to 2,840 calls (in 2018). The average annual call volume between 2012 and 2019 was 2,642. The significant decrease in calls that occurred in 2020 and 2021 can be attributed to the unique circumstances of the COVID-19 pandemic, resulting in two anomalous years of call volume. Following the pandemic, the tiered response agreement for medical calls has not reflected pre-pandemic conditions. This has resulted in an average call volume of 2,249 calls between 2022 and 2023. For some types of medical calls, the fire has not been called to respond in 2022 and 2023, where they were previously responding prior to March 2020. It is our understanding that there are ongoing discussions to revise the tiered response agreement, which is expected to bring the annual call volume in alignment with pre-pandemic conditions.

**Figure 32: Annual Call Volume – All Incidents January 1, 2012, to December 31, 2023**




Source: Sault Ste. Marie Fire Services Emergency Response Call Data

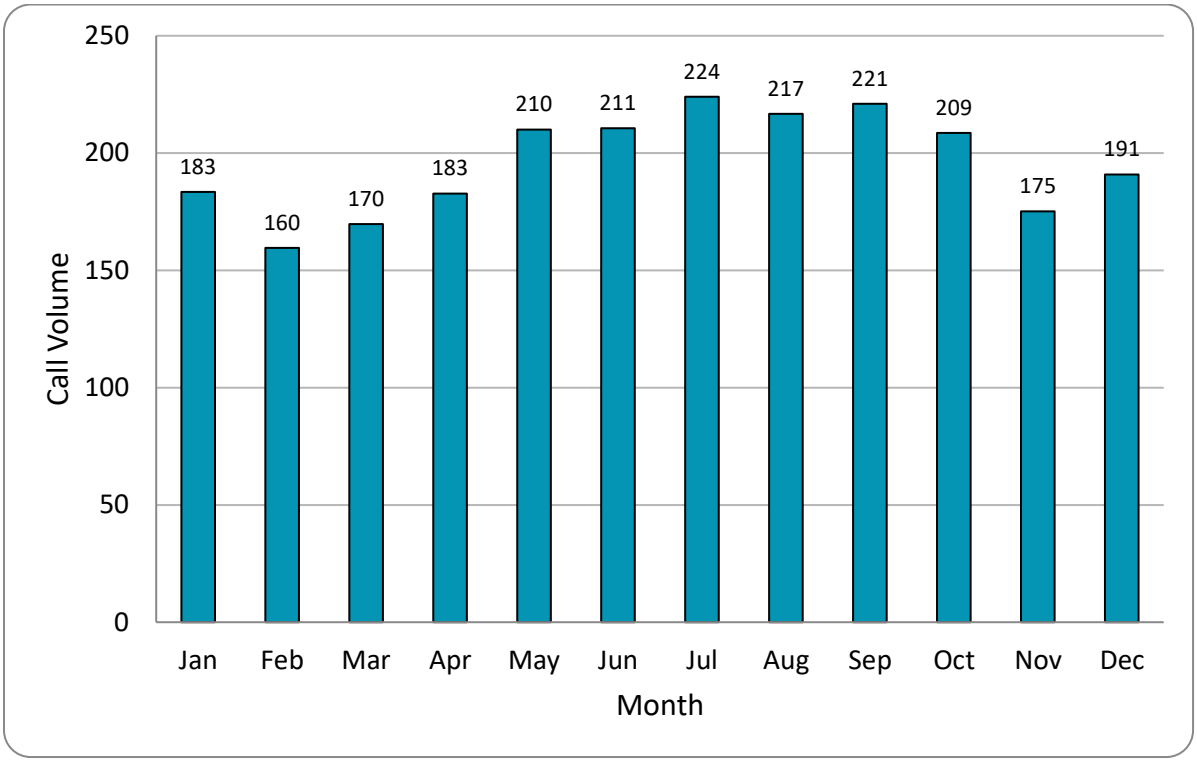
**Key Finding: During the period from January 1, 2012, to December 31, 2019, the total annual volume of emergency calls for services to the Sault Ste. Marie Fire Services increased by 10.1% and averaged 2,642 calls. The annual call volumes decreased in 2020 to 2021 as a result of the COVID 19 pandemic. The average annual calls for service between 2012 to 2023 was 2,441 calls.**

### 10.2.1.2 Monthly Average Emergency Call Volume – All Incident Types

The analysis of average emergency call volume for the period from January 1, 2017, to December 31, 2023, by month can be beneficial to identifying any potential variances that may be associated with seasonal trends related to activities such as more motor vehicle travel during summer months, or use of heating devices during winter months.

With an average monthly emergency call volume of 196 calls **Figure 33** illustrates that the highest percentage of emergency calls occurred in July (224 calls) and September (221 calls).

**Figure 33: Average Call Volume by Month – All Incidents January 1, 2017, to December 31, 2023**

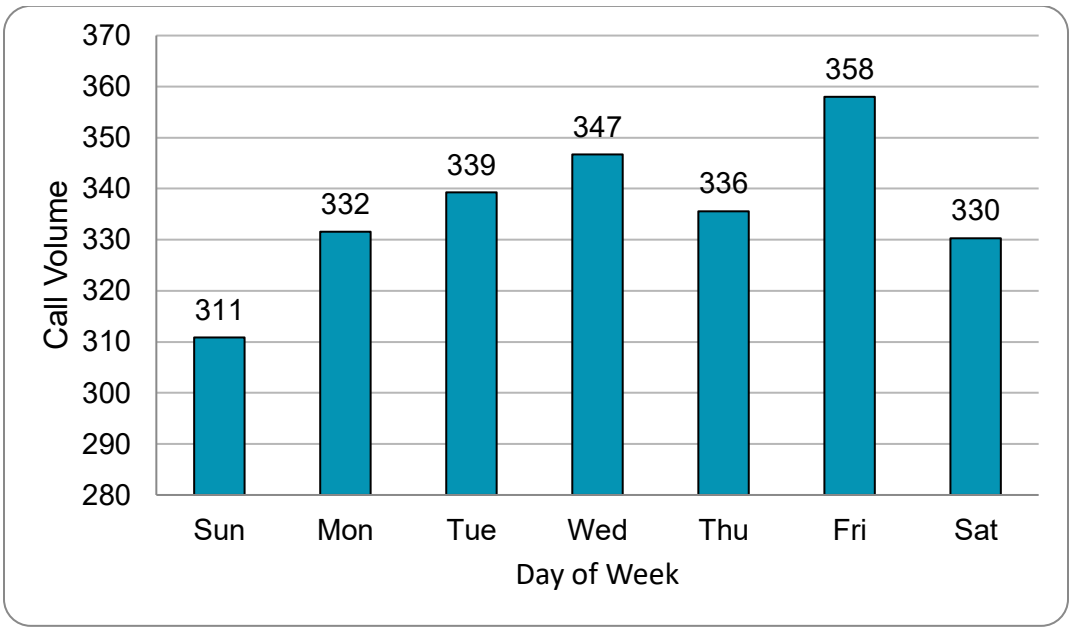



Source: Sault Ste. Marie Fire Services Emergency Response Call Data

### 10.2.1.3 Weekly Average Emergency Call Volume – All Incident Types

The analysis of average call volume by day of week for the period from January 1, 2017, to December 31, 2023, as shown in **Figure 34,** illustrates that overall, the call volume is relatively consistent Monday to Saturday. The highest number of emergency calls occur on Fridays, while the lowest emergency call volume occurs on Sundays.

**Figure 34: Average Call Volume by Day of Week – All Incidents January 1, 2017, to December 31, 2023**

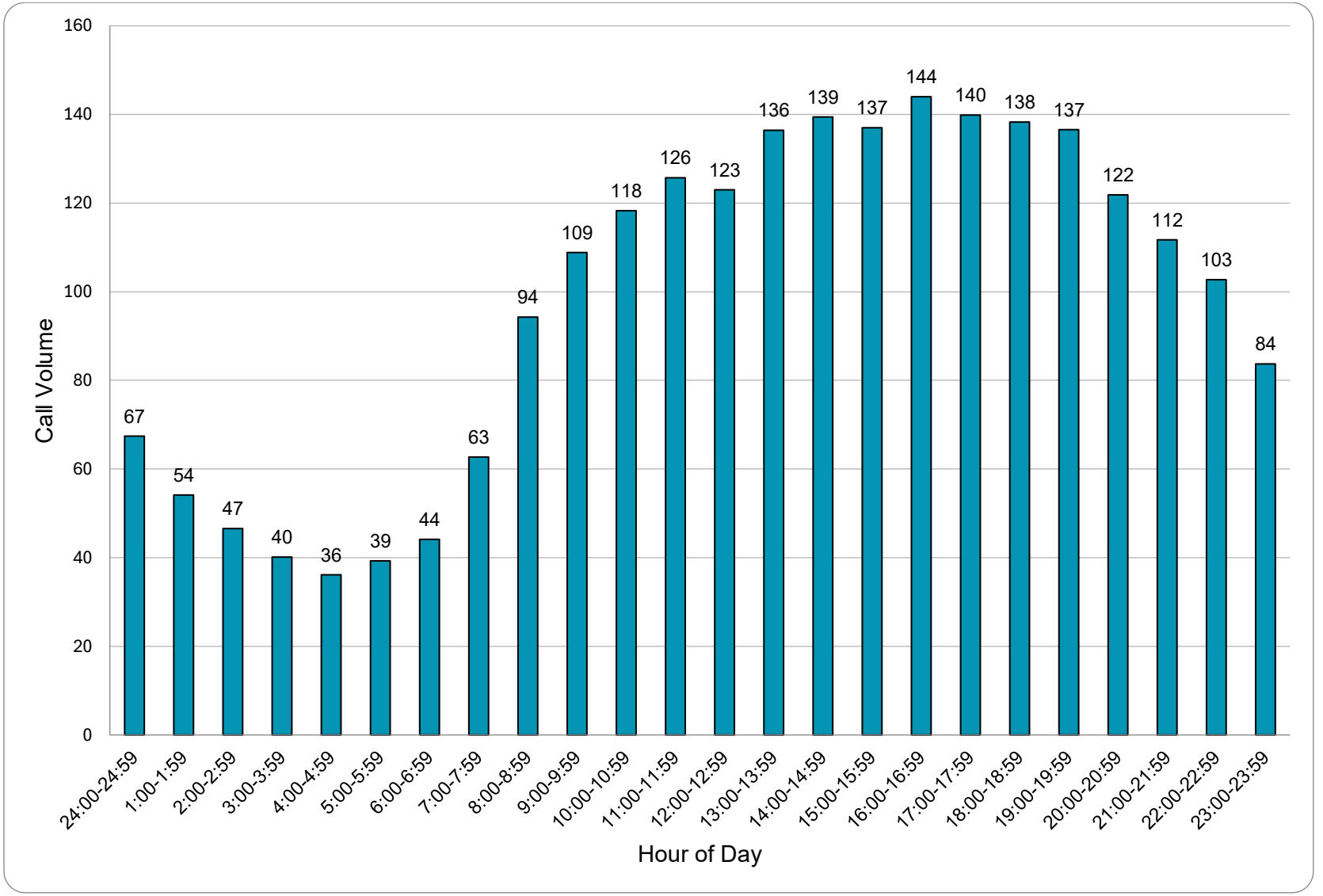



Source: Sault Ste. Marie Fire Services Emergency Response Call Data

### 10.2.1.4 Daily Emergency Call Volume – All Incident Types

**Figure 35** indicates that for the period from January 1, 2017, to December 31, 2023, a higher emergency call volume (between 109 and 103 calls) is typically experienced between 9:00 AM and 10:00 PM. The call volumes appear to peak in the period from 1:00 PM to 7:00 PM, with volumes from 136 to 144. The lowest volume of emergency calls (36 to 47 calls) typically takes place between the hours of 2:00 AM and 7:00 AM, when most of the population is typically sleeping.

**Figure 35: Average Call Volume by Time of Day – All Incidents January 1, 2017, to December 31, 2023**



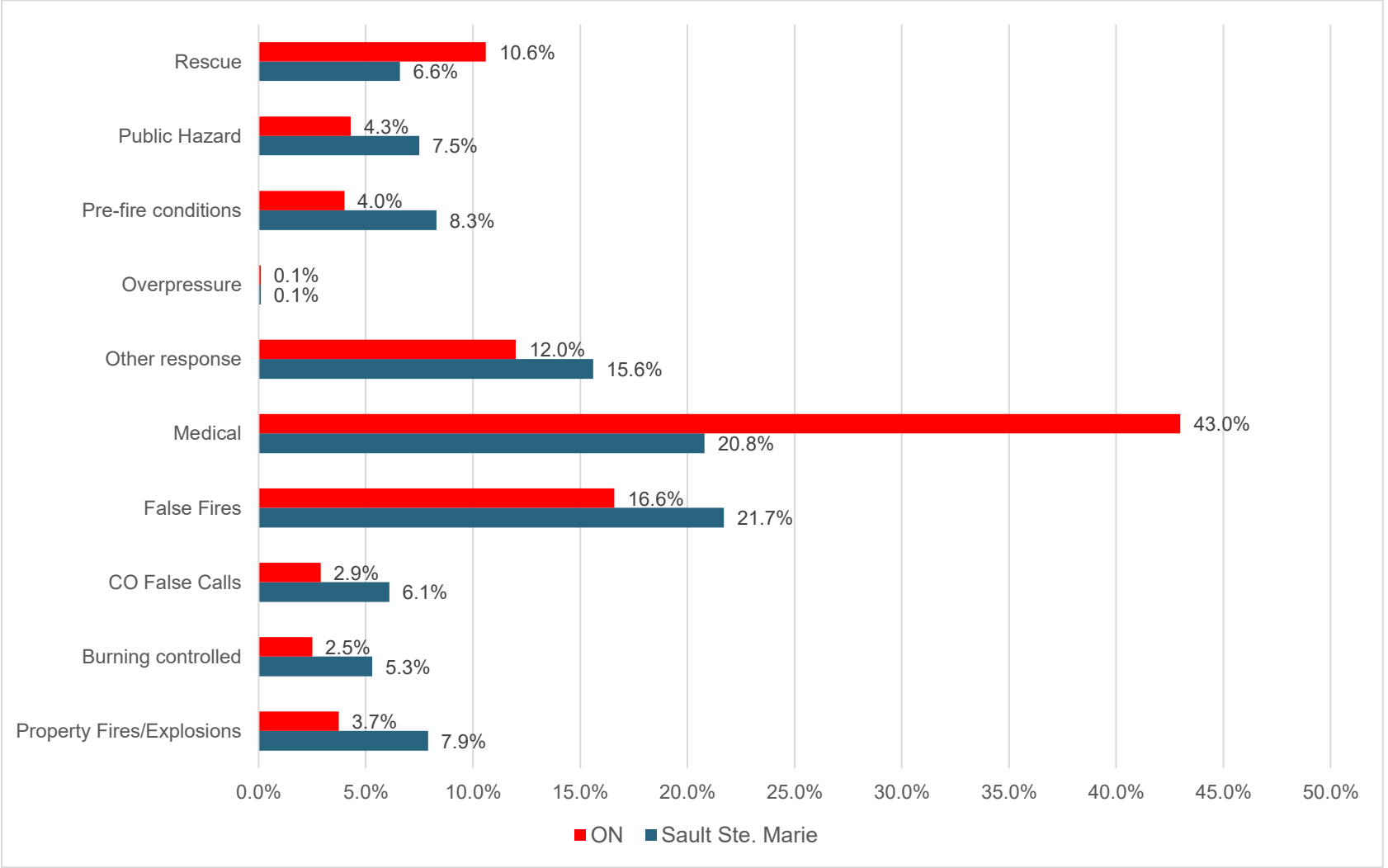

Source: Sault Ste. Marie Fire Services Emergency Response Call Data

### 10.2.1.5 Total Emergency Call Volume – All Incident Types

This section illustrates the analysis of all emergency call volume for the City of Sault Ste. Marie and the Province of Ontario for the period from January 1, 2018, to December 31, 2023, by OFM emergency response type. Note that the data used in the analysis of call volume by type was sourced from the OFM's Standard Incident Reporting because call volume by type is compared to the Province as a whole.

**Figure 36** illustrates that during this period, responding to false fire calls was the highest percentage of the City's total emergency calls, representing 21.7% of the total emergency call volume (higher than the Province by 5.1%). During this period, the second highest response type in the City was medical calls, representing 20.8% of the total emergency calls that the SSMFS responded to (lower than the Province by 22.2%). Other types of calls represent the third highest percentage of emergency call volume responded to by the SSMFS at 15.6% (higher than the Province by 3.6%).

**Figure 36: Percentage of Calls (SSMFS and Ontario) by OFM Response Type (2018 to 2023)**




Source: Office of the Fire Marshal and Emergency Management, Municipal Emergency Calls by Response Type Class (2018-2023)

**Key Finding: For the period from January 1, 2018, to December 31, 2023, the highest percentage of emergency call volume responded to by Sault Ste. Marie Fire Services as defined by the OFM response types was false fire calls representing 21.7% of the total emergency call volume.**

**Key Finding: For the period from January 1, 2018, to December 31, 2023, the second highest percentage of emergency call volume responded to by Sault Ste. Marie Fire Services as defined by the OFM response types was medical/resuscitator calls representing 20.8% of the total emergency call volume.**

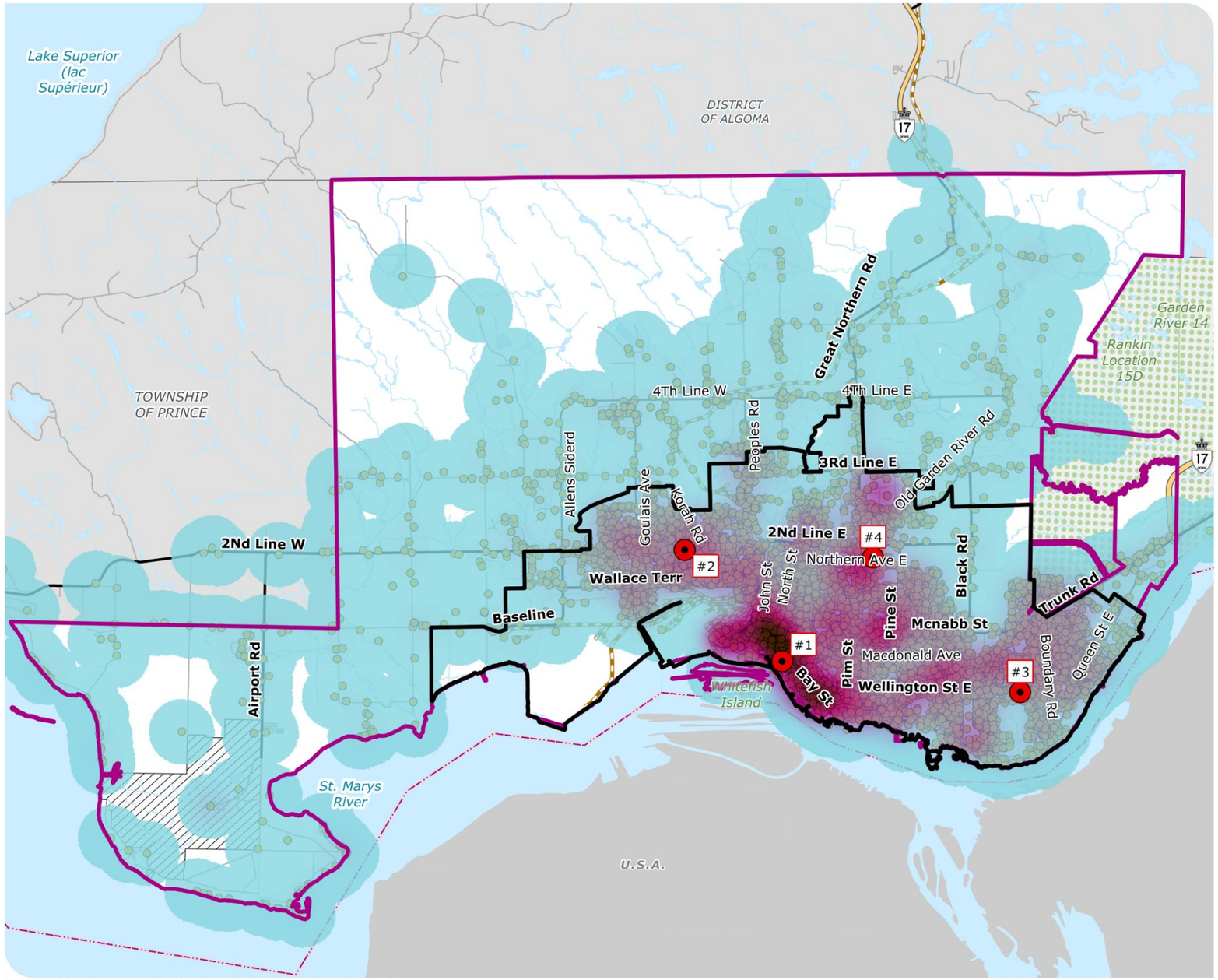
### 10.2.2 Emergency Call Volume – Spatial Modelling

The analysis within this section illustrates the distribution of the emergency call volume within the City for the period from January 1, 2017, to December 31, 2023. The analysis includes the spatial distribution of all emergency incidents that occurred during this period based on the OFM response types including medical/resuscitator, rescue, false fire and fire /explosions incidents over this seven-year period. Call density maps were computed using the Spatial Analyst tool on ArcGIS for each respective response call category. The spatial distribution of calls provides insight into where a higher volume of calls has historically occurred within the City.

#### 10.2.2.1 Spatial Modelling – All Emergency Incidents

**Figure 37** illustrates the distribution and spatial concentration of all emergency incidents that occurred within the City over this seven-year period. The model shows a wide distribution of emergency incidents across the City, with the areas of highest call concentration (shown in dark purple) in the downtown and Steelton areas. Station 1's location falls immediately within the area of highest call concentration. The geography surrounding Stations 2, 3, and 4, as well as the areas in between, also show pockets of increased call density. The historic location of emergency call density supports the existing locations of the City's four fire stations.

## Figure 37: Spatial Distribution and Concentration – All Emergency Incidents




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**ALL EMERGENCY INCIDENTS FROM JANUARY 1, 2017 TO DECEMBER 31ST, 2023**

- Existing Fire Station
- Urban Settlement Boundary
- Emergency Incident (2017 to 2023)

**Density of Calls**

Sparse
Dense

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-04

DILLON CONSULTING

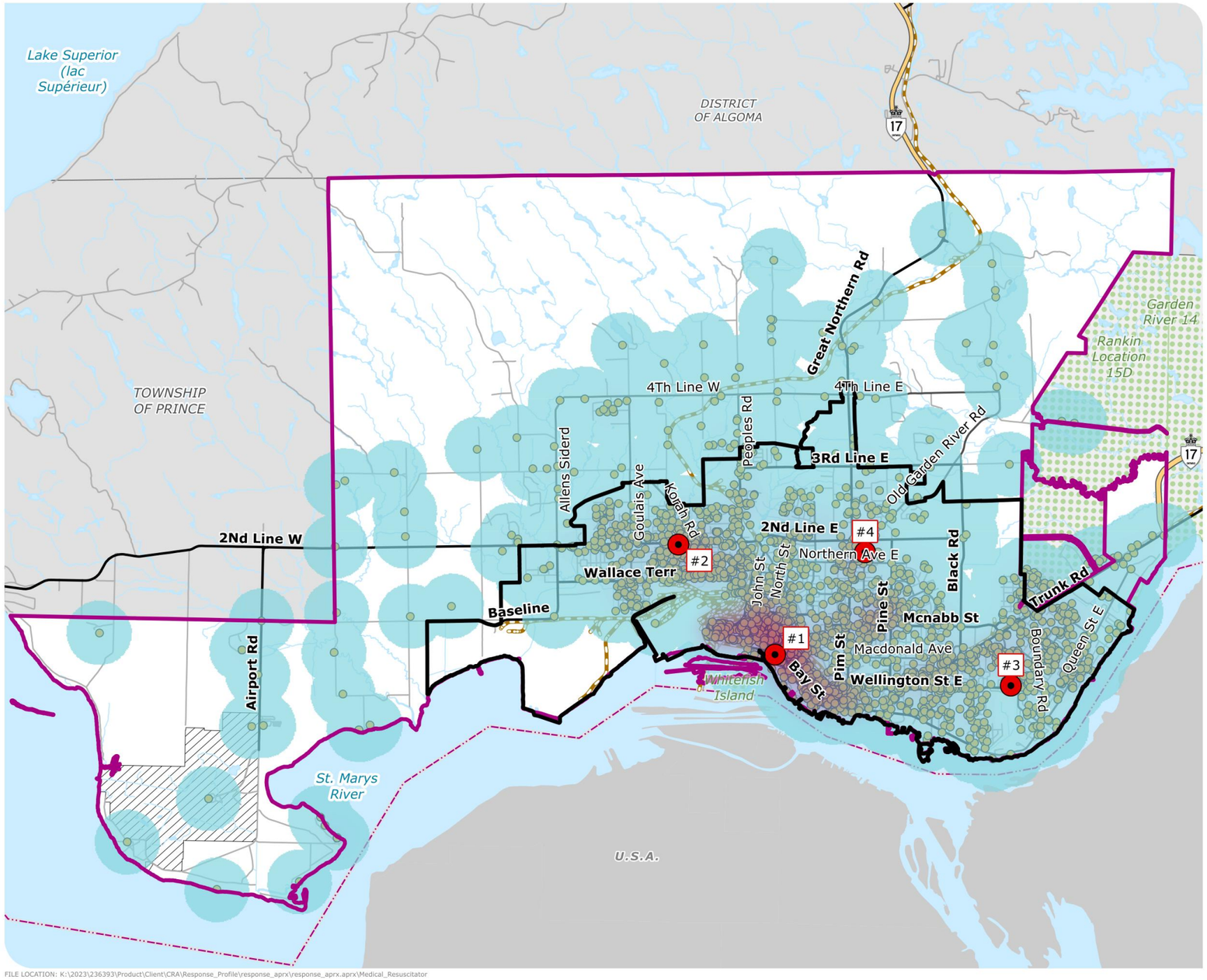
TAYPORT LIMITED

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Response_Profile\response_aprx\response_aprx.aprx\All_Incidents

### 10.2.2.2 Spatial Distribution and Concentration – Medical/Resuscitator Incidents

The spatial distribution and concentration of Medical Calls from January 1, 2017, to December 31, 2023, are shown in **Figure 38.** The analysis indicates a higher density of medical calls historically occurred in the in the Downtown area, and Steelton neighbourhood (the areas surrounding Fire Station 1) with a notable distribution of medical calls throughout the City and primarily within the Urban Settlement Area. The areas of increased call density align with the locations of the existing four fire stations.

## Figure 38: Spatial Distribution and Concentration – Medical/Resuscitator Incidents




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**MEDICAL / RESUSCITATOR INCIDENTS FROM JANUARY 1, 2017 TO DECEMBER 31ST, 2023**

- Existing Fire Station
- Urban Settlement Boundary
- Medical / Resuscitator Incident (2017 to 2023)

**Density of Calls**

Sparse
Dense

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-04

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Response_Profile\response_aprx\response_aprx.aprx\Medical_Resuscitator

### 10.2.2.3 Spatial Distribution and Concentration – Rescue Incidents

**Table 40** presents a comprehensive analysis of rescue incidents that SSMFS responded to from 2018 to 2023. The SSMFS experienced 898 calls (shown in **Table 40**) of which 69.3% of the rescue incidents were related to vehicle collisions or vehicle extrication.

**Table 40: Rescue Incidents – Analysis (January 1, 2018, to December 31, 2023)**

| Response Type | Number of Calls | % of Calls |
|---|---|---|
| Animal Rescue | 37 | 4.1% |
| Building Collapse | 2 | 0.2% |
| Commercial/Industrial Accident | 1 | 0.1% |
| Confined Space Rescue (non-fire) | 0 | 0.0% |
| High Angle Rescue (non-fire) | 2 | 0.2% |
| Home/Residential Accident | 6 | 0.7% |
| Low Angle Rescue (non-fire) | 2 | 0.2% |
| Other Rescue | 83 | 9.2% |
| Persons Trapped in an Elevator | 77 | 8.6% |
| Rescue False Alarm | 9 | 1.0% |
| Rescue No Action Required | 51 | 5.7% |
| Trench Rescue (non-fire) | 0 | 0.0% |
| Vehicle Collision | 559 | 62.2% |
| Vehicle Extrication | 63 | 7.0% |
| Water Ice Rescue | 0 | 0.0% |
| Water Rescue | 6 | 0.7% |

Source: OFM Municipal Emergency Calls by Response Type Classification, Sault Ste. Marie

**Figure 39** illustrates the locations where rescue-type incidents occurred and the areas of higher concentrations of rescue incidents during the period from January 1, 2017, to December 31, 2023. Rescue Calls are shown to occur throughout the Urban Settlement Area, consistent with land use.

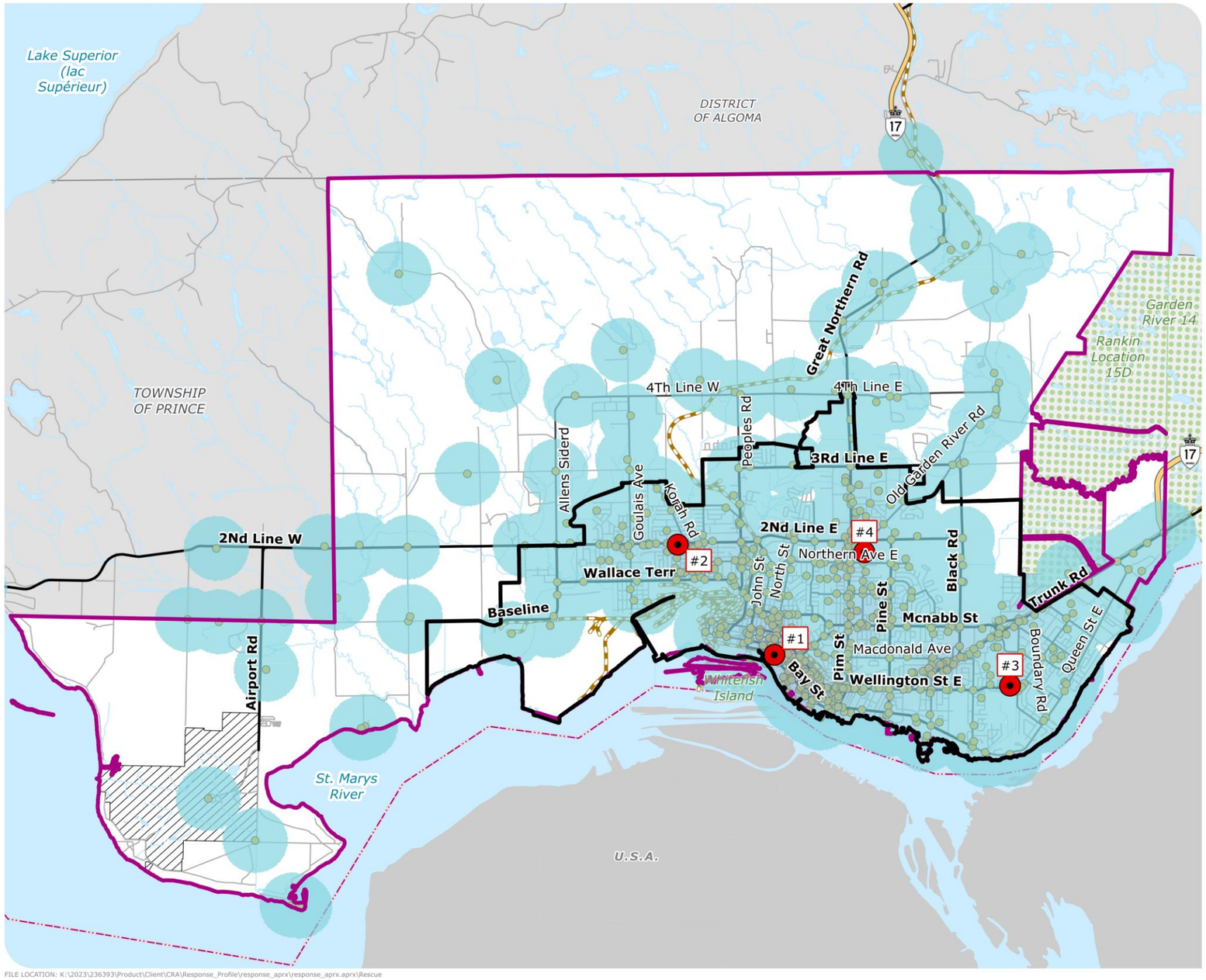
As the most prevalent type of rescue calls are associated with motor vehicles, the majority of the rescue-type incidents the SSMFS responds to are distributed along major arterial roads within the City, and along the major highways. There is also a noticeable prevalence of calls in the downtown of the City of Sault Ste. Marie.

**Identified Risk: Vehicle collisions account for 62.2% of rescue calls from 2018 to 2023 within the City of Sault Ste. Marie or 93.2 calls per year on average.**

**Identified Risk: Of the technical rescue type incidents from 2018 to 2023, vehicle extrication was the most common type of rescue response, accounting for 7.0% of all rescue calls and averaging 10.5 calls per year.**

**Identified Risk: Of the technical rescue type services, water rescue calls are the second most common type with a total of six calls over the six-year period from 2018 to 2023, or an average of one call annually.**

## Figure 39: Spatial Distribution and Concentration – Rescue Incidents




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**RESCUE INCIDENTS FROM JANUARY 1, 2017 TO DECEMBER 31ST, 2023**

- Existing Fire Station
- Urban Settlement Boundary
- Rescue Incident (2017 to 2023)

**Density of Calls**

Sparse
Dense

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-04

DILLON CONSULTING

TAYPORT LIMITED

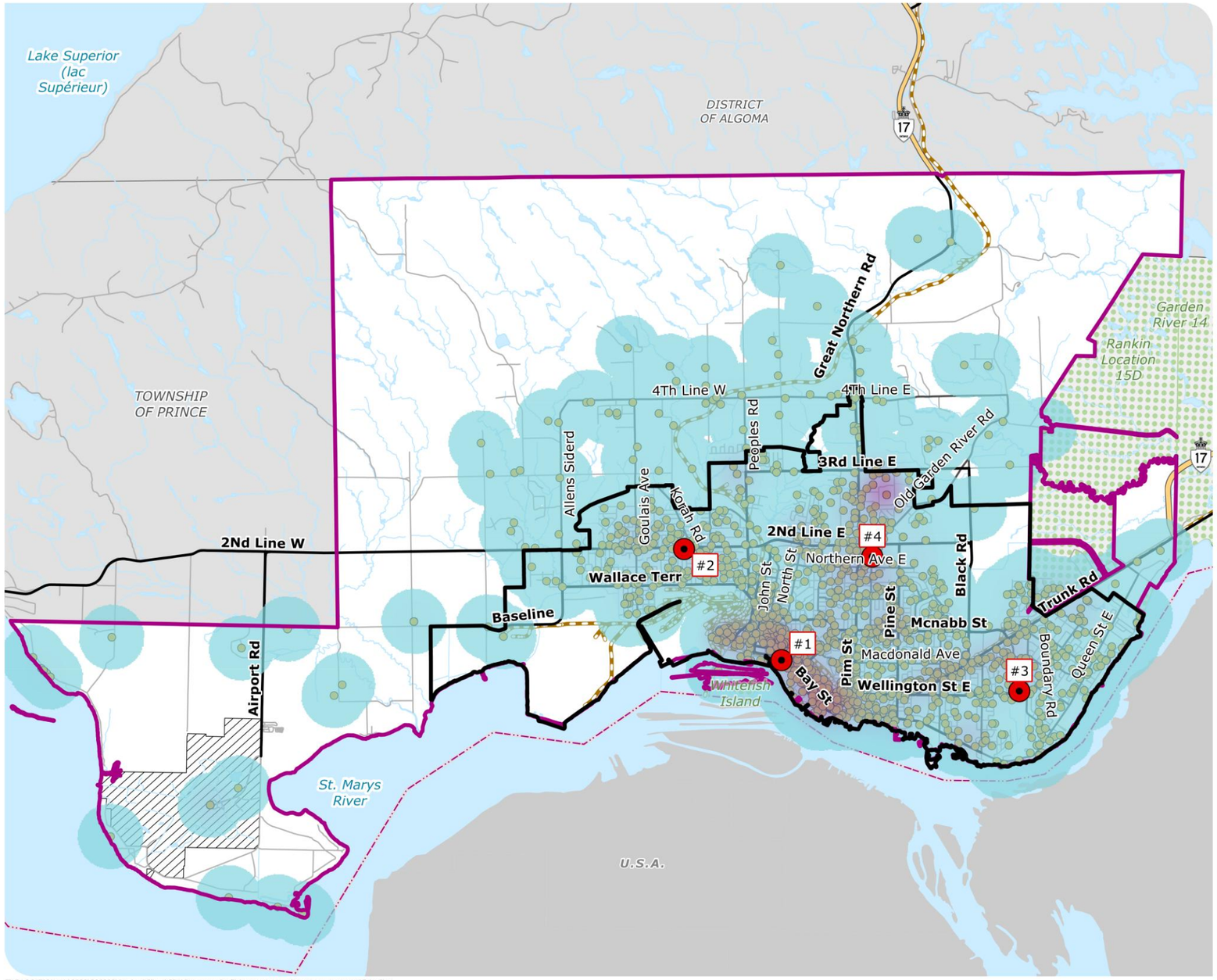
FILE LOCATION: K:\2023\236393\Product\Client\CRA\Response_Profile\response_aprx\response_aprx.aprx\Rescue

### 10.2.2.4 Spatial Distribution and Concentration – False Fire Incidents

**Figure 40** illustrates the locations where the false fire incidents occurred and the concentration of these types of calls during the period from January 1, 2017, to December 31, 2023. From 2018 to 2023 false fire incidents accounted for 21.1% of SSMFS' total emergency call volume.

This figure illustrates a wide distribution of false fire calls across the residential areas of the Urban Settlement Boundary. The highest concentration of false fire incidents is shown to occur in the downtown area and Steelton (north/west of Fire Station 1). There is also a notable area of higher concentration of false fire calls to the north of Fire Station 4, where the Sault Area Hospital is located, as well as the Algoma Treatment and Remand Centre, seniors' residences, and a nursing home. There are also commercial uses in this area.

## Figure 40: Spatial Distribution and Concentration – False Fire Incidents




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**FALSE FIRE INCIDENTS FROM JANUARY 1, 2017 TO DECEMBER 31ST, 2023**

- Existing Fire Station
- Urban Settlement Boundary
- False Fire Incident (2017 to 2023)

**Density of Calls**

- Sparse
- Dense

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

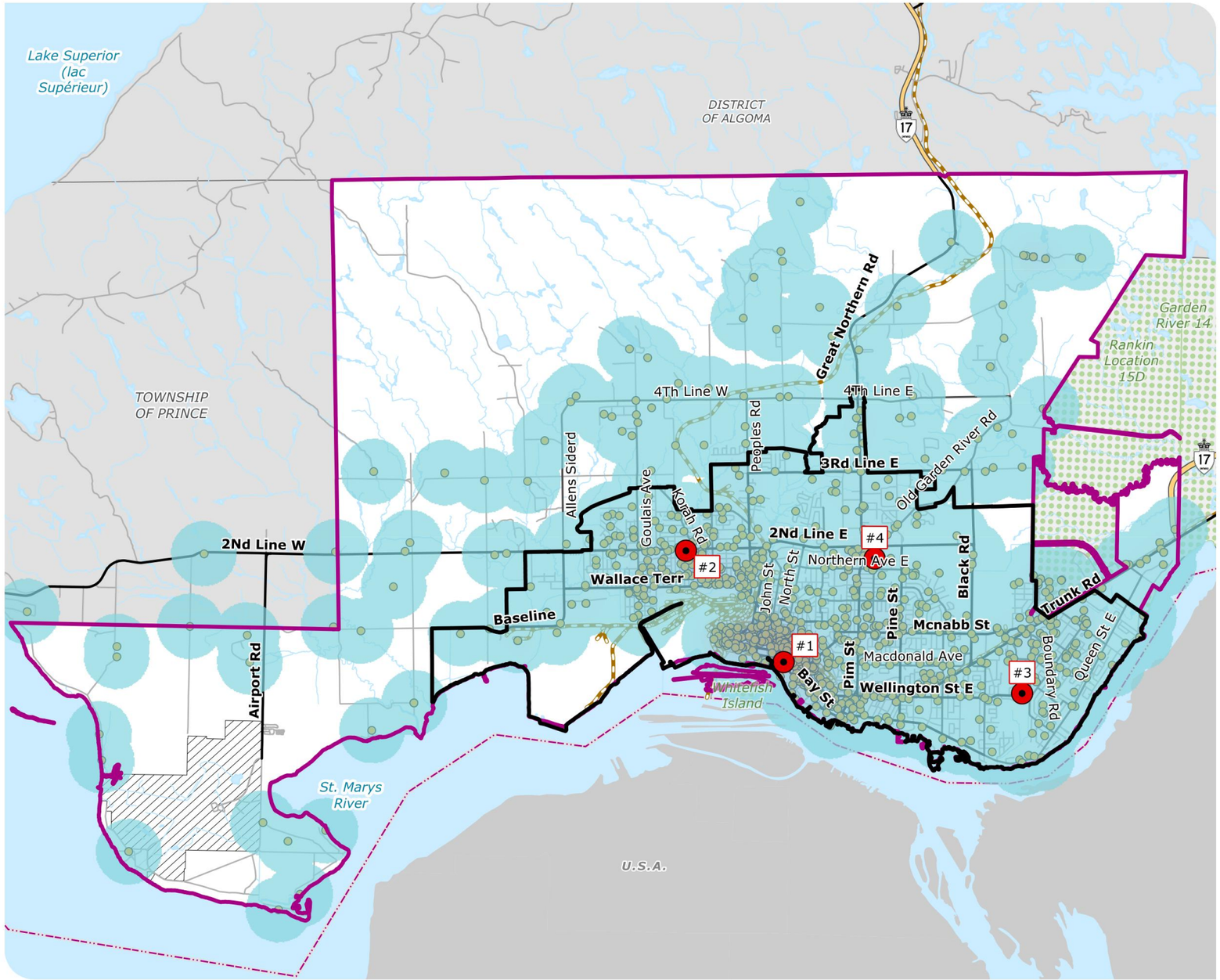
PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-04

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Response_Profile\response_aprx\response_aprx.aprx\FalseFire

### 10.2.2.5 Spatial Distribution and Concentration – Fire/Explosion Incidents

**Figure 41** illustrates the locations where the fire/explosion incidents occurred and the density of calls during the period from January 1, 2017, to December 31, 2023. From 2018 to 2023, property fire/explosion incidents accounted for 8.3% of all SSMFS calls. This figure shows a wide distribution of incidents throughout the City, with a higher concentration of calls within the Urban Settlement Area and the highest concentration in the downtown and Steelton areas, in the vicinity of Fire Station 1.

## Figure 41: Spatial Distribution and Concentration – Fire/Explosion Incidents




**CITY OF SAULT STE MARIE**
COMMUNITY RISK ASSESSMENT

**FIRE/ EXPLOSION INCIDENTS FROM JANUARY 1, 2017 TO DECEMBER 31ST, 2023**

- Existing Fire Station
- Urban Settlement Boundary
- Fire / Explosion Incident (2017 to 2023)

**Density of Calls**

Sparse
Dense

Base Data

- City Boundary
- Expressway / Highway
- Arterial Road
- Collector Road
- Local Road
- Railway
- Airport
- Water Feature
- First Nation Reserve
- International Boundary

SCALE 1:80,000

0 1 2 4 km

MAP DRAWING INFORMATION:
DATA PROVIDED BY MNRF, CITY OF SAULT STE MARIE, ACORN INFORMATION SOLUTIONS

MAP CREATED BY: LK, Dillon Consulting Limited
MAP CHECKED BY: SCD, Tayport Limited
MAP PROJECTION: NAD 1983 UTM Zone 16N

PROJECT: 23-6393 STATUS: DRAFT DATE: 2024-06-04

FILE LOCATION: K:\2023\236393\Product\Client\CRA\Response_Profile\response_aprx\response_aprx.aprx\FireExplosion

### 10.2.3 Emergency Call Volume – Summary

The spatial analysis of the City's historical emergency calls for the period January 1, 2017, to December 31, 2023, provides insight into the locations where incidents have historically occurred and the areas where a higher volume of each call type has occurred within the City. Overall, the spatial distribution trends show a historically higher call volume in the downtown core and the Steelton area to the north and west of Fire Station 1. There are several areas showing higher concentrations of calls surrounding the existing four fire stations and the areas between those stations.

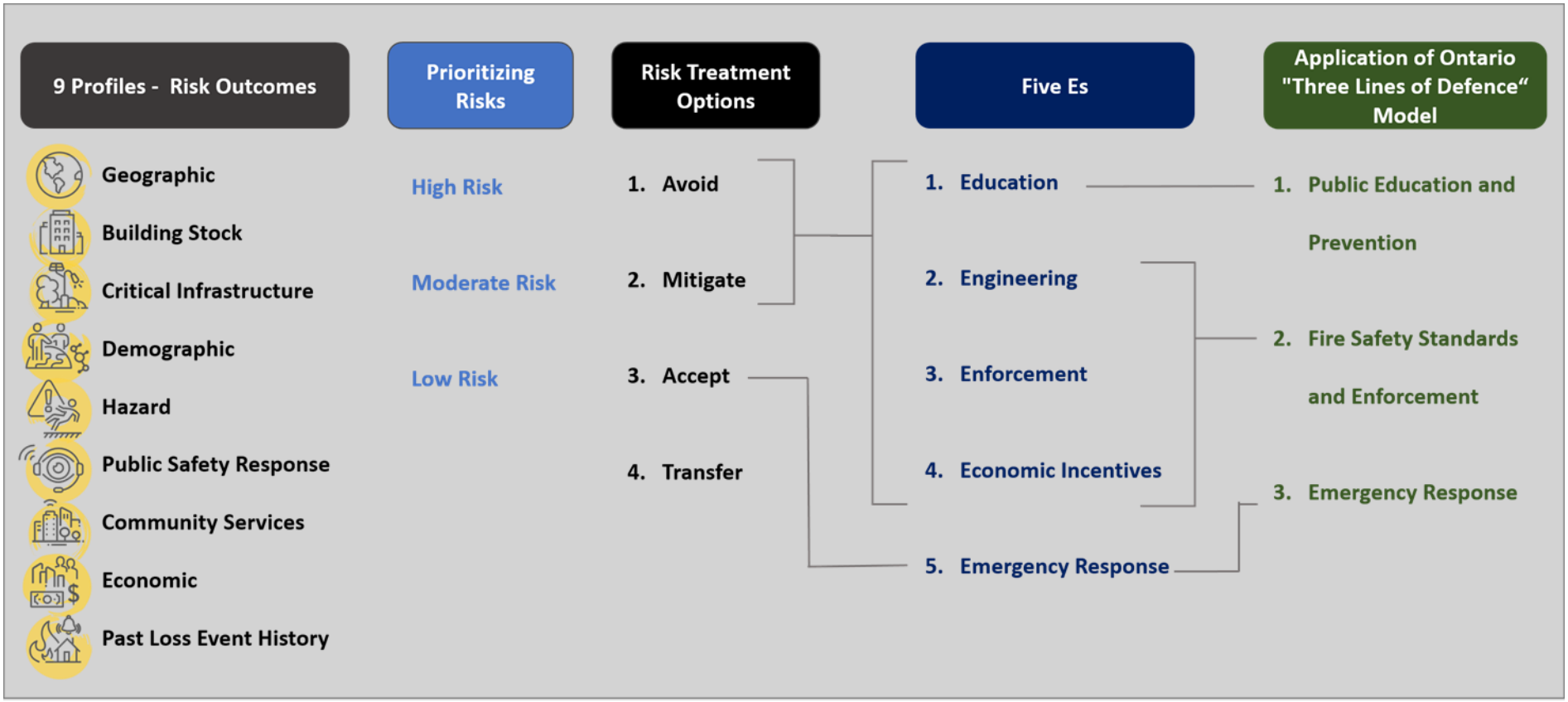
**Key Finding: The downtown area and the neighbourhood surrounding Fire Station 1 (Steelton) experiences the highest concentration of all emergency call types within the City. There are several smaller areas of high emergency call concentration in close proximity to the other fire stations across the City.**

# 11.0 Applying Key Findings and Identified Risks

The purpose of a CRA is to identify risks that are then used to inform decision-making regarding the provision of fire protection services. The analysis throughout this CRA identifies '**Key Findings**' and '**Identified Risks'** to be considered for future planning for the delivery of fire protection services. In alignment with TG-02-2019, this section takes the identified risk conclusions (both the key findings and the identified risks) through a risk assignment process to assist in the prioritization of risks, as well as a risk treatment process.

This section of the CRA brings together all of the key findings and identified risks and frames how they can be used to inform the decisions regarding fire protection services. They are taken through a risk treatment process and aligned with the "Five E's" of Community Risk Reduction (i.e. Education, Engineering, Enforcement, Economic Incentives and Emergency Response) and three lines of defence (i.e. Public Education and Prevention, Fire Safety Standards and Enforcement and Emergency Response), as shown in **Figure 42,** in order to inform future fire department planning.

## Figure 42: Risk Conclusions Application Process



## 11.1 Prioritizing Risks

NFPA 1300 and OFM TG-02-2019 identify that risks can be prioritized based on probability and consequence. OFM TG-02-2019 further emphasizes that all the risk findings and profiles should be considered together.

Following the probability and consequence levels identified by the OFM as described in the subsections below, the risk assignment process considers probability and consequence of each identified risk. This will result in each risk having a risk level (e.g., low, moderate, or high) assigned. These risk levels can be used to assist the department in the planning of fire protection services for the City of Sault Ste. Marie.

### 111.1 Risk Assignment Process Overview

The risk assignment methodology used as part of this C.R.A is informed by the OFM Technical Guideline TG-02-2019 Community Risk Assessment Guideline.

There are three steps included in the risk assignment exercise used for this CRA:

1. Determine a probability level
2. Determine a consequence level
3. Establish the risk level (i.e., low, moderate or high) for each based on the identified probability and consequence for each event

The following sections provide additional insight into the assignment process.

#### 111.1.1 Step 1 - Probability Levels

The probability of a fire or emergency occurring can be estimated in part based on historical experience of the community and that of the province as a whole. The likelihood categories, and the values presented, follow OFM TG-02-2019 Community Risk Assessment Guideline. **Table 41** presents the probability levels and the adjusted descriptions.

**Table 41: Probability Levels**

| Likelihood Category* | Numerical Value | Description (Adjusted) |
|---|---|---|
| **Rare** | 1 | • may occur in exceptional circumstances<br>• no incidents in the past 15 years |
| **Unlikely** | 10 | • could occur at some time, especially if circumstances change<br>• 5 to 15 years since the last incident |
| **Possible** | 100 | • might occur under current circumstances<br>• 1 incident in the past 5 years |
| **Likely** | 1,000 | • will probably occur at some time under current circumstances<br>• multiple or recurring incidents in the past 5 years |
| **Almost Certain** | 10,000 | • expected to occur in most circumstances unless circumstances change<br>• multiple or recurring incidents in the past year |

Source: OFM TG-02-2019 Community Risk Assessment Guideline

### 111.1.2 Step 2 - Consequence Levels

The consequences of an emergency event relate to the potential losses or negative outcomes associated with the incident. There are four components that should be evaluated in terms of assessing consequences. These include:

1. **Life Safety:** Injuries or loss of life due to occupant and firefighter exposure to life-threatening fire or other emergency situations;
2. **Property Loss:** Monetary losses relating to private and public buildings, property content, irreplaceable assets, significant historic/symbolic landmarks and critical infrastructure due to fire;
3. **Economic Impact:** Monetary losses associated with property income, business closures, downturn in tourism, tax assessment value and employment layoffs due to fire; and,
4. **Environmental Impact:** Harm to human and non-human (e.g., wildlife, fish and vegetation) species of life and general decline in quality of life within the community due to air/water/soil contamination as a result of fire or fire suppression activities.

**Table 42** presents the consequence levels.

**Table 42: Consequence Levels**

| Consequence Category | Numerical Value | Description |
|---|---|---|
| **Insignificant** | 1 | • No life safety issue<br>• Limited value or no property loss<br>• No impact on the local economy and/or<br>• No effect on general living conditions |
| **Minor** | 10 | • Potential risk to the life safety of occupants<br>• Minor property loss<br>• Minimal disruption to business activity and/or<br>• Minimal impact on general living conditions |
| **Moderate** | 100 | • Threat to the life safety of occupants<br>• Moderate property loss<br>• Poses a threat to small local businesses and/or<br>• Could pose a threat to the quality of the environment |
| **Major** | 1,000 | • Potential for large loss of life<br>• Would result in significant property damage<br>• Significant threat to businesses, local economy, and tourism and/or<br>• Impact on the environment would result in a short-term, partial evacuation of local residents and businesses |
| **Catastrophic** | 10,000 | • Significant loss of life<br>• Multiple property damages to a significant portion of the municipality<br>• Long-term disruption of businesses, local employment, and tourism and/or<br>• Environmental damage that would result in the long-term evacuation of local residents and businesses |

Source: OFM TG-02-2019 Community Risk Assessment Guideline

### 111.1.3 Step 3 - Risk Level

Once probability and consequence are determined, the level of risk is calculated by multiplying the numerical values for probability and consequence. The relationship between probability and consequence as it pertains to risk levels can be illustrated in a risk matrix. In a risk matrix, probability and consequence are defined on separate scales with varying descriptors providing direction on how to assign the probability and consequence of an event. **Figure 43** shows the risk matrix for this CRA.

**Figure 43: Risk Matrix**

| Probability \ Consequence | | Insignificant | Minor | Moderate | Major | Catastrophic |
|---|---|---|---|---|---|---|
| | | 1 | 10 | 100 | 1,000 | 10,000 |
| **Almost Certain** | 10,000 | Moderate | Moderate | High | High | High |
| **Likely** | 1,000 | Moderate | Moderate | Moderate | High | High |
| **Possible** | 100 | Low | Moderate | Moderate | Moderate | High |
| **Unlikely** | 10 | Low | Low | Moderate | Moderate | Moderate |
| **Rare** | 1 | Low | Low | Low | Moderate | Moderate |

## 11.2 Assigned Risk Levels

The purpose of assigning a risk level is to assist in the prioritization of the range of risks that were identified as part of this CRA.

The results of the risk assignment process are presented in **Table 43**. Where possible, quantitative data was used to inform the risk assignment as described in the rationale in the table. It is important to recognize that with the availability of new or updated data, the probability levels could change or be refined. It should also be recognized that, as identified in OFM TG-02-2019, "professional judgment based on experience should also be exercised in combination with historical information to estimate probability levels".[77] Similarly, OFM TG-02-2019 acknowledges the role of professional judgment and reviews of past occurrences in determining consequence levels. The rationale provided, for both probability and consequence, takes into account information from the nine profiles, as OFM TG-02-2019 supports consideration of the profiles together in order to inform decision-making about the provision of fire protection services in the specific municipality/community.

[77] Source: OFM TG-02-2019 Community Risk Assessment Guideline, p.12

**Table 43: Risk Assignment**

| Identified Risk | Probability Level | Rationale | Consequence Level | Rationale | Risk Level |
|---|---|---|---|---|---|
| From 2018 to 2023, motor vehicle-related incidents (collisions and extrications) on the existing road network represent 69.3% of all rescue responses (622 calls) and 4.6% of total calls responded to by the Sault Ste. Marie Fire Services. (Geographic Profile & Past Loss & Event History); and<br><br>Vehicle collisions account for 62.2% of rescue calls from 2018 to 2023 within the City of Sault Ste. Marie or 93.2 calls per year on average. (Past Loss & Event History); and<br><br>Of the technical rescue-type incidents from 2018 to 2023, vehicle extrication was the most common type of rescue response, accounting for 7.0% of all rescue calls and averaging 10.5 calls per year. (Past Loss & Event History) | Almost Certain | • SSMFS responded to a total of 622 calls pertaining to motor-vehicle-related incidents from 2018 to 2023 (Event History)<br>• Winter weather could contribute to motor vehicle incidents (Hazard) | Moderate | • Potential for risk to the life safety of occupants of motor vehicles<br>• Potential risk for property loss<br>• Could pose a threat to small local businesses<br>• Could pose a threat to the quality of the environment<br>• Consequence level could be impacted by the magnitude of a hazard event. | **High** |
| The rail lines within the City present a risk of a rail-based transport incident, such as derailment or accident, including the potential of hazardous materials. (Geographic Profile) | Possible | • A significant rail event might occur under certain circumstances<br>• Occurrences within northern communities (e.g. Hearst June 2024) within the last five years<br>• 2021 HIRA ranked as “Probably – occurs every 5-19 years” in the City | Moderate | • Potential for risk to the life safety of occupants of trains/vehicles<br>• Potential risk for property loss<br>• Could pose a threat to small local businesses<br>• Could pose a threat to the quality of the environment<br>• The consequence level could be impacted by the magnitude of a hazard event. | **Moderate** |

| Identified Risk | Probability Level | Rationale | Consequence Level | Rationale | Risk Level |
|---|---|---|---|---|---|
| Special Consideration: The Sault Ste. Marie Airport presents unique fire-related risks associated with aircraft, supporting infrastructure, and the transportation of potentially dangerous goods, requiring specialized fire protection services. (Geographic Profile) | Possible | • A significant aviation event might occur at the City's local airport<br>• 2021 HIRA ranked as "Probably – occurs every 5-19 years" in the City | Moderate | • Potential for risk to the life safety of occupants of airplanes<br>• Potential risk for property loss<br>• Could pose a threat to local residents/businesses<br>• Could pose a threat to the quality of the environment<br>• The consequence level could be impacted by the magnitude of a hazard event. | **Moderate** |
| The presence of waterways within the City of Sault Ste. Marie, including the unique characteristics of the St. Marys River, creates a potential risk for water-based incidents. (Geographic Profile); and<br><br>Of the technical rescue type services, water rescue calls are the second most common type with a total of six calls over the six-year period from 2018 to 2023, or an average of one call annually (Past Loss and Event History | Likely | • Waterways in the SSMFS response area include St. Marys River and Lake Superior shoreline as well as interior lakes, rivers, creeks, etc. within the boundary of the City.<br>• Over a six-year period (2018 to 2023), six calls pertained to water rescue (an average of one water-related rescue call per year) (Past Loss and Event History) | Minor | • Potential risk to the life safety of individuals needing rescue. | **Moderate** |
| The City has a risk of wildland fire due to potential hazardous forest types and the wildland-urban interface, primarily outside of the Urban Settlement Area. (Geographic Profile) | Unlikely | • Could occur within the City boundary at some time, especially if circumstances change | Minor | • Potential risk to the life safety of occupants in the impacted area<br>• Minor property loss<br>• Minimal disruption to business activity and/or<br>• Minimal impact on general living conditions<br>• Isolated environmental impact | **Low** |

| Identified Risk | Probability Level | Rationale | Consequence Level | Rationale | Risk Level |
|---|---|---|---|---|---|
| Group C - Residential Occupancies represent 95.25% of the City's existing building stock, and over the five-year period from January 1, 2017, to December 31, 2023, Group C occupancies were associated with 76.8% of the structure fires within the City. (Building Stock) | Almost Certain | • The majority (95.25%) of property stock is Group C – Residential (Building Stock)<br>• 370 fires (76.8% of all structure fires) over the seven-year period (2017 to 2023) occurred in Group C – Residential (Past Loss and Event History) | Moderate | • Could pose a threat to the life safety of occupants<br>• Could result in moderate property loss<br>• Could pose a threat to small local businesses, and/or pose a threat to the quality of the environment<br>• Potential for vulnerable individuals, including seniors and youth, within Group C – Residential (Demographic)<br>• Most reported fire-related civilian injuries (62) and all fire-related fatalities (9) from 2017 to 2023 occurred in Group C – Residential Occupancies (Past Loss)<br>• Of the fire loss incidents in Group C – Residential occupancies, 21.1% of incidents did not have a smoke alarm present and operating (Past Loss)<br>• Potential for exposure risk depending on dwelling type and building age (Building Stock)<br>• Potential presence and maintenance of fire protection equipment would influence the consequence level (Building Stock)<br>• The City currently has 51 buildings defined by the OBC as high-rise buildings with a floor level 18 metres (59 feet) above grade, or six storeys. (Building Stock) | **High** |
| Between April 2020 and September 2024, the SSMFS identified 34 fire incidents that occurred in vacant properties within the City. | Almost Certain | • 34 fire incidents in vacant buildings within the City from April 2020 to September 2024 | Moderate | • Could pose a threat to the life safety of occupants in surrounding buildings with exposures<br>• Could result in moderate property loss<br>• Could pose a threat to small local businesses, and/or pose a threat to the quality of the environment<br>• Potential for exposure risk depending on dwelling type and building age (Building Stock) | **High** |

| Identified Risk | Probability Level | Rationale | Consequence Level | Rationale | Risk Level |
|---|---|---|---|---|---|
| An analysis of the City's parcel data indicates that 69.4% of the City's total building stock was built prior to the introduction of the 1981 Ontario Fire Code. Census data from 2021 indicates that 73.4% of occupied private dwellings were constructed prior to the Ontario Fire Code. (Building Stock) | Almost Certain | • The majority (95.25%) of property stock is Group C – Residential (Building Stock)<br>• 370 fires (76.8% of all structure fires) over the seven-year period (2017 to 2023) occurred in Group C – Residential (Past Loss and Event History) | Moderate | • Could pose a threat to the life safety of occupants<br>• Could result in moderate property loss<br>• Could pose a threat to small local businesses, and/or pose a threat to the quality of the environment<br>• Potential for vulnerable individuals, including seniors and youth, within Group C – Residential (Demographic)<br>• Most reported fire-related civilian injuries (62) and all fire-related fatalities (9) from 2017 to 2023 occurred in Group C – Residential Occupancies (Past Loss)<br>• Of the fire loss incidents in Group C – Residential occupancies, 21.1% of incidents did not have a smoke alarm present and operating (Past Loss)<br>• Potential for exposure risk depending on dwelling type and building age (Building Stock)<br>• Potential presence and maintenance of fire protection equipment would influence the consequence level (Building Stock)<br>• The City currently has 51 buildings defined by the OBC as high-rise buildings with a floor level 18 metres (59 feet) above grade, or six storeys. (Building Stock) | **High** |

| Identified Risk | Probability Level | Rationale | Consequence Level | Rationale | Risk Level |
|---|---|---|---|---|---|
| Data provided by the City identified 51 buildings defined by the OBC as high-rise buildings with a floor level 18 metres (59 feet) above grade, or six storeys or more. These buildings are mostly clustered in the downtown area of the City, with a few distributed throughout the urban settlement area. (Building Stock) | Almost Certain | • 51 buildings defined by the OBC as high-rise buildings within the City<br>• The majority (95.25%) of property stock is Group C – Residential (Building Stock)<br>• 370 fires (76.8% of all structure fires) over the seven-year period (2017 to 2023) occurred in Group C – Residential (Past Loss and Event History) | Moderate | • Could pose a threat to the life safety of occupants<br>• Could result in moderate property loss<br>• Could pose a threat to small local businesses, and/or pose a threat to the quality of the environment<br>• Potential for vulnerable individuals, including seniors and youth, within Group C – Residential (Demographic)<br>• Most reported fire-related civilian injuries (62) and all fire-related fatalities (9) from 2017 to 2023 occurred in Group C – Residential Occupancies (Past Loss)<br>• Of the fire loss incidents in Group C – Residential occupancies, 21.1% of incidents did not have a smoke alarm present and operating (Past Loss)<br>• Potential for exposure risk depending on dwelling type and building age (Building Stock)<br>• Potential presence and maintenance of fire protection equipment would influence the consequence level (Building Stock) | **High** |
| 94.9% of the buildings have a footprint of 2,500 sq. ft. or less, which is consistent with the proportion of the property stock that is Group C – Residential occupancies. | Almost Certain | • The majority (95.25%) of property stock is Group C – Residential (Building Stock)<br>• 370 fires (76.8% of all structure fires) over the seven-year period (2017 to 2023) occurred in Group C – Residential (Past Loss and Event History) | Moderate | • Could pose a threat to the life safety of occupants<br>• Could result in moderate property loss<br>• Could pose a threat to small local businesses, and/or pose a threat to the quality of the environment<br>• Potential for vulnerable individuals, including seniors and youth, within Group C – Residential (Demographic)<br>• Most reported fire-related civilian injuries (62) and all fire-related fatalities (9) from 2017 to 2023 occurred in Group C – Residential Occupancies (Past Loss)<br>• Of the fire loss incidents in Group C – Residential occupancies, 21.1% of incidents did not have a smoke alarm present and operating (Past Loss) | **High** |

| Identified Risk | Probability Level | Rationale | Consequence Level | Rationale | Risk Level |
|---|---|---|---|---|---|
| The City has 65 buildings with a total building area (footprint) that exceed 50,000 square feet (4,655 square metres). A large cluster of large buildings is located in the City's industrial area, west of downtown. Other large buildings exist in the downtown area, as well as in commercial and industrial areas along Arterial Roads. (Building Stock) | Almost Certain | • Group D – Business, Group E - Mercantile, Group F – Industrial and Farm/Not Classified Occupancies represent 3.8% of the City's existing property stock (Building Stock)<br>• Over the seven-year period (2017 to 2023), Group D, E, F and Farm/Not Classified were associated with 90 (18.4%) of the structure fires within the City (Past Loss) | Major | • Due to the potential for these buildings to contain large volumes of combustible materials, as well as horizontal travel distances for fire suppression activities, an incident occurring could result in a large loss of life<br>• Could result in significant property damage<br>• Could result in a significant threat to large businesses, the local economy and tourism, and/or impact on the environment<br>• Potential for presence and maintenance of fire protection equipment, for example, fire alarm system, sprinklers, etc. (Building Stock)<br>• Some of the identified occupancies may play a role in the economic well-being of the City (Economic)<br>• Potential for presence and maintenance of fire protection equipment, for example, fire alarm system, sprinklers, etc. (Building Stock) | **High** |

| Identified Risk | Probability Level | Rationale | Consequence Level | Rationale | Risk Level |
|---|---|---|---|---|---|
| The City of Sault Ste. Marie currently has 40 registered vulnerable occupancies. (Building Stock) | Possible | • These vulnerable occupancies may fall into different occupancy types, such as Group B – Care or Detention, or Group C – Residential (Building Stock)<br>• Group B – Care or Detention occupancies represent 0.13%, and Group C – Residential occupancies represent 95.25% of the City's existing property stock (Building Stock)<br>• 11 (2.3%) of all structure fires) over the seven-year period (2017 to 2023) occurred in Group B occupancies, and 370 (76.8%) of all structure fires over the seven-year period (2017 to 2023) occurred in Group C – Residential (Past Loss and Event History)<br>• Ontario Regulation 150/13 requires fire departments to perform annual inspections and approve and witness fire drill scenarios, which may influence the probability of a fire occurring in a vulnerable occupancy (Building Stock) | Catastrophic | • Ontario Regulation 150/13 requires fire departments to perform annual inspections and approve and witness fire drill scenarios (Building Stock)<br>• Presence and maintenance of fire protection equipment, for example, fire alarm system, sprinklers, etc. (Building Stock)<br>• Most reported fire-related civilian injuries (62) and all fire-related fatalities (9) from 2017 to 2023 occurred in Group C – Residential Occupancies. One injury occurred in Group B. (Past Loss)<br>• Potential for vulnerable individuals, including those who receive special care or treatment within a Group B occupancy (Building Stock) / potential for vulnerable individuals, including seniors and youth, within Group C – Residential (Demographic)<br>• Potential for significant loss of life<br>• Could result in moderate to significant property loss<br>• Long-term disruption of business/jobs<br>• Potential environmental damage | **High** |
| Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the Province based on the residential fire death rate. According to the 2021 Census, seniors represent 24.9% of the City's total population, significantly higher than the Province as a whole at 18.5%. | Almost Certain | • Seniors represent one of the most vulnerable demographics and are 18.5% of the City's population (Demographic)<br>• The majority (95.25%) of property stock is Group C – Residential (Building Stock)<br>• 370 fires (76.8% of all structure fires) over the seven-year period (2017 to 2023) occurred in Group C – Residential (Past Loss and Event History) | Moderate | • Could pose a threat to the life safety of occupants<br>• Could result in moderate property loss<br>• Most reported fire-related civilian injuries (62) and all fire-related fatalities (9) from 2017 to 2023 occurred in Group C – Residential Occupancies. (Past Loss)<br>• Of the fire loss incidents in Group C – Residential occupancies, 21.1% of incidents did not have a smoke alarm present and operating (Past Loss)<br>• Potential for exposure risk depending on dwelling type and building age (Building Stock)<br>• Potential presence and maintenance of fire protection equipment would influence the consequence level (Building Stock) | **High** |

## 11.2 Risk Treatment Options

NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition) and the OFM TG-02-2019 apply the process of identifying a risk treatment option for an identified risk. The risk treatment options include avoidance, mitigation, acceptance, and transfer. Further details on these options can be found in **Table 44**. There are four risk treatment options:

1. Avoid
2. Mitigate
3. Accept
4. Transfer

### Table 44: Risk Treatment Options

| Treatment Option | NFPA 1300 Description | OFM TG-02-2019 Description |
|---|---|---|
| **Avoid** | Eliminate the hazard. | Implementing programs and initiatives to prevent a fire or emergency from happening. |
| **Mitigate** | Reduce the probability or impact (consequence) of the risk. | Implementing programs and initiatives to reduce the probability and/or consequence of a fire or emergency. |
| **Accept** | Take no action. | No specific programs or initiatives will be implemented. Accept the risk and respond if it occurs. |
| **Transfer** | Transfer the risk to another party. | Transfer the impact and/or management of the risk to another organization or body. |

Most of these options, if chosen by a fire department, will require some action or consideration as they pertain to fire protection services. As part of the application of the risk conclusions, a risk treatment option will be identified for each outcome, followed by the application of the Five Es as described in the next section.

## 112.1 The 'Five Es' of Community Risk Reduction

**NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development** (2020 Edition) defines a Community Risk Reduction Plan as a "document that outlines the goals, objectives, programs, and resources used to reduce the risks identified by the community risk assessment".[78] Establishing service levels regarding programs and resources in alignment with a CRA is required of Ontario municipalities as part of **O. Reg. 378/18**. Following the completion of the CRA, the next step for Sault Ste. Marie Fire Services will be to prepare a community risk reduction plan, or strategic fire services planning document, such as a fire master plan, which would incorporate strategies to address the risks and findings identified within this CRA.

To support the application of the CRA outputs, each risk conclusion ('key finding' or 'identified risk') will be reviewed through the lens of the "Five Es". The Five Es is a framework outlined in NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition), and the Institution of Fire Engineers' Vision 20/20 National Strategy for Fire Loss Prevention. The Five Es are summarized in **Table 45**. They include:

1. increasing awareness (Education)
2. changes to the physical environment (Engineering)
3. influencing change through economic incentives (Economic Incentives)
4. enforcing legislation through inspection programs (Enforcement)
5. mitigating injury, illness and saving lives (Emergency Response)

[78] NFPA 1300, 3.3.6.

**Table 45: Overview of the NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition) Five "E's"**

| Five E's | Description |
|---|---|
| **Education** | Education influences audiences to refrain from risky or unhealthy behaviour or take positive action to reduce risk. |
| **Enforcement** | Enforcement reduces risks through enforcing legislation through inspections and fines for noncompliance. |
| **Engineering** | Engineering includes incorporating new products and technology to modify the environment to prevent or mitigate injuries and deaths. |
| **Economic Incentives** | Economic incentives are typically offered to encourage better choices and changes in behaviour. |
| **Emergency Response** | Effective emergency responses can mitigate the effects of unintentional injuries and save lives. |

Source: Community Risk Reduction: Doing More with More, The NFPA Urban Fire and Life Safety Task Force, June 2016.

It is important to note that NFPA 1300 - Standard on Community Risk Assessment and Community Risk Reduction Plan Development (2020 Edition) discusses the application of the Five Es to develop specific goals and objectives to reduce risk. It also acknowledges that some strategies may require policy advocacy or legislative work. These are important considerations for a department, but are beyond the purview of typical fire services planning. The first steps for the City and Sault Ste. Marie Fire Services will be to focus on ways to reduce risk from the perspective of the typical suppression and public education/prevention operations of the department. This includes a focus on a proactive reduction of risk through education, prevention, and enforcement, with fire suppression as the fail-safe.

## 112.2 Risk Conclusions, Treatment Options, and the Five Es

When it comes to aligning service levels with risks that define local needs and circumstances, it is important to recognize that not all risk conclusions align with the services provided by a fire department in the same way. For this reason, the risk conclusions are categorized based on the identified treatment options and how they can be used to inform the activities, strategies, and services provided by the department through the lens of the Five Es. This categorization will then be used to inform the department's future planning processes, as shown in **Table 46**.

**Table 46: Risk Analysis Conclusions – 5 E's Categorization**

| Five E's | Description | Purpose |
|---|---|---|
| **Education** | Education influences audiences to refrain from risky or unhealthy behaviour or take positive action to reduce risk. | For consideration within the proposed Public Education Program |
| **Enforcement** | Enforcement reduces risks through enforcing legislation through inspections and fines for noncompliance. | For consideration within the proposed Inspection/Enforcement Program |
| **Engineering** | Engineering includes incorporating new products and technology to modify the environment to prevent or mitigate injuries and deaths. | For consideration within the proposed Fire Inspection and Enforcement Program |
| **Economic Incentives** | Economic incentives are typically offered to encourage better choices and changes in behaviour. | For consideration within the proposed Inspection/Enforcement Program |
| **Emergency Response** | Effective emergency responses can mitigate the effects of unintentional injuries and save lives. | For consideration within the proposed Emergency Response Deployment Options |

**Table 47** presents the identified risks in a matrix format to indicate the ways in which the risks can be addressed by SSMFS through future fire services planning studies. The same process is applied to the key findings in **Table 48**.

The department should use the findings of the risk assessment to review the fire protection services provided by the department to help ensure compliance with **O. Reg. 378/18** (e.g., training, by-laws, fleet, equipment, all department policies and guidelines, etc.).

**Table 47: Treatment Options and Five E's Categorization – Identified Risks**

| Profile | Identified Risk | Risk Level | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|---|
| Geographic (Past Loss & Event History) | From 2018 to 2023, motor vehicle-related incidents (collisions and extrications) on the existing road network represent 69.3% of all rescue responses (622 calls) and 4.6% of total calls responded to by the Sault Ste. Marie Fire Services. | **High** | Accept Transfer | No | No | No | No | Yes |
| Geographic | The rail lines within the City present a risk of a rail-based transport incident, such as a derailment or accident, including the potential of hazardous materials. | **Moderate** | Accept Transfer | No | No | No | No | Yes |
| Geographic | Special Consideration: The Sault Ste. Marie Airport presents unique fire-related risks associated with aircraft, supporting infrastructure, and the transportation of potentially dangerous goods, requiring specialized fire protection services. | **Moderate** | Accept Transfer | No | No | No | No | Yes |
| Geographic | The presence of waterways within the City of Sault Ste. Marie, including the unique characteristics of the St. Marys River, creates a potential risk for water-based incidents. | **Moderate** | Accept Mitigate Transfer | Yes | No | No | No | Yes |
| Geographic | The City has a risk of wildland fire due to potential hazardous forest types and the wildland-urban interface primarily outside of the Urban Settlement Area. | **Low** | Accept Mitigate Transfer | Yes | No | No | No | Yes |

| Profile | Identified Risk | Risk Level | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|---|
| Building Stock | Group C - Residential Occupancies represent 95.25% of the City's existing building stock, and over the five-year period from January 1, 2017, to December 31, 2023, Group C occupancies were associated with 76.8% of the structure fires within the City. | **High** | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | Between April 2020 and September 2024, the SSMFS identified 34 fire incidents that occurred in vacant properties within the City. | **High** | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | An analysis of the City's parcel data indicates that 69.4% of the City's total building stock was built prior to the introduction of the 1981 Ontario Fire Code. Census data from 2021 indicates that 73.4% of occupied private dwellings were constructed prior to the Ontario Fire Code. | **High** | Mitigate Accept | Yes | Yes | No | No | Yes |
| Building Stock | Data provided by the City identified 51 buildings defined by the OBC as high-rise buildings with a floor level 18 metres (59 feet) above grade, or six storeys or more. These buildings are mostly clustered in the downtown of the City, with a few distributed throughout the urban settlement area. | **High** | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | 94.9% of the buildings have a footprint of 2,500 sq. ft. or less, which is consistent with the proportion of the property stock that is Group C – Residential occupancies. | **Moderate** | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |

| Profile | Identified Risk | Risk Level | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|---|
| Building Stock | The City has 65 buildings with a total building area (footprint) that exceed 50,000 square feet (4,655 square metres). A significant cluster of large area buildings are located in the City's industrial area west of downtown. Other large buildings exist in the downtown, and in commercial and industrial areas along Arterial Roads. | **High** | Mitigate<br>Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | The City of Sault Ste. Marie currently has 40 registered vulnerable occupancies. | **High** | Mitigate<br>Accept | Yes | Yes | Yes | Yes | Yes |
| Demographic | Seniors (those 65 years and over) are considered to represent one of the highest fire risk groups across the Province based on the residential fire death rate. According to the 2021 Census, seniors represent 24.9% of the City's total population, significantly higher than the Province as a whole at 18.5%. | **High** | Mitigate<br>Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Vehicle collisions account for 62.2% of rescue calls from 2018 to 2023 within the City of Sault Ste. Marie or 93.2 calls per year on average. | **High** | Accept<br>Transfer | No | No | No | No | Yes |
| Past Loss and Event History | Of the technical rescue-type incidents from 2018 to 2023, vehicle extrication was the most common type of rescue response, accounting for 7.0% of all rescue calls and averaging 10.5 calls per year. | **High** | Accept<br>Transfer | No | No | No | No | Yes |
| Past Loss and Event History | Of the technical rescue type services, water rescue calls are the second most common type with a total of six calls over the six-year period from 2018 to 2023, or average of one call annually. | **Moderate** | Mitigate<br>Accept<br>Transfer | Yes | No | No | No | Yes |

**Table 48: Treatment Options and Five E's Categorization – Key Findings**

| Profile | Key Finding | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|
| Geographic | The large geographic size of the City, divided into urban settlement areas and rural areas, results in extended emergency response times to some areas. | Accept | Yes | Yes | Yes | Yes | Yes |
| Geographic | Bridges, with restrictions or closures, have the potential to reduce the connectivity of the City's road network resulting in the potential for delays in emergency response times. | Accept | No | No | No | No | Yes |
| Geographic | Grade level rail crossings could create a physical barrier to the connectivity of the City's road network that can potentially result in delays in emergency response times. | Accept | No | No | No | No | Yes |
| Geographic | From 2017 to 2023, SSMFS responses to the airport are primarily for calls categorized as False Alarm Calls. | Accept Mitigate | Yes | Yes | Yes | Yes | Yes |
| Geographic | The presence of two marinas and a boating club along the City's shoreline presents unique and complex fire safety risks due to fuel load, boats stored in close proximity to one another, and the potential for occupants to sleep on boats. | Accept Mitigate Transfer | Yes | No | No | No | Yes |
| Geographic | The use of the City as a Port of Call for cruise ships travelling within the Great Lakes presents unique and complex fire safety risks when cruise ships are docked at the City's shoreline. | Accept Mitigate Transfer | Yes | No | No | No | Yes |
| Geographic | Recreational activities within the City's conservation areas, such as hiking and snowmobiling, have the potential to generate calls for emergency services, such as rescue calls. | Accept Mitigate Transfer | No | No | No | No | Yes |

| Profile | Key Finding | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|
| Geographic | Recreational trails, including multi-use non-motorized trails and motorized trails within the City and surrounding area, have the potential to generate calls for emergency services, such as rescue calls. | Accept Mitigate Transfer | No | No | No | No | Yes |
| Building Stock | Based on the property stock mapping Group F – Industrial Occupancies are typically located west of Great Northern Road north of Second Line West, and along the waterfront west of Downtown. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | Based on the property stock mapping Group C – Residential uses are distributed across the City including outside of the Urban Settlement Area. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | The City includes areas of building stock that have higher density and, as such, greater potential for exposure in the event of a fire. Statistics Canada 2021 census data indicates that 28.2% of the City's building stock is comprised of attached dwellings (e.g. semi-detached, row housing, low-rise apartment buildings, etc.). | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | Potential building exposures are largely linked to the built-up areas primarily found Downtown and throughout residential areas within the Urban Settlement Area boundary. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | Within the Urban Settlement Area Boundary, there is a high concentration of buildings built prior to any provincial fire or building codes being in effect. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | There are properties within the City that may have an increased potential for high fire risk due to fuel load conditions, primarily linked to the identified Industrial land uses. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |

| Profile | Key Finding | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|
| Building Stock | In addition to registered vulnerable occupancies, the City has 37 schools, 12 EarlyON centres, and 26 licensed daycare centres, representing higher fire life-safety risks due to the number of children attending these facilities. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | The City has two detention centres, as well as a live-in treatment facility, which house vulnerable individuals that may be at increased risk in the event of a fire. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Building Stock | There are a number of identified heritage buildings within Sault Ste. Marie, primarily located in the downtown area, the majority of which were constructed prior to the introduction of the Ontario Building Code or the Ontario Fire Code. | Mitigate Accept | Yes | Yes | Yes | No | Yes |
| Demographic | The 2021 Census data indicates that children, aged 14 and under, represent 14.2% of the City's total population, slightly less than the Provincial population at 15.8%. | Mitigate Accept | Yes | Yes | No | No | Yes |
| Demographic | Of the City's total population, 15.9% fall into the age range of 55 to 64, representing a cohort aging towards the seniors' demographic of 65 years or older. | Mitigate Accept | Yes | Yes | No | No | Yes |
| Demographic | Based on socioeconomic factors, such as a lower participation rate in the labour force, lower levels of educational attainment and lower median incomes than the Province there is a potential increased fire risk within the City of Sault Ste. Marie in comparison to the overall province. | Mitigate Accept | Yes | Yes | No | Yes | Yes |

| Profile | Key Finding | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|
| Demographic | Spatial analysis of the bottom income decile shows the Downtown area (and the area surrounding Fire Station 1), at the southwest end of Wellington Street East, and in some smaller areas west of Pine Street at McNabb Street and at Northern Avenue East may be at increased risk of fire incidents and fire losses as a result of lower incomes. | Mitigate Accept | Yes | Yes | No | Yes | Yes |
| Hazard | The City's 2021 Hazard Identification and Risk Assessment identifies hazards that could each impact the ability of the City to deliver fire protection services. | Mitigate Accept | Yes | Yes | Yes | No | Yes |
| Economic | The City's major employers contribute to the economic vitality of the community. If a fire were to occur at one of these facilities it could have a negative impact on the financial well-being of the City. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Over the seven-year period from January 1, 2017, to December 31, 2023, the City experienced a total of 482 structure fires, averaging 68.9 per year. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Over the seven-year period from January 1, 2017, to December 31, 2023, structure fires occurring in Group C – Residential Occupancies account for 76.8% of total structure fires within the City (higher than the Province at 75.2%) and 53.3% of total structure fire loss (lower than the Province at 70.4%). | Mitigate | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Over the seven-year period from January 1, 2017, to December 31, 2023, structure fires occurring in Group F – Industrial Occupancies account for 5.8% of total structure fires within the City and 32.0% of total structure fire loss. | Mitigate | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | From 2017 to 2023 most reported fire-related civilian injuries (62) and all fire-related fatalities (9) in the City of Sault Ste. Marie occurred in Group C – Residential Occupancies. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |

| Profile | Key Finding | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|
| Past Loss and Event History | Of the fires occurring in the City over the seven-year period from January 1, 2017, to December 31, 2023, the leading cause of unintentionally set fires was due to misuse of ignition source at 29.7% (143 fires), compared to 27.7% in the Province. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Of the fires occurring in the City over the seven-year period from January 1, 2017, to December 31, 2023, the second most frequent cause of unintentionally set fires was due to mechanical/electrical failure at 9.4% (45 fires), compared to 15.0% across the Province. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Of the fires occurring in the City over the seven-year period from January 1, 2017, to December 31, 2023, undetermined/unknown causes accounted for 22.5% of fires (108), compared to 20.8% across the Province. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Of the fires occurring within the City over the seven-year period from January 1, 2017, to December 31, 2023, 29.3% of fires had an undetermined reported ignition source, which is 2.7% higher than the Province (26.6). | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Of the fires occurring within the City over the seven-year period from January 1, 2017, to December 31, 2023, 20.7% of fires had a reported ignition source that was classified as Cooking Equipment, which is 5.1% higher than the Province (15.7%). | Mitigate | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Of the fires occurring within the City over the seven-year period from January 1, 2017, to December 31, 2023, 13.3% of fires had a reported ignition source of open flame/tools/smokers' articles, which is 0.5% lower than the Province (13.8%). | Mitigate | Yes | Yes | Yes | Yes | Yes |

| Profile | Key Finding | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|
| Past Loss and Event History | Over the seven-year period from January 1, 2017, to December 31, 2023, of the fire loss incidents in Group C – Residential occupancies, 21.1% of incidents did not have a smoke alarm present (compared to 17.3% in the Province). | Mitigate | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | Over the seven-year period from January 1, 2017, to December 31, 2023, of the fire loss incidents in Group C – Residential occupancies, 34.2% of incidents had a smoke alarm present and operating compared to 44.7% in the Province. | Mitigate | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | During the period from January 1, 2012, to December 31, 2019, the total annual volume of emergency calls for services to the Sault Ste. Marie Fire Services increased by 10.1% and averaged 2,642 calls. The annual call volumes decreased in 2020 to 2021 as a result of the COVID 19 pandemic. The average annual calls for service between 2012 to 2023 was 2,441 calls. | Mitigate Accept | Yes | Yes | Yes | No | Yes |
| Past Loss and Event History | For the period from January 1, 2018, to December 31, 2023, the highest percentage of emergency call volume responded to by Sault Ste. Marie Fire Services as defined by the OFM response types was false fire calls representing 21.7% of the total emergency call volume. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |
| Past Loss and Event History | For the period from January 1, 2018, to December 31, 2023, the second highest percentage of emergency call volume responded to by Sault Ste. Marie Fire Services as defined by the OFM response types was medical/resuscitator calls representing 20.8% of the total emergency call volume. | Accept Transfer | No | No | No | No | Yes |

| Profile | Key Finding | Risk Treatment Option: Avoid Mitigate Accept Transfer | Education For consideration within the proposed Public Education Program | Enforcement For consideration within the proposed Inspection and Enforcement Program | Engineering For consideration within the proposed Inspection and Enforcement Program | Economic Incentive For consideration within the proposed Inspection and Enforcement Program | Emergency Response For consideration within the proposed Emergency Response Program |
|---|---|---|---|---|---|---|---|
| Past Loss and Event History | The downtown area and the neighbourhood surrounding Fire Station 1 (Steelton) experiences the highest concentration of all emergency call types within the City. There are several smaller areas of high emergency call concentration in close proximity to the other fire stations across the City. | Mitigate Accept | Yes | Yes | Yes | Yes | Yes |

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Salvatore Marchese, Junior Planner |
| DEPARTMENT: | Community Development and Enterprise Services |
| RE: | A-5-25-Z 33 Nichol Avenue |

---

## PURPOSE

The applicants, Jacob McEachern and Lana Perry, have submitted an application to rezone the subject property to permit the use of an indoor archery range within the existing building located at 33 Nichol Avenue.

## PROPOSED CHANGE

Rezone the subject property from Gentle Density Residential Zone with Special Exception 378 (R2.S378) to Gentle Density Residential Zone with amended Special Exception 378 (R2.378 Amended) to permit in addition to those uses permitted in the R2.S378 Zone, an indoor archery range, subject to the following provisions:

1. Require a minimum of nine parking spaces in association with the archery range;
2. Permit one parking space to be located in a required front yard, no closer than 3 metres from the front yard lot line; and
3. Permit the use of crushed stone or other similar hard, dustless surface for the provision of required parking spaces for the archery range only.

**Subject Property:**

- Location: located on the west side of Nichol Avenue, approximately 103 metres (338 ft.) north of its intersection with Second Line West.
- Approximate Size: rectangular shaped lot, with approximately 32 metres (106 ft.) of frontage along Nichol Avenue and a depth of 30 metres (100 ft.), for a total area of .099 hectares (.245 acres)
- Present Use: Vacant building.
- Owner: Jacob McEachern and Lana Perry

## BACKGROUND

In 1987, an application was filed to rezone the property from residential to institutional to permit the development of a place of worship building.

In 2018, the property owner at the time filed an application to rezone the property from institutional to residential to permit the conversion of the place of worship to a 5-unit apartment building.

In 2019, an application to sever the property into two additional parcels was approved by the Committee of Adjustment and assigned 21 and 25 Nichol Ave respectively.

## ANALYSIS

### Conformity with Official Plan

The subject property is designated as 'Residential' in the Official Plan's Land Use Schedule (Schedule C).

Residential policies in the Official Plan recognize that complete neighbourhoods benefit from a broad mix of uses that are in addition to, and compatible with housing. This includes institutional, recreational, and small-scale commercial uses such as schools, places of worship, recreational facilities, convenience stores, and alternative forms of housing.

This application proposes to expand the list of permitted uses to include a private indoor archery range, a commercial-recreation use. This use is considered compatible with the surrounding residential context and supports the Official Plan objective of encouraging diverse and complete neighbourhoods.

This proposal is therefore consistent with the Official Plan.

### Conformity with Provincial Planning Statement 2024

The PPS similarly supports the creation of complete communities. Section 2.1(6), *Planning for People and Homes*, encourages municipalities to accommodate a range and mix of land uses, including recreational uses, as part of complete neighbourhoods.

This proposal is therefore consistent with the intent of the PPS.

### Conformity with Growth Plan for Northern Ontario 2011

This proposal is consistent with the Growth Plan for Northern Ontario

## COMMENTS

The subject property is a large lot that contains a single-storey, L-shaped building that over the years has been used for residential uses and as a place of worship.

The applicants are proposing to locate a private, indoor archery range on the subject property. This type of facility can be described as a private, commercial-recreational facility, enclosed within the existing building for individuals to practice and learn archery. Accessory retail sales, such as equipment, may also occur on

site. Land use impacts associated with indoor archery are minimal to non-existent as noise does not travel off-site. There will be no outdoor activity.

There is no specific parking requirement in the zoning by-law for archery ranges or the recreational use category; however, comparable uses typically apply a range of parking ratios. The proposed nine parking spaces on-site equate to approximately 3 spaces per 100 square metres of floor area, which falls within an acceptable range for this type of use. One of the spaces will need to be barrier-free and paved. The applicant has indicated that the business will operate strictly as private lessons for groups of up to eight individuals, with larger events being held off-site. Based on experience at their former location, parking demand rarely exceeded five spaces.

The applicant has also noted long-term plans to convert the basement into residential units. They are aware that the limited number of on-site parking spaces may restrict the total number of units that can be developed. However, the applicant is open to exploring site alterations and additional opportunities for scramble and stacked parking should parking requirements become an issue. The proposed site plan proposes 10 parking spaces, of which two would be in a stacked parking arrangement for the purposes of employee parking

One parking space is proposed to be located within the ‘required front yard’, defined as the first 7.5 metres from the front lot line. The Zoning By-law does not permit parking in a required front yard primarily for aesthetic and safety reasons. In this instance, a three-metre municipal boulevard exists between the property line and the roadway. Furthermore, only a small portion of the entire required front yard will be occupied by the one space. Finally, the wide boulevard provides an appropriate sightline for vehicles exiting the site. Planning staff support this zoning amendment.

The applicants propose to retain the existing gravel parking area rather than paving it. The zoning by-law permits gravel surfaces for uses in rural areas, parks and recreation zones, places of worship, and low-density residential developments. These uses are typically characterized by lower traffic volumes and vehicle turnover. Parking demands for such uses are also generally limited to specific times, such as weekends, evenings or special events, making paving the entire parking area prohibitively costly and unnecessary. Permitting gravel parking for the proposed archery range is consistent with this approach. Zoning provisions will be added so that this flexibility only applies to the archery range, rather than a future use that warrants the need for paved parking.

<u>Housekeeping Amendment</u>
At the time of the property's previous rezoning in 2018, which introduced Special Exception 378, the property had not yet been severed to create the current lots at 21 and 25 Nichol Avenue. As a result, the special exception still applies to all three

properties (21, 25, and 33 Nichol Avenue), even though certain provisions are not relevant to all three lots.

This application proposes housekeeping amendments to realign the special provisions with the appropriate civic addresses, which did not exist at the time the original exception was created. Despite being initiated through a rezoning process, these amendments are neutral in nature and will not alter the development potential of any of the affected lots.

Provisions 1 and 2 of Special Exception 378 speak to the adaptive reuse of the existing building (i.e. the former church), and therefore, will be scoped just to 33 Nichol Avenue and removed from the vacant lots of 21 and 25 Nichol.

Provision 3 is applicable to just 21 and 25 Nichol Avenue. Therefore, it is proposed that each lot be given its own special exception to read "*to reduce the required R2 lot area from 550 to 517 square meters*".

**CONSULTATION**

A neighbourhood meeting was held by the applicants on March 25, 2025 at the Northern Community Centre. All property owners within 150 metres of the subject property, in addition to all property owners on Nichol Avenue, received notice. Two neighbouring residents attended the event and were supportive of the proposal. They identified excessive street parking as an issue when the building functioned as a place of worship and wanted to ensure this would not be an issue for the new use. While the new use envisions that most users of the facility will be dropped off, a sufficient supply of on-site parking will be required to address this concern.

Public notices were mailed to all neighbouring properties within 150m (591') of the subject property, in addition to all property owners on Nichol Avenue, on Thursday, April 17, 2025. The notice mailed to property owners is attached to this report. The notice was also advertised on the City website and in the Sault Star on Saturday, April 18, 2025.

**Public Comments**

At the time of drafting this report, no public comments have been brought to the attention of 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. The following departments/agencies commented on this application:

- No objections/comments – Accessibility Advisory Committee, Community Development and Enterprise Services, Economic Development, Municipal Heritage Committee, Legal Division, PUC, Public Works, and the Conservation Authority.

- Building Department would like to remind the applicant that upon approval of this application, they will need to obtain a change of use permit from the Building Department as per the *Ontario Building Code*.

  Further, Building staff have confirmed that the change of use to an archery range would not trigger the need for a record of site condition should the building be converted back to residential in the future.

- The Engineering Division notes that previous drainage issues on the lot were resolved through the construction of a swale and catch basin. Should any exterior alterations occur, such as paving the parking area, a stormwater management assessment may be required. This requirement would be secured through Site Plan Control at the property owner's expense.

- Fire Services noted that a Fire Safety Plan is required for the indoor archery range. The applicants are aware of this requirement and are currently working on developing one.

**FINANCIAL IMPLICATIONS**
Approval of this application will not result in any incremental changes to municipal finances.

**STRATEGIC PLAN / POLICY IMPACT**
Approval of this application supports the Quality of Life focus area of the Corporate Strategic Plan by creating additional recreational infrastructure that provides for year-round use.

There are no significant climate impacts anticipated from the approval of this application

**SUMMARY**
An application has been submitted to rezone the subject property from ‘Gentle Density Residential Zone with a Special Exception 378’ to ‘Gentle Density Residential Zone with amended Special Exception 378’ to permit in addition to those uses permitted in the R2.S378 Zone, an indoor archery range. The special exceptions are meant to facilitate the use of the indoor archery range in an existing vacant building.

This application represents the adaptive reuse of a vacant building by permitting a private, indoor recreational use that is compatible with the surrounding residential neighbourhood. The underlying residential zoning is maintained, ensuring that the long-term potential for residential redevelopment is preserved. The Building Department has confirmed that a record of site condition will not be required should residential uses be added or the entire building be converted to residential at some

point in the future. Therefore, the addition of the archery range does not preclude residential development potential.

**RECOMMENDATION**
It is therefore recommended that Council take the following action:

Resolved that the report of the Junior Planner dated May 12, 2025 concerning Application A-5-25-Z 33 Nichol Avenue be received and that Council approve this application in the following manner:

Rezone the subject property from Gentle Density Residential Zone with Special Exception 378 (R2.S378) to Gentle Density Residential Zone with amended Special Exception 378 (R2.378 Amended) to permit, in addition to those uses permitted in the R2.S378 Zone, an indoor archery range, subject to the following provisions:

1. Require a minimum of nine parking spaces in association with the archery range only;
2. Permit one parking space to be located within a required front yard setback; and
3. Permit the use of crushed stone or other similar hard dustless surface for the provision of required parking spaces for the archery range only.

Be it further resolved that provision #3 of existing Special Exception 378, which reads "*to reduce the required R2 lot area upon the southern 32 metres of the subject property from 550 to 517 square metres*", be repealed.

Rezone 21 Nichol Avenue from Gentle Density Residential Zone with Special Exception 378 (R2.S378) to Gentle Density Residential Zone with a new Special Exception (R2.S) to reduce the lot area from 550 to 517 square meters.

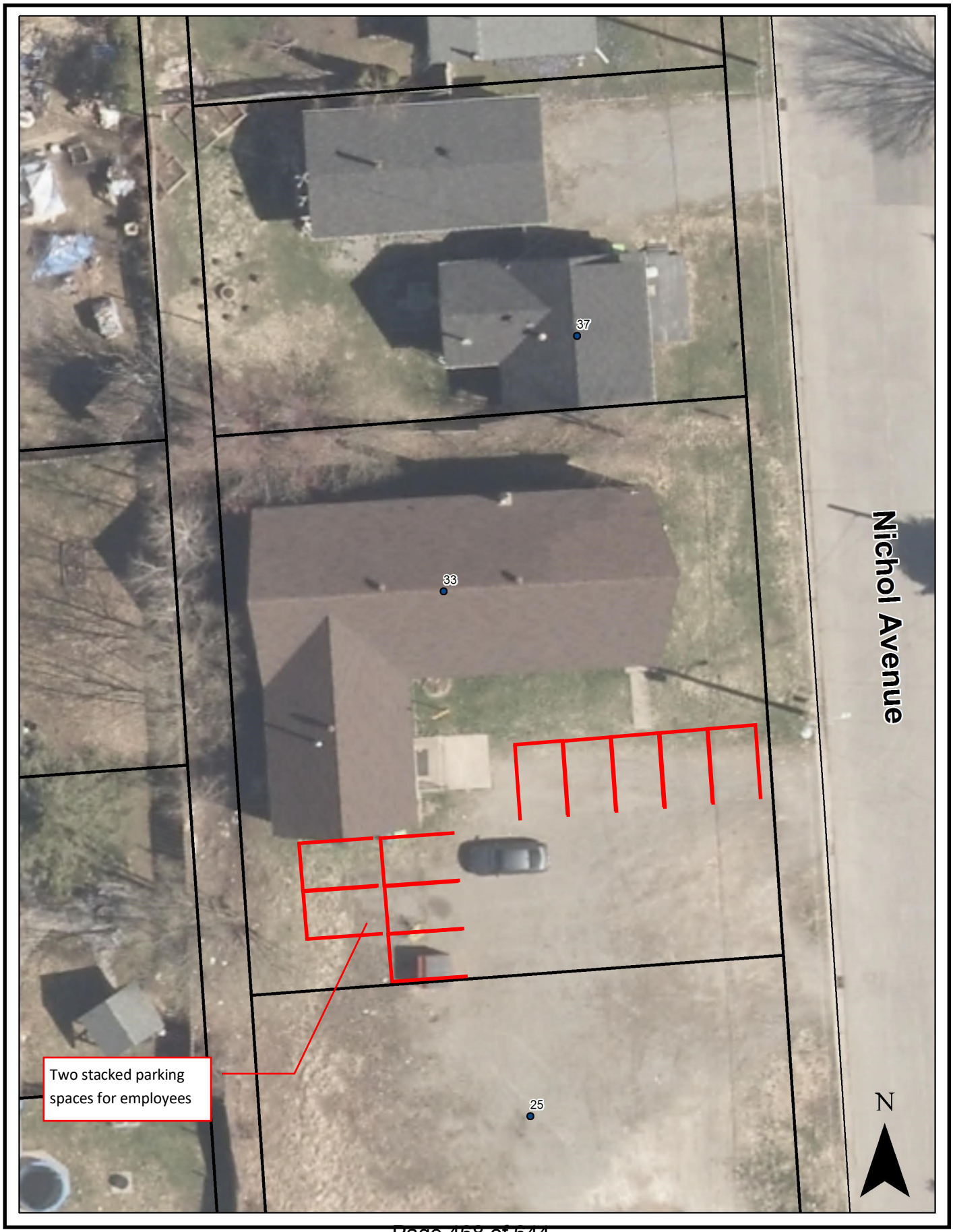
Rezone 25 Nichol Avenue from Gentle Density Residential Zone with Special Exception 378 (R2.S378) to Gentle Density Residential Zone with a new Special Exception (R2.S) to reduce the lot area from 550 to 517 square meters.

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

Respectfully submitted,

Salvatore Marchese
Junior Planner
705.759.54445
s.marchese@cityssm.on.ca

# Concept Plan



Re: Request for Comment : A-5-25-Z 33 Nichol Avenue

Good Morning,

The Building Department has the following comment;

- A change of use permit is required to convert the building into an archery range.

**Toni-Marie Streicher**

Senior Plans Examiner

Building Division
Public Works & Engineering Services

705.759.5376 t.streicher@cityssm.on.ca

Re: Request for Comment : A-5-25-Z 33 Nichol Avenue

Hi Sal,

As discussed, the building was converted to a single family dwelling in 2022, and this is the last legal use we have on record. Upon further review after our conversation, O. Reg. 153/04 defines community use as the use of a building on the property for indoor recreational activities, which the proposed project would fall under. Therefore, as the use of the property is considered sensitive and as it would be converted to another sensitive use, a record of site condition (RSC) would not be required for this conversion. For all conversions from a sensitive use to another sensitive use, RSCs are not required.

**Toni-Marie Streicher**

Senior Plans Examiner

Building Division
Public Works & Engineering Services

705.759.5376 t.streicher@cityssm.on.ca

Re: Request for Comment : A-5-25-Z 33 Nichol Avenue

Good afternoon,

The Engineering Department has the following revised comments:

- Stormwater management may be required if post-development flow exceeds pre-development.
- There was a historical drainage complaint from the property to the north. It was resolved by adding a swale along the shared property line and installing a catch basin behind the curb. This swale should be left in place or if there are any changes, they should be to the satisfaction of the Director of Engineering or approved designate.

Thanks,

**Jerry Tulloch**

Engineering Intern
Engineering Division

Public Works and Engineering Services
705.759.5329 j.tulloch@cityssm.on.ca

**CITY OF SAULT STE. MARIE**

99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
**saultstemarie.ca**

## Salvatore Marchese

**From:** Naomi Thibault
**Sent:** Wednesday, April 16, 2025 8:12 AM
**To:** Samir Thapa
**Subject:** RE: Request for Comment : A-5-25-Z 33 Nichol Avenue

Hi Samir,

My only comment is that a Fire Safety Plan will be required for this property for this use. A template was sent by our office to the owner on April 11, 2025 to the new owner.

Naomi

**Naomi Thibault**
Deputy Chief – Fire Prevention, Education & Emergency Management
Sault Ste. Marie Fire Services
705.949.3333 x 2233
n.thibault@cityssm.on.ca

72 Tancred St.
Sault Ste. Marie, Ontario
P6A 2W1

---

**From:** Samir Thapa <s.thapa@cityssm.on.ca>
**Sent:** Friday, April 4, 2025 2:23 PM
**To:** Maggie McAuley <m.mcauley@cityssm.on.ca>; Dan Perri <d.perri@cityssm.on.ca>; Freddie Pozzebon <f.pozzebon@cityssm.on.ca>; Francois Couture <f.couture@cityssm.on.ca>; Frank Bentrovato <f.bentrovato@cityssm.on.ca>; Toni-Marie Streicher <t.streicher@cityssm.on.ca>; Karen Fields <k.fields@cityssm.on.ca>; Brent Lamming <b.lamming@cityssm.on.ca>; Nicole Maione <n.maione@cityssm.on.ca>; Rick Van Staveren <r.vanstaveren@cityssm.on.ca>; Naomi Thibault <n.thibault@cityssm.on.ca>; eng dept <eng-dept@ssmpuc.com>; Virginia McLeod <v.mcleod@cityssm.on.ca>; Diane Morrell <d.morrell@cityssm.on.ca>; nature@ssmrca.ca; zeinab.seifpour@ontario.ca; planninganddevelopment@bell.ca; newdevelopment@rci.rogers.com; Dave Lamming <d.lamming@cityssm.on.ca>
**Cc:** Salvatore Marchese <s.marchese@cityssm.on.ca>; Amanda Cipriano <a.cipriano@cityssm.on.ca>; Orsalina Naccarato <o.naccarato@cityssm.on.ca>; Jerry Tulloch <j.tulloch@cityssm.on.ca>
**Subject:** Request for Comment : A-5-25-Z 33 Nichol Avenue

Hello All,

An Applicant propose rezone the subject property from R2 Gentle Density Residential Zone with Special Exception 378' (R2.S378) to R2 Gentle Density Zone with an amended Special Exception 378' (R2.S378 Amended) :

- Permit an indoor archery range; and
- Require a minimum 9 parking spaces in association with the Archery Range; and

- Permit 1 parking space to be located in a required front yard, no closer than 3 meters from the front yard lot line; and
- Permit the use of crushed stone or other similar hard and dustless surface for the provision of required parking spaces for the Archery range only.

This package contains:
- Application form
- GIS Maps of Site

Kindly submit your comments by **April 18, 2025** or before.

Thanks,

**Samir Thapa**
Administrative Clerk
Planning and Enterprise Services
705.574.1022 s.thapa@cityssm.on.ca

**CITY OF SAULT STE. MARIE**
99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
**saultstemarie.ca**

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## Application A-5-25-Z: Aerial Image

### Property Information

Civic Address: 33 Nichol Avenue
Roll No.: 060013039000000
Map No.: 79/1-89
Date Created: April 2, 2025

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**


Subject Property
Parcel Fabric

0 20 40 m
1:1,500

This map is for general reference only
Orthophoto: 2022

N




## Application A-5-25-Z: Subject Property

### Property Information

Civic Address: 33 Nichol Avenue
Roll No.: 060013039000000
Map No.: 79/1-89
Date Created: April 2, 2025

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**

Subject Property
Parcel Fabric
Residential
Commercial/industrial

0 10 20 m
1:1,000

This map is for general reference only.

N




# Application A-5-25-Z: Existing Zoning

## Property Information

Civic Address: 33 Nichol Avenue
Roll No.: 060013039000000
Map No.: 79/1-89
Date Created: April 2, 2025

0 20 40 m 1:1,500

This map is for general reference only.

N

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**


- 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 - Single Detached 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

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

# NOTICE OF APPLICATION & PUBLIC MEETING

## 33 Nichol Avenue

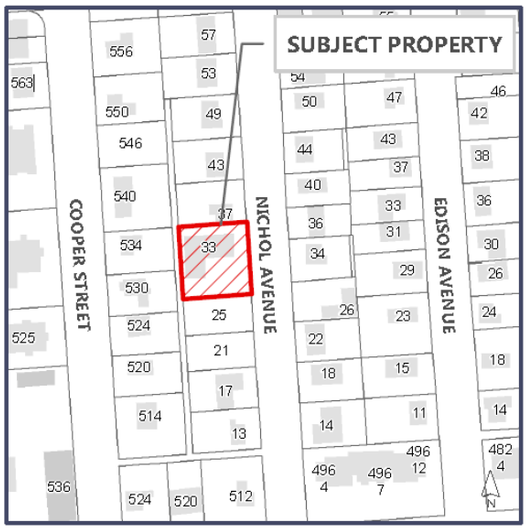
**Application No.: A-5-25-Z**
**Applicants: Jacob McEachern and Lana Perry**

**Date: May 12, 2025**
**Time: 5:00 PM**

**Location: City of Sault Ste. Marie**
**Civic Centre, Council Chambers**
**99 Foster Drive**

### PURPOSE

The Applicants, Jacob McEachern and Lana Perry, have submitted an application to rezone the subject property to permit the use of an indoor archery range within the existing building located at 33 Nichol Avenue.




### PROPOSED CHANGE

Rezone the subject property from 'Gentle Density Residential Zone with Special Exception 378' (R2.S378) to 'Gentle Density Residential Zone with amended Special Exception 378' (R2.S378 Amended) to permit in addition to those uses permitted in the R2.S378 Zone, an indoor archery range, subject to the following provisions:

1. Require a minimum nine parking spaces in association with the archery range; and
2. Permit one parking space to be located in a required front yard, no closer than 3 metres from the front yard lot line; and
3. Permit the use of crushed stone or other similar hard dustless surface for the provision of required parking spaces for the archery range only.

### HAVE YOUR SAY

Input on the proposed Zoning By-Law amendment is welcomed and encouraged. You can provide input by making a written submission or by making a public presentation.

**TAKE NOTICE THAT** the Council of The Corporation of the City of Sault Ste. Marie will hold a Public Meeting on Monday, May 12, 2025 at 5:00 PM to consider a proposed Zoning By-law Amendment (under section 34 of the Planning Act, R.S.O 1990, c. P13, as amended).This meeting will be broadcast by Shaw Cable and may be viewed on Shaw Cable's Community Channel, Sootoday.com and on the City's YouTube Channel https://www.youtube.com/saultstemarieca
Any person wishing to present at the public meeting may do so electronically or in person. Electronic participants must contact the City Clerk at cityclerk@cityssm.on.ca or 705-759-5388 to register as a presenter. Registered presenters will be provided with instructions as to how to join the meeting in advance Any written submissions received in advance of the meeting will be included with Council's Agenda.

### MORE INFORMATION

The application may be reviewed in the Planning Division, Level 5, Civic Centre, 99 Foster Drive. The Report of the Planning Division will be available as part of the Council Agenda on the City's website at 4:30 p.m. on Thursday, May 8, 2025 and in person on Friday, May 9, 2025, during regular office hours in the Planning Division. Digital and physical copies of the report are available upon request. Inquiries should be directed to Salvatore Marchese, Planning Division, at 705.759.5445 or s.marchese@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 Salvatore Marchese, Planning Division, 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6, or e-mail to s.marchese@cityssm.on.ca with your name, address and application file number on or before **Monday, May 12, 2025**.

If you wish to be notified of the Council of the City of Sault Ste. Marie decision to adopt or refuse the approval of an application, you must make a written request to the Planning Division at the address noted above.

**LEGAL NOTICE CONCERNING YOUR RIGHT TO APPEAL**

As per the Planning Act, appeal rights are only provided to specified persons, public bodies, applicants, registered owners of any land to which the by-law and/or plan would apply to, the Minister, and the appropriate approval authority.

If a specific person, public body, registered owner of a subject property does not make oral submission at a public meeting or make written submission to the City of Sault Ste. Marie before the By-law is passed, the specified person, public body or registered owner of a subject property may not be entitled to appeal the decision of the Council of the City of Sault Ste. Marie to the Ontario Land Tribunal.

If a person or public body does not make oral submissions at a public meeting, or make written submissions to the City of Sault Ste. Marie before the By-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.

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

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

May 12, 2025

| | |
|---|---|
| TO: | Mayor Matthew Shoemaker and Members of City Council |
| AUTHOR: | Steve Zuppa, Junior Planner |
| DEPARTMENT: | Community Development and Enterprise Services |
| RE: | A-4-25-CIP Housing Community Improvement Plan Amendments |

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## PURPOSE

The applicant, the City of Sault Ste. Marie (c/o Planning Division) is seeking Council's approval of the proposed amended Housing Community Improvement Plan (CIP).

## PROPOSED CHANGE

Major amendments to CIPs are to be made in accordance with the *Planning Act*, which requires a statutory public meeting and Council approval. Major amendments recommended for the Housing CIP are as follows:

1. The expansion of Per-door Grant eligibility criteria to include new market-rate units in Precinct 2. The maximum grant value for new market-rate units in this area is proposed to be $10,000 per unit.
2. The increase in Per-Door Grant maximum incentive values by $10,000 to $15,000 per unit for each housing category and unit type.
3. The addition of a new Municipal Fees Rebate Program, offering a grant equal to a portion of municipal fees for applications under the *Planning Act* and the *Ontario Building Code*.

Minor amendments, including typographical errors, clarifications, revisions to definitions, etc., may be made without Council approval.

Appendix A contains the final version of the amended Housing CIP. Appendix B contains a tracked version, showing the major and minor amendments in red.

## BACKGROUND

On August 12, 2024 Council approved the Housing CIP, establishing three financial incentive programs intended to facilitate broad investment in the City's housing stock to meet current and future housing demand. Also, on August 12, 2024, Council approved the CIPA, which contains three geographic areas (named "Precincts").

On January 27, 2025, the City was awarded $8.6 million in federal funding through the second round of the Housing Accelerator Fund (HAF2). Staff, in consultation with the Affordable Housing Task Force (AHTF), drafted several amendments to the Housing CIP to better reflect the recommendations of the City's Housing Action Plan 2023-2028 (Action Plan) and the initiatives contained in the City's HAF2 application.

On April 7, 2025, Council approved a draft amended Housing CIP with the intention of making the draft available for public review and for a prescribed public meeting to take place, as per section 28 of the *Planning Act*.

On February 22, 2022, Council passed the following resolution:

> *Whereas Council has, on a number of occasions, expressed its view that property standards in certain areas of the community require significant improvement; and*
>
> *Whereas at least two motions seeking community improvement plans have been brought forward to address the desire of Council to see improvement in the City's property standards, as well as the use of existing housing stock in the community; and*
>
> *Whereas City Council had sought to incentivize either the adaptive re-use of existing buildings, or the demolition and redevelopment of unsalvageable buildings; and*
>
> *Whereas no new community improvement plans have been brought forward, despite the requests made by Council; and*
>
> *Whereas on the February 22, 2022 City Council agenda, a report identifying a possible community improvement plan was not recommended by staff;*
>
> *Now Therefore Be It Resolved that Council direct staff to bring forward a draft of a community improvement plan that addresses both the adaptive re-use of existing buildings in the community, and the option of demolishing and redeveloping unsalvageable buildings in the community to Council for its decision, within the next six months.*

## ANALYSIS

### Conformity with Official Plan

As outlined in the City's Housing Needs Assessment 2023-2025, Sault Ste. Marie faces a high demand for housing yet has a low housing supply. The CIP amendments are designed to assist in increasing housing supply, while focusing

on affordable unit creation. Therefore, the following Official Plan policies support the implementation of this CIP:

Housing Policies

*With the overall goal of encouraging and supporting the creation of additional affordable housing units, the City shall ensure that a minimum of 30% of all dwelling units throughout the community are affordable by:*

*a. Providing additional incentives for the provision of affordable housing, through a Community Improvement Plan, which may include the waiving of planning application (rezoning, site plan control) fees, grants and tax rebates;*

*b. Supporting a mixture of housing types, including infill development and residential intensification;*

*c. Supporting the creation of Accessory Dwelling Units;*

*e. Conducting ongoing monitoring on affordability levels;*

*h. Working with non-profit stakeholders that provide affordable and supportive housing units; and*

*j. Giving preference to locating major new residential developments with affordable units within walking distance of amenities*

Residential Land Use Policies

*R.1 A mixture of housing types and diversity of ownership and tenure forms shall be encouraged in new development;*

*R.4 Small scale intensification may be permitted in all residential areas unless adequate supporting infrastructure is not available or significant physical constraints exist; and*

*R.5 Small scale residential intensification may include, but not be limited to, rooming, boarding and lodging houses, apartments in houses, infill development and redevelopment.*

The Official Plan also contains policies to direct residential development to SDAs. This amended CIP proposes to offer higher value incentives to housing developments within these areas.

Strategic Development Areas Policies

*SD.1 Encourage a complete mix of land uses with an emphasis on filling land use gaps and creating complete neighbourhoods that can meet a variety of needs, such as living, working, education, shopping, and recreational opportunities; and*

*SD.3 Encourage additional residential growth and development through various means including, but not limited to, financial incentives and reduced development standards.*

Thus, the proposed Housing CIP is consistent with the Official Plan.

**Conformity with Provincial Planning Statement 2024**
The PPS contains a number of policies specific to the goals and objectives of this proposed amended CIP. These include policies on accommodating mixes of affordable and market-rate residential types; promoting residential intensification and infill development; and focusing development within settlement areas and strategic growth areas (which are consistent with the CIPA and the SDAs, respectively).

2.2 Housing Policies

1. *Planning authorities shall provide for an appropriate range and mix of housing options and densities to meet projected needs of current and future residents of the regional market area by:*

   *b) permitting and facilitating:*

   1. *all housing options required to meet the social, health, economic and wellbeing requirements of current and future residents, including additional needs housing and needs arising from demographic changes and employment opportunities; and*
   2. *all types of residential intensification, including the development and redevelopment of underutilized commercial and institutional sites (e.g., shopping malls and plazas) for residential use, development and introduction of new housing options within previously developed areas, and redevelopment, which results in a net increase in residential units in accordance with policy 2.3.1.3;*

   *c) promoting densities for new housing which efficiently use land, resources, infrastructure and public service facilities, and support the use of active transportation; and*
   *d) requiring transit-supportive development and prioritizing intensification, including potential air rights development, in proximity to transit, including corridors and stations.*

2.4 Strategic Growth Areas

1. *Planning authorities are encouraged to identify and focus growth and development in strategic growth areas.*
2. *To support the achievement of complete communities, a range and mix of housing options, intensification and more mixed-use development, strategic growth areas should be planned:*

   *a. to accommodate significant population and employment growth;*

*b. to support affordable, accessible, and equitable housing.*

*3. Planning authorities should:*

*c. permit development and intensification in strategic growth areas to support the achievement of complete communities and a compact built form;*

Thus, the proposed Housing CIP is consistent with the PPS.

**Conformity with Growth Plan for Northern Ontario 2011**

The GPNO supports the creation of a Housing Action Plan and to support its implementation and through the use of available tools, such as a Housing CIP.

*4.2.1 All municipalities should […] prepare long-term community strategies. These strategies should support the goals and objectives of this Plan, identify local opportunities to implement the policies of this Plan, and be designed to achieve the following:*

*a. accommodation of the diverse needs of all residents, now and in the future.*

*c. optimized use of existing infrastructure.*

*4.2.2 Municipalities and planning boards are encouraged to:*

*a. align their official plan policies with their long-term community strategies developed in accordance with Policy 4.2.1.*

*b. employ the use of available tools to support and facilitate land-use planning that implements their long-term community strategies.*

This CIP supports intensification and infill residential development in Precinct 1 (SDA-First Neighbourhoods), which contains the Downtown. The GPNO encourages municipalities to plan for higher densities within their Strategic Core Areas:

*4.4.2 Municipalities that contain strategic core areas are encouraged to plan for these areas to function as vibrant, walkable, mixed-use districts that can:*

*b. accommodate higher densities*

Therefore, the proposed Housing CIP is consistent with the GPNO.

**COMMENTS**

The recommended amendments to the Housing CIP were completed by City staff in consultation with the Affordable Housing Task Force (AHTF). These amendments align with the Action Plan, which went through considerable public and stakeholder consultation.

It is important to note that staff are recommending that the existing Tax Increment Equivalent Grant and the Sault Foundations Feasibility Study Grant remain unchanged. No changes have been proposed to the Precinct boundaries.

Further details and rationale on the proposed major amendments are as follows:

*Major Amendment 1: Expansion of Per-Door Grant Eligibility*

It is recommended that eligibility for the Per-Door Grant be expanded to include new market-rate units in Precinct 2, with a proposed maximum grant value of $10,000 per unit. This proposed maximum incentive value for Precinct 2 is lower than the existing market-rate grants in Precinct 1.

Precinct 2 corresponds to the Strategic Development Areas – Other (SDAs) in the City's Official Plan. Offering grants in these areas supports Official Plan policies SD.1, SD.2, and SD.3 by promoting infill development, residential growth, a range of housing types, and the establishment of complete neighbourhoods. The SDAs are an appropriate area to encourage residential intensification, helping to:

- Maximize the use of municipal infrastructure and services;
- Increase community efficiency and support existing/new services and businesses;
- Reduce urban sprawl;
- Support the use of public transit and active modes of transportation; and
- Encourage environmental sustainability.

This change also aligns the Housing CIP more closely with the Action Plan. The Action Plan recommended a market-rate grant for Precinct 2; however, it was not included in the Housing CIP due to a lack of funding from higher levels of government. HAF2 funding enables the expansion of eligibility as intended.

*Major Amendment 2: Increase in Per-Door Grant Incentive Values*

The maximum Per-Door Grant incentive values are proposed to increase by $10,000 to $15,000 per unit for each housing category and unit type, as shown in Table 1:

*Table 1: Proposed Maximum Incentive Value Increases for the Per-Door Grant*

| Housing Category | Precinct | Tenure Types | Current Max. Grant Value (per unit) | Proposed Max. Grant Value (per unit) |
|---|---|---|---|---|
| Affordable | 1 | Purpose-Built Rental, Freehold | Bachelor: $30,000<br>1 Bedroom: $35,000<br>2 Bedroom: $40,000<br>3+ Bedroom: $45,000 | Bachelor: $45,000<br>1 Bedroom: $50,000<br>2 Bedroom: $55,000<br>3+ Bedroom: $60,000 |
| | 2 or 3 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | Bachelor: $30,000<br>1 Bedroom: $35,000<br>2 Bedroom: $40,000<br>3+ Bedroom: $45,000 | Bachelor: $40,000<br>1 Bedroom: $45,000<br>2 Bedroom: $50,000<br>3+ Bedroom: $55,000 |
| Market Rate | 1 | Purpose-Built Rental, Freehold | $20,000 | $30,000 |
| | 2 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | $0 | $10,000 |

Extensive public consultation and engagement with local stakeholders highlighted that current incentive values for affordable units in the adopted CIP are insufficient to offset the total loss of rental revenue over the mandatory 20-year affordability period compared to a market-rate unit. Furthermore, high construction costs, especially for new buildings, make it financially challenging to offer units at affordable rates. The proposed increase in maximum grant values will help bridge this gap and encourage the creation of new affordable residential units.

The Per-Door Grant is also meant to support a diverse range of housing options, including:

- Additional units within existing homes (e.g.: basement conversions);
- Additional units on existing lots (e.g.: garden suites); or
- New multi-unit developments (e.g.: triplexes or fourplexes).

During the first intake period (January 1 to March 31, 2025), the City received 13 Per-Door Grant applications. Most proposed adding units within existing homes. While this contributes to unit creation, the increased grant is expected to encourage a broader mix of unit types, such as stand-alone garden suites and new builds.

Furthermore, the proposed increase in Per-Door Grant values in Precinct 1 will support the development of more units in this area and help offset demolition costs for homes beyond repair. According to the 2021 Census, many dwellings in this area are inadequate, meaning they have major structural issues or defective plumbing/wiring. City staff have identified approximately 100 vacant homes in this area, many of which may be beyond feasible repair.

Rather than introducing a new stand-alone Demolition Grant (which may be challenging to implement and administer), it is proposed that the increased Per-Door Grant be used to support both demolition and replacement of uninhabitable housing units. To qualify, demolition must be tied to the creation of new residential units within a set timeframe. The grant will be paid to the developer when an occupancy permit is issued for the rebuilt units, ensuring that the demolition work has led to new unit creation.

*Major Amendment 3: Addition of a New Grant – Municipal Fees Rebate Program*

A new Municipal Fees Rebate Program is recommended for inclusion in the Housing CIP. This program will provide a grant equal to a portion of municipal fees for *Planning Act* applications and permits under the *Ontario Building Code*. This program is intended to reduce the soft costs of residential construction, particularly for affordable housing and projects located within the City's SDAs. This program is intended to complement and stack with other Housing CIP grants.

Although a Municipal Fees Rebate Program was recommended in the Action Plan, it was excluded from the Housing CIP due to a lack of funding from higher levels of government. However, the program was included as an initiative in the City's HAF2 application, and HAF2 funds are now available. Introducing this program will better align the Housing CIP with the Action Plan.

Eligibility is recommended to be similar to the proposed amended Per-Door Grant, where affordable developments are eligible in all Precincts and market-rate developments are only eligible in Precincts 1 and 2, as shown in Table 2. For mixed developments that include both affordable and market-rate units, the rebate will be prorated based on the proportion of each unit type.

*Table 2: Recommended Municipal Application Fee Rebates*

| Location | Affordable Rebate | Market-Rate Rebate |
|---|---|---|
| Precinct 1 | 100% | 100% |
| Precinct 2 | 100% | 50% |
| Precinct 3 | 100% | 0% |

Grant values awarded through this program will vary considerably based on the type of residential development and the location. For example, a full rebate for a basement apartment conversion may be under $1,000, while a new 100-unit apartment building in Precinct 1 may be eligible for a rebate between $200,000 and $250,000.

As such, the proposed Municipal Fees Rebate Program provides a practical, cost-saving incentive for housing development, with flexible scaling for both large and small projects.

*Minor Amendments:*
These amendments are primarily for housekeeping purposes. They include clarifications in several sections and minor typographical corrections. The final version of the CIP is provided in Appendix A.

**Implementation**
No changes are proposed to the application process for the Per-Door Grants. It is recommended that the Municipal Fees Rebate Program be applied for in tandem with either the Per-Door Grant or the Tax Increment Equivalent Grant (depending on the number of units proposed in the development). The existing application forms will be updated to allow applicants to apply for both programs simultaneously. A standalone application form and agreement for the Municipal Fees Rebate Program will be developed for applicants who do not wish to apply for any other grants.

Any units incentivized as "affordable" will require a 20-year commitment. The existing process for verifying ongoing affordability will also apply to units funded as affordable through the Municipal Fees Rebate Program.

Should Council approve the Housing CIP amendments, CIP applications submitted during the Quarter 2 intake period or any future intake periods will be eligible for the amended grants. Applications previously submitted in Quarter 1, 2025 are eligible under the existing CIP.

**CONSULTATION**
Public notice was posted on the City website on April 14, 2025 and advertised in the Sault Star on April 19, 2025. An online advertisement directing viewers to the public notice ran intermittently on www.sootoday.com from April 18 to April 27, 2025.

As this is a City-wide application, no physical notices were mailed out. An email was circulated to all stakeholders involved in the development of the Housing CIP, as well as to individuals who attended related public open houses and requested to receive updates on the City's housing initiatives.

Furthermore, on April 8, 2025, the public consultation website for the Housing CIP was updated to include the draft amended Housing CIP for download, review, and comment. As of the drafting of this report, the site had received 89 new views and no participants had left comments.

Public feedback was further collected through various outreach efforts, including presentations, conversations with stakeholders, and open houses. This included a dedicated Housing CIP open house on February 12, 2025 at the Ronald A. Irwin Civic Centre, which was attended by approximately 120 members of the public.

**Public Comments**
Public comments centred on: the maximum incentive value of the Per-Door Grant for affordable units was seen as insufficient to encourage private developers to commit to the 20-year affordability period; market-rate grants should be expanded to reflect the high costs of construction; and uninhabitable units in the downtown area should be eligible for grant funding to support either their rehabilitation or replacement with new builds.

The amendments are intended to address these concerns by providing additional funding for new units, particularly for affordable units across the CIPA. Furthermore, the increase in Per-Door Grant maximum values in Precinct 1 is intended to support the demolition and reconstruction of uninhabitable units.

**Application Circulation**
As part of the application review, this proposal was circulated to the following City divisions and external agencies for detailed technical review and comment: Accessibility Advisory Committee, Batchewana First Nation, Bell Canada, Building Division, Canada Mortgage and Housing Corporation, Community Development and Enterprise Services, Conservation Authority, Downtown Association, Economic Development, Engineering Services, Fire Services, Garden River First Nation, Huron Superior Catholic District School Board, Legal Division, Ministry of Municipal Affairs and Housing (MMAH), Municipal Heritage Committee, Public Works, Public Utilities Commission, Rogers Communication, and Transit Services.

Up to the drafting of this report, no concerns have been raised. The Building Division recommended clarifying the timing of a Municipal Fees Rebate being issued for a building permit application (Section 2.7.5). This change has been incorporated into the Housing CIP.

MMAH has suggested minor changes that have been incorporated into the draft Housing CIP. The majority of these changes are clarifications of definitions and policies to make them more understandable for the reader. Furthermore, the affordable housing definition has been altered to link to the actual website location of the specific MMAH dataset (Affordable Residential Units bulletin) that will be used to determine baseline and ongoing affordability for Sault Ste. Marie.

**FINANCIAL IMPLICATIONS**
The amended Housing CIP contains three programs that require a budget:

1) Per-Door Grant Program;
2) Sault Foundations (Feasibility Study Grant); and
3) Municipal Fees Rebate Program.

All three programs are eligible to be funded through HAF2. The City will receive $6,462,669 over the first three years of HAF2. An additional fourth-year payment of $2,154,223 is contingent upon the City meeting its HAF2 housing target. Recommended allocations for the first three years HAF2 funding are shown in Table 3:

*Table 3: HAF2 Funding Allocation (Years 1 to 3)*

| Grant/Program | HAF2 Allocation |
|---|---|
| CIP: Per-Door Grant | $1,575,000 |
| CIP: Sault Foundations | $270,000 |
| CIP: Municipal Fees Rebate Program | $1,500,000 |
| Non-CIP Housing Initiatives | $655,000 |
| HAF2 Contingency | $2,462,669 |
| Total | $6,462,669 |

Council is being asked to allocate a total $3,345,000 of HAF2 funding to the three Housing CIP grant programs listed above. Depending on program uptake, it may be necessary to shift funding between the three CIP programs to maximize their impact.

The non-CIP housing initiatives are separate from the Housing CIP but were included in the City's HAF2 application. These include expenses related to other housing programs (Access to Land program and the Accessory Dwelling Unit pre-approval program), the hiring of a temporary Housing Coordinator, and marketing efforts of housing grants/programs.

A HAF2 contingency reserve has also been included for additional flexibility. This reserve may be used to support the Housing CIP grant programs if demand exceeds expectations, extend the Housing CIP beyond its initial three-year term, and/or fund other high-impact housing projects identified in the future. The use of the HAF2 contingency reserve would require Council approval.

Additionally, the City has received $600,000 in Building Faster Fund (BFF) funding for exceeding its 2023 Provincial housing target. Council has already allocated this funding to the Housing CIP. If the City exceeds housing targets in 2024 and 2025, two additional payments of $600,000 will be provided.

The Housing CIP Plan Administrator, or their designate, will report to Council every six months, detailing grants awarded and the use of HAF2 and BFF funds for each program. Should HAF2 and BFF funds be exhausted in any given year, application intakes for the Per-Door Grants, Municipal Fees Rebate Program, and the Sault Foundations feasibility study grant will be paused until the next annual payments are received or when new funds become available.

It is important to note that no amendments are being proposed to the Tax Increment Equivalent Grant (TIEG) within this Housing CIP. The TIEG uses the incremental increase to the tax base (from growth) to invest in the community, in this case, for housing. As the grant phases out over time, the increased tax revenue returns to the municipal base. It is therefore recommended that HAF2 funding not be used for the TIEG. Instead, the TIEG will continue to be financially

backstopped by the City through future tax revenues generated by the developments it supports.

**STRATEGIC PLAN / POLICY IMPACT**

The proposed amendments support the following strategic focus areas of the corporate strategic plan.

Current Assets: This CIP encourages infill development and residential intensification within SDAs and the rest of the Urban Settlement Area, thus promoting more efficient use of existing municipal infrastructure and services.

Social Equity: Adequate and affordable housing is a key quality of life indicator. The CIP promotes the construction of new affordable housing units, as well as an increase in the overall housing supply (including purpose-built rentals, Additional Dwelling Units, and multiple unit dwellings); thereby providing more housing options to a broader range of income levels.

Vibrant Downtown: This CIP encourages infill development within the First Neighbourhoods, which includes the Downtown. An increase in residential density in the Downtown can help create a vibrant, complete community where people want to live and work.

**Climate Impact**

Higher-density mixed-use development within the City's SDAs fosters an environment conducive to active transportation. Compact, mixed-use developments promote walkability, cycling, and public transit usage due to shorter distances between residences, workplaces, and amenities, thus reducing carbon emissions.

The Per-Door Grant application scorecard awards additional points for energy efficiency above and beyond the *Ontario Building Code.* This supports the City’s GHG Reduction Plan.

**SUMMARY**

On January 27, 2025, the City was awarded federal HAF2 funding to increase the supply of homes within the municipality. City staff, in consultation with the AHTF, are recommending amendments to the Housing CIP to help address housing demand and to better align with the City’s Housing Action Plan 2023-2028. Major amendments include:

1) Expanding eligibility for the Per-Door Grant to market-rate units in Precinct 2, with a maximum incentive value of $10,000. This amendment will help encourage residential growth in the City’s Strategic Development Areas;

2) Increasing the maximum Per-Door Grant values by $10,000–$15,000 per unit to better address the affordability gap and the rising costs of residential construction. The expanded Per-Door Grant will also support the demolition

and replacement of uninhabitable homes, particularly those located within Precinct 1; and

3) A new Municipal Fees Rebate Program, providing a grant equal to a portion of application fees under the *Planning Act* or the *Ontario Building Code*. This program is intended to help offset the soft costs of residential construction, particularly for affordable housing or new development within the City's Strategic Development Areas.

No changes are recommended to the existing Tax Increment Equivalent Grant, the Sault Foundations Feasibility Study Grant, or the Precinct boundaries. Minor housekeeping updates have been made for clarity and consistency, particularly those recommended by MMAH.

Council is being asked to allocate a total $3,345,000 of HAF2 funding to three programs within the Housing CIP: the Per-Door Grant, Sault Foundations, and the Municipal Fees Rebate Program and to allow the Plan Administrator to shift HAF2 funding between these programs based on demand.

**RECOMMENDATION**
It is therefore recommended that Council take the following action:

Resolved that the report of the Junior Planner dated May 12, 2025 concerning A-4-25-CIP Housing Community Improvement Plan Amendments be received and that Council:

1. Approve the amended Housing Community Improvement Plan (Appendix A);
2. Delete Schedule "A" to By-law 2024-133 named "Appendix A: City of Sault Ste. Marie Housing Community Improvement Plan (Draft) August 2024" and replace it with Schedule "A" City of Sault Ste. Marie Housing Community Improvement Plan May 2025; and
3. Allocate $3,345,000 of Housing Accelerator Fund – Round 2 funding to the Housing Community Improvement Plan, and authorize the Plan Administrator to reallocate funds among the associated grant programs as needed, based on demand.

The relevant By-law 2025-75 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

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Appendix A

SAULT STE MARIE

City of Sault Ste. Marie

# Housing Community Improvement Plan

**May 2025**



## Land Acknowledgement

### Robinson-Huron Treaty Territory

The City of Sault Ste. Marie acknowledges this area as part of the Robinson-Huron Treaty territory and is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council and today is home to many Urban Indigenous people from across Turtle Island.

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# 1. Introduction

## 1.1 Purpose of this Plan

This Community Improvement Plan ("CIP" or "Plan") is a community revitalization tool that responds to the housing needs of the City of Sault Ste. Marie ("City"). It directly implements Action 3 of Sault Ste. Marie's Housing Action Plan 2023-2028, to "provide financial incentives for housing". In doing so, the Plan establishes a range of financial incentive programs intended to facilitate broad investment in the City's housing stock to meet current and future housing demand.

Like many municipalities across Canada and in Ontario, the supply of adequate and affordable housing has emerged as a critical challenge. As of 2023, the City estimates that approximately 3,115 new housing units will be required by 2036 to meet projected housing demand. The Province of Ontario ("Province") has also identified a housing target for the City of 1,500 new units by the year 2031.

The City therefore plans to meet or exceed the Provincial housing target by 2031, as well as satisfy the housing demand that is projected by the year 2036. This Plan is intended to have a key role in achieving these housing targets.

Importantly, the City will require housing that responds to changing demographics, economics, and market conditions. Therefore, housing within the City will need to provide opportunities for people with housing needs and aspirations.

## 1.2 Objectives of this Plan

The objectives of this Plan are in response to the identified housing needs and opportunities within the City, while similarly advancing the priorities of the Housing Action Plan. Therefore, the objectives of this Plan are to:

1. Support implementation of the Housing Action Plan, specifically Action 3, which states "Provide Financial Incentives to Housing".
2. Implement the housing policies of the City's Official Plan.
3. Increase the overall inventory of housing stock.
4. Develop an appropriate mix of housing with regards to type and tenure.
5. Prioritize the development of affordable housing.
6. Focus housing development within the Strategic Development Areas of the City that have the greatest identified need or are within a safe-walkable distance to an array of services and amenities.
7. Respond to the diverse housing needs of current and future residents.

Proposed community improvement works that benefit from the financial incentive programs of this Plan must be consistent with these objectives. These objectives are also a critical component to the monitoring and evaluation framework of this Plan, and therefore should be evaluated regularly to inform future updates.

## 1.3 Community Improvement Project Area (CIPA)

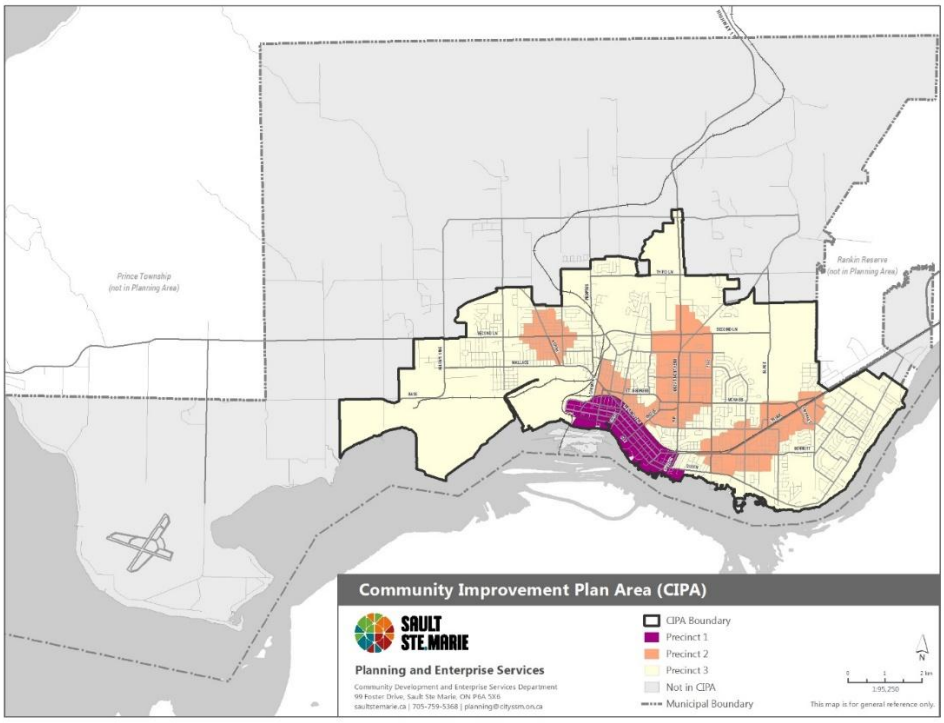
Properties eligible to apply for the financial incentive programs established by this Plan are shown on the CIPA. The CIPA is established as a separate by-law from this Plan and may be amended from time to time at Council's discretion. It is therefore important for eligible applicants to consult with the Plan Administrator to determine if a property or building is within the CIPA before applying.

The CIPA delineates distinct "Precincts", wherein this Plan contemplates some of the financial incentive programs differently in response to the housing priorities throughout the City. The Precincts are generally described as follows:

1. **Precinct 1:** This Precinct corresponds to the Strategic Development Areas – First Neighbourhoods as identified in the Official Plan. Precinct 1 includes some of the City's first established residential neighbourhoods, as well as the Downtown and is an area that demonstrates a heightened and unique need for adequate and affordable housing.
2. **Precinct 2:** This Precinct corresponds to the Strategic Development Areas – Other as identified in the Official Plan. Precinct 2 includes areas of the City that are within a safe-walkable distance to a variety of services and amenities. Over time, areas within Precinct 2 will experience residential growth and a resulting demand for new housing opportunities.
3. **Precinct 3:** This Precinct includes areas that are within the Urban Settlement Area of the City, but outside of Precincts 1 and 2.

The boundaries of the Precincts are delineated by the CIPA and may be subject to modification through a by-law as enacted by Council. The CIPA is shown in Figure 1.

*Figure 1: Community Improvement Project Area (CIPA)*




## 1.4 Legislative Authority

This Plan has been prepared and enacted in accordance with Section 28 of the *Planning Act*. Pursuant to Section 28, the City may issue financial incentives to eligible applicants within a designated CIPA, and where a CIP has been prepared.

This Plan is also permitted under Section 106 of the Municipal Act, 2001, which generally prohibits municipalities from directly or indirectly assisting manufacturing, business or other industrial or commercial enterprises. An exception to Section 106 is made under Section 106(3) for municipalities exercising powers under Section 28 (6) or (7) of the Planning Act, being to adopt a CIPA and CIP.

## 1.5 Structure of this Plan

This Plan is organized into four sections:

1. **Section 1** introduces the CIP, including relevant background information, purpose, and legislative authority.
2. **Section 2** identifies the programs of this Plan which includes the description, purpose, and interpretation for each program.
3. **Section 3** establishes the general eligibility criteria for programs.
4. **Section 4** provides detailed implementation policies that inform how this Plan is monitored and evaluated.

# 2. Financial Incentive Programs

## 2.1 Purpose

This Plan establishes several financial incentive programs to advance the housing objectives of the Plan. The programs are intended to respond to a range of housing needs and opportunities within the community.

## 2.2 Financial Incentive Programs

Under this Plan, a total of four programs are established:

1. Per-Door Grant Program;
2. Tax Increment Equivalent Grant (TIEG) Program;
3. Sault Foundations - Feasibility Study Grant Program; and
4. Municipal Fees Grant Program.

Specific details of the financial incentive programs are established under sections 2.4 through 2.7 of this Plan.

## 2.3 Interpretation of the Programs

The financial incentive programs are presented in sections to assist with interpretation and administration, as follows:

1. **Purpose:** Identifies the purpose of the financial incentive program and how it benefits applicants and the community.
2. **General Program Availability:** Specifies the types of housing and tenure that are eligible for the program based on the CIPA.
3. **Eligible Costs:** Provides details for which types of community improvement works are considered eligible in the calculation of a financial incentive program value.
4. **Financial Incentive Program Value:** This section identifies program-specific financial incentive values and maximum grant values.
5. **Payment of Financial Incentive Program:** Describes how and when a financial incentive is to be paid or deemed complete.
6. **Specific Eligibility Criteria:** Provides program-specific details of applicable criteria that applicants must satisfy in order to be eligible to apply for a Program. These eligibility criteria must be read in conjunction with Section 3 General eligibility of this Plan.

## 2.4 Per-Door Grant Program

### 2.4.1 Purpose

The Per-Door Grant Program provides a one-time grant to small-scale developments that propose up to four new dwelling units. The Program is intended to support a greater mix, size, and tenure of housing within the City, while also contributing to an increase in the overall availability of affordable housing options, particularly missing middle housing options. Successful applicants will be required to enter into an agreement with the City to maintain the housing as affordable, in accordance with the specific eligibility criteria of this Program.

### 2.4.2 General Program Availability

The availability of the Per-Door Grant Program depends on whether the housing is developed as affordable or market rate, and depending on tenure, as follows:

1. **Affordable:** Where affordable dwelling units are proposed, the Program is available in all three Precincts.
2. **Market Rate:** Where market rate dwelling units are proposed, the Program is only available in Precincts 1 and 2.
3. **Tenure:** Both freehold housing and rental housing are eligible for this Program, however freehold housing is limited to not-for-profit ownership in Precincts 2 and 3.

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.4.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results a net increase in the total number of dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.4.4 Financial Incentive Program Value

The structure of the Per-Door Grant Program, including the per-unit grant value, is as shown in Table 1:

*Table 1: Per-Door Grant Program Structure*

| Housing Category | Precinct | Tenure Types | Maximum Grant Value (per unit) |
|---|---|---|---|
| Affordable | 1 | Purpose-Built Rental, Freehold | Bachelor: $45,000<br>1 Bedroom: $50,000<br>2 Bedroom: $55,000<br>3+ Bedroom: $60,000 |
| | 2 or 3 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | Bachelor: $40,000<br>1 Bedroom: $45,000<br>2 Bedroom: $50,000<br>3+ Bedroom: $55,000 |
| Market Rate | 1 | Purpose-Built Rental, Freehold | $30,000 |
| | 2 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | $10,000 |

The maximum amount of incentive provided under this program to any approved eligible property will not exceed the lesser of $240,000 or the eligible expenses (which corresponds to a four-unit development in Precinct 1 with all 3-bedroom units that meet the definition of affordable).

### 2.4.5 Payment of Financial Incentive Program

The grant shall be paid upon completion of works related to the eligible costs and when an occupancy permit is issued, or otherwise to the satisfaction of the City, and in accordance with the requirements of this Plan.

### 2.4.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. Where affordable housing is proposed, the City will require successful applicants to enter into an agreement with the City to maintain the housing as affordable for a period of 20 years.
2. The City requires eligible applicants to provide a cost estimate or quote in advance of the services being rendered by a qualified professional. The cost estimate or quote shall include a detailed breakdown of tasks and associated costs. At its discretion, the City may require additional cost estimates or quotes to be provided, and in this case, the payment of this portion of the grant shall be the lesser of the cost estimates provided.
3. Applications will be assessed and prioritized using a Per-Door Grant scorecard.

## 2.5 Tax Increment Equivalent Grant (TIEG) Program

### 2.5.1 Purpose

The Tax Increment Equivalent Grant (TIEG) will provide an annual grant to reimburse a portion of the municipal property tax increase resulting from residential development on a property over a fixed number of years. The Program is intended to encourage significant investment in new housing within the City. Only applications that propose a total of five new dwelling units or greater are eligible for this Program.

### 2.5.2 General Program Availability

The TIEG is available for affordable dwelling units in all three precincts. However, the Program is structured differently depending on tenure, as follows:

1. **Purpose-Built Rental:** Financial incentives for dwelling units defined as rental by this Plan are eligible in all Precincts.
2. **Freehold:** Financial incentives for units defined as freehold by this Plan are eligible in Precinct 1 only (for example, a condominium with 5 or more units).

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.5.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results in a net increase in 5 or more dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.5.4 Financial Incentive Program Value

The maximum value of the TIEG is calculated as the difference between pre-project municipal tax assessment and the post-project municipal tax assessment.

As shown in Tables 2 to 4, the total length of the TIEG (in years) will be determined by the percentage of new affordable units within the development and the Precinct where the development is located, ranging from three to nineteen years.

A TIEG will typically offer a grant equal to 100% of the municipal portion of the tax increment for a fixed number of years, decreasing to 75% in the third last year, 50% in the second last year, and 25% in the final year. The grant ceases thereafter.

*Table 2: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 1*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 100% | 100% | 100% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 100% | 100% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 5 | 6 | 7 | 8 | 10 | 11 | 12 | 14 | 16 | 18 | 19 |

*Table 3: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 2*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 4 | 5 | 6 | 7 | 9 | 10 | 11 | 13 | 14 | 16 | 17 |

*Table 4: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 3*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 75% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 50% | 75% | 75% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 25% | 50% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 0% | 25% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 3 | 4 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |

### 2.5.5 Payment of Financial Incentive Program

1. The TIEG will only be issued subsequent to completion of approved eligible works, final inspections are complete, and an occupancy permit has been issued.
2. The grant will be paid annually by the City to the eligible applicant subsequent to payment of all property taxes.

### 2.5.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. The TIEG program shall be eligible to be combined with the Feasibility Study Grant Program and the Municipal Fees Rebate Program of this Plan but not the Per-Door Grant program.
2. The City may evaluate the merit of an application based on considerations for achieving specific actions as part of the Housing Action Plan.
3. The applicant must demonstrate that a substantial increase in municipal property taxes will occur due to development or redevelopment.

4. The applicant shall provide to the City a post-improvement assessment. The post-improvement assessment will be used by the City to determine the difference between the amount of municipal taxes prior to the development or redevelopment and the amount of municipal taxes to be paid after the development is complete.
5. A grant issued under this Program will be issued in accordance with a grant schedule and provided to the registered owner of the property on an annual basis.
6. An annual grant shall not be issued until all property taxes owing for each year are fully paid. If a property tax installment is missed or payment is late, the City reserves the right, without notice and at its own discretion, to withhold or terminate all future grant payments.
7. An annual grant shall not be recalculated based on tax increases resulting from general re-assessments, or changes in tax legislation.
8. If the property is sold or there is otherwise a change in ownership, the City reserves the right to withhold or terminate future grants.
9. At its discretion, the City may suspend or discontinue this Program. However, existing agreements between the City and landowners will be recognized, whereby grants will continue to be issued subject to the agreement.

## 2.6 Sault Foundations - Feasibility Study Grant Program

### 2.6.1 Purpose

The Sault Foundations Program offers a grant to fund studies that assess the feasibility of building "missing middle" housing on a property that is owned by a Not-for-Profit agency. The feasibility study would facilitate development at the concept stage to identify steps and resources needed to make the development a reality.

### 2.6.2 General Program Availability

The Sault Foundations Program is available in all three precincts where proposed development includes an increase in residential units.

### 2.6.3 Eligible Costs

A feasibility study consisting of any combination of the following shall be deemed eligible under this Program:

1. financial analysis and feasibility assessment, or associated business development related studies and plans; and
2. technical reports or studies, such as a building conditions report, where an existing building is proposed to be repurposed or significantly modified or renovated.

### 2.6.4 Financial Incentive Program Value

The maximum grant value of the Program is $30,000.

### 2.6.5 Payment of Financial Incentive Program

1. A grant may be issued to an eligible applicant in advance of the eligible costs being undertaken, at the City's sole discretion.
2. An application must be formally approved by the City before undertaking or initiating the eligible costs. The City may request that the applicant provide at least one quote from a prospective consultants who will conduct the study. Consultants must be qualified professionals.
3. The City may require that the study be completed within a specific timeframe. Further, the City may require full repayment of the total grant value should the study not be completed within the established timeframe.
4. The specific timeframe for which the study is completed will be determined through an agreement entered into between the City and an applicant. At its sole discretion, the City may extend this timeframe upon request of the applicant, provided advance notice is given, and justification for the extension is provided.

### 2.6.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. Applicants must be a registered Not-for-Profit organization in good standing. The nature of the Not-for-Profit's interest in developing housing aligns with advancing the housing goals and objectives of the City and this Plan.
2. Applications that propose affordable housing units may be prioritized for funding under this Plan, at the discretion of the City.
3. If the project is deemed feasible, applicants may be eligible for other financial incentive programs in this Plan. For clarity, applicants shall not be eligible to apply for any other financial incentive program if combined with this Program, until such time that it can be demonstrated to the City that the proposed development is feasible.

## 2.7 Municipal Fees Rebate Program

### 2.7.1 Purpose

The Municipal Fees Rebate Program offers a grant equal to a portion of municipal fees paid to the City related to an application made under the Planning Act or the Ontario Building Code. The Program is intended to reduce the soft costs of constructing new residential units, particularly those that meet the definition of "affordable" as defined by this Plan.

### 2.7.2 General Program Availability

The availability of the Municipal Fees Rebate Program depends on whether the housing is developed as affordable or market rate, and depending on tenure, as follows:

1. **Affordable:** Where affordable dwelling units are proposed, the Program is available in all three Precincts.
2. **Market Rate:** Where market rate dwelling units are proposed, the Program is only available in Precincts 1 and 2.
3. **Tenure:** Both freehold housing and rental housing are eligible for this Program, however freehold housing is limited to not-for-profit ownership in Precincts 2 and 3.

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.7.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results a net increase in the total number of dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.7.4 Financial Incentive Program Value

The structure of the Municipal Fees Grant Program is shown in Table 5:

*Table 5: Municipal Fees Rebate Program Structure*

| Housing Category | Precinct | Tenure Types | Maximum Grant Value (per development) |
|---|---|---|---|
| Affordable | 1 | Purpose-Built Rental, Freehold | 100% of Planning Act and Building Permit application fees |
| | 2 or 3 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | 100% of Planning Act and Building Permit application fees |
| Market Rate | 1 | Purpose-Built Rental, Freehold | 100% of Planning Act and Building Permit application fees |
| | 2 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | 50% of Planning Act and Building Permit application fees |

If a development in Precinct 2 or 3 includes both affordable and market-rate units, the rebate/grant will be adjusted according to the number or percentage of affordable units and the number or percentage of market-rate units.

### 2.7.5 Payment of Financial Incentive Program

Applicants are required to initially pay any applicable fees as an upfront cost under this Program. Subsequent payment of a financial incentive shall be in accordance with the following:

- Planning Act: Payment of a financial incentive under this Program that involves an application made under the *Planning Act* shall only be issued upon completion of the approved development.
- Building Permit: Payment of a financial incentive under this Program that involves a Building Permit shall only be issued when the final occupancy permit has been issued, and the building permit is finalized.

### 2.7.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. The following fees shall be eligible for the program, provided they contribute to the creation of at least one new dwelling unit:
    a. Planning Act Application Fees including Zoning By-law Amendments, Minor Variances, Consents to Sever Land, and Site Plan Control; and
    b. Building Permit Fees.
2. For clarity, planning application fees and building permit fees are not eligible costs but shall be used as a basis to calculate the value of the grant.

3. Where affordable housing is proposed, the City will require successful applicants to enter into an agreement with the City to maintain the housing as affordable for a period of 20 years.
4. The City requires eligible applicants to provide a cost estimate or quote in advance of the services being rendered by a qualified professional. The cost estimate or quote shall include a detailed breakdown of tasks and associated costs. At its discretion, the City may require additional cost estimates or quotes to be provided, and in this case, the payment of this portion of the grant shall be the lesser of the cost estimates provided.

# 3. General Eligibility Criteria

### 3.1.1 Housing Objectives

All eligible works must be deemed by the City to be consistent with the objectives of this Plan, and the Housing Action Plan.

### 3.1.2 Eligible Applicants

1. Eligible applicants are deemed to be the registered landowner, an agent of the landowner, or a tenant of a property. The following exception to this requirement shall apply:
    a. For the purpose of the Sault Foundations Program, an eligible applicant shall be deemed to be a Not-for-Profit agency and must own the subject property.
2. Where an application is made by someone other than the registered landowner, the applicant is required to provide written authorization from the landowner prior to the submission of an application or before undertaking of any community improvement works.
3. Only properties within the designated CIPA shall be deemed eligible properties, and further, applications must meet all eligibility criteria of this Plan to be deemed eligible.

### 3.1.3 No Retroactive Incentives

1. Works that have already been commenced or completed prior to entering into an agreement with the City are not eligible for any financial incentive program established by this Plan. At its sole discretion, the City may make an exception to this policy by awarding an incentive retroactively, provided the merit for doing so can be satisfactorily demonstrated to the City by the applicant.

### 3.1.4 Timing of Approved Works

1. The City shall stipulate a maximum period of time in which approved works associated with a financial incentive program under this Plan must be initiated by the applicant.
2. The City may further stipulate a maximum period of time in which the approved works funded by a financial incentive program under this Plan is required to be fully completed and/or occupied.
3. At its discretion, the City may elect to extend the maximum period of time in which approved works must be initiated and/or completed.
4. If the approved works are not initiated and/or completed within the stipulated timeframe, the City may reduce or otherwise revoke the agreement and/or grant.

### 3.1.5 Combining Financial Incentives

1. The Sault Foundations Program and the Municipal Fees Rebate Program are permitted to be combined with other grants in this Plan, provided all eligibility criteria of this Plan are satisfied. The Tax Increment Equivalent Grant and the Per Door Grant Program shall not be permitted to be combined.
2. Where financial incentive programs are combined, in no case shall the total value of all financial incentives exceed the total value of all eligible costs and in no case shall eligible costs be counted more than once across one or more grants or applications.

### 3.1.6 Site Inspection

1. The City reserves the right to visit a property or building prior to issuing a decision on an application.
2. The City also reserves the right to visit a property or building once the approved works are completed, but prior to making payment of the grant, to ensure all works have been completed in accordance with the approved application.

### 3.1.7 Compliance

1. Eligible applications are required to comply with all applicable by-laws, standards, procedures, and guidelines of the City in order to be deemed eligible.
2. Eligible applications are also required to conform to the Official Plan and be in accordance with applicable land use regulations, including the Zoning By-law. The exception to this is where an amendment to the Zoning By-law is identified as an eligible cost by this Plan.
3. The City may determine that eligible applications are conditional subject to receiving necessary approvals, including but not limited to, permits from Provincial and Federal authorities.
4. Any conditions associated with required approvals or permits may be included in an agreement between the applicant and the landowner.

### 3.1.8 Completed Works

1. Any community improvement works that are undertaken and funded in whole or in part by this Plan must be consistent with the approved application agreement between the applicant and the City.
2. Where community improvement works are not undertaken in accordance with the approved application agreement, the City may delay, reduce, or cancel the approved agreement, and may require repayment for costs otherwise incurred by the City.

### 3.1.9 No Arrears or Defaults of City Requirements

An applicant is not eligible for a financial incentive program if they are in default of any City requirement at the time of an application or when payment of the grant is made. This includes arrears with regard to tax payments or any accounts receivable with the City. This eligibility criterion is to be included as a condition on the agreement between the City and the applicant.

### 3.1.10 Change in Ownership

Any agreement entered into under this Plan between the City and a landowner(s) shall be considered binding and registered on title and shall continue to be upheld where the property has been sold or has otherwise changed ownership.

### 3.1.11 Additional Information

At its discretion, the City may request additional information that it deems necessary to render a decision on an application, or to satisfy any of the eligibility criteria of this Plan. This may include additional information that demonstrates the applicant's creditworthiness and business track record.

### 3.1.12 Total Value of Financial Incentives

The total amount of all grants shall not exceed the total eligible costs of community improvement works that benefit from this Plan's financial incentive programs.

### 3.1.13 Maximum Grant Value

1. The total value of an individual grant shall not be greater than 100% of the calculated eligible costs for that grant.
2. Where two financial incentive programs are combined, in no case shall the value of an incentive be awarded for the same eligible costs between those combined programs.

### 3.1.14 Minimum Grant Value

The minimum value of a grant shall not be less than $1,000. For clarity, where the total value of a grant is calculated to be less than $1,000, the application may not be accepted by the City.

### 3.1.15 Minimum Affordability Period

1. Affordable dwelling units must be maintained in accordance with the definition of affordable under this Plan (see Section 4.6.1) for a minimum of 20 years, as indicated on an agreement between the City and landowner. The definition of affordable may be subject to change over this period of time as stated below.
    a. For *affordable rental units*, the initial rental rate of any incentivized unit will be set at or below the affordable rental rate contained in the most recent Affordable

Residential Units bulletin. The rental rate will be permitted to be raised annually based on the annual percentage rate amount approved by the Provincial Government for the duration of the affordability period.

b. For *affordable ownership housing*, any freehold unit that has been incentivized must be sold at or below the affordable purchase price in the most current Affordable Residential Units bulletin if sold at any time during the affordability period.

2. An agreement prepared by the City, between the City and landowner shall be required regarding the minimum affordability period, with the agreement being registered on title. It will be a condition of this agreement that landowners will be responsible for costs associated with registering the agreement on title.
3. An agreement regarding the minimum affordability period shall include terms and conditions should the housing no longer meet the definition of affordable, and this may include full or partial repayment of any grants that have been paid.
4. An annual statement shall be provided to the City demonstrating that any housing subject to an agreement regarding affordability is being maintained and offered as affordable per the definition of this Plan. The City may require additional documentation or evidence to corroborate the statement.
5. Where the conditions of an agreement are not upheld by the landowner, the City may exercise its authority to terminate the agreement and further, require that the entire amount of the incentives, including any associated costs and interest, be fully repaid to the City.

### 3.1.16 No Implications on Approval

Under no circumstance does a decision by the City to award a financial incentive under this Plan imply the merit of an application made under the *Planning Act* or a permit pursuant to the Ontario Building Code, or otherwise obligate the City to approve same in any manner.

### 3.1.17 Permanent Improvements Only

Eligible costs must involve permanent improvements only. For greater clarity, any costs associated with lifecycle replacement, housewares, or appliances, shall not be deemed an eligible cost.

### 3.1.18 Disclosure of Funding

1. Applicants are required to fully disclose all funding sources at time of application, or when otherwise requested by the City.
2. If in the City's opinion an applicant has received additional funding for the same community improvement works, at its sole discretion, the City may reduce the value of a grant, or otherwise deny an application.

3. Without limiting the generality of the foregoing, additional funding may include grants made available through other Community Improvement Plans, commercial loans, seed funding, or other similar financial assistance.

### 3.1.19 Relationship to Other Community Improvement Plans

1. The financial incentive programs of this Plan may be combined with other CIPs administered by the City.
1. Where financial incentive programs are combined between this Plan and another CIP, in no case shall funding be made available for the same eligible cost.
2. At its sole discretion, the City may determine that an application is non-eligible to receive funding through a financial incentive program of this Plan and another CIP.

### 3.1.20 Heritage Properties and Buildings

Community improvement works to a property or building designated under the *Ontario Heritage Act* or listed by the City may be required to submit additional information to the City in support of an application.

### 3.1.21 Short-term Rentals

1. A dwelling unit developed with a grant issued under this Plan shall not be used for a Short-term Rental, as defined by By-law 2022-178. For additional clarity, financial incentive programs established by this Plan shall not be used for the development or redevelopment of a dwelling unit that is used, or may be used, for a Short-term Rental.
2. The City shall require this as a condition in any agreement entered into with eligible applicants.
3. Failure to uphold this requirement may result in termination of the agreement by the City. The City may also exercise its powers to recuperate a portion, or the total value of any grant(s) issued under this Plan from the landowner.

### 3.1.22 Funding Discretion

1. At its discretion, Council may determine that certain financial incentive programs of this Plan be discontinued or the value of the grants to be modified.
2. The City is not bound to accept any application. The City reserves the right to consider any, none or all of the applications, to accept applications in whole or in part, and to elect not to proceed with this process at any given time.
3. Eligibility to programs does not guarantee funding of projects.
4. Grants and incentives are subject to budget.

# 4. Implementation

## 4.1 General

1. This Plan is intended to be implemented over a 3-year horizon, with regular review and/or update as informed by the plan monitoring and evaluation framework of this Plan.
2. If through consultation with the Plan Administrator it is deemed by Council that this Plan has achieved its objectives, a by-law to dissolve this CIP and Community Improvement Project Area may be passed at any time, in which case a new CIP and Community Improvement Project Area may be enacted by a new by-law.
3. Interpretation and administration of this Plan is at the sole discretion of the Plan Administrator, or their delegate, or Council, as the case may be.
4. This Plan must be read, interpreted, and administered in its entirety.

## 4.2 Community Improvement Project Area

1. Only properties within the designated Community Improvement Project Area shall be deemed to be eligible for the financial incentive programs of this Plan.
2. Where a portion of a lot is within the designated Community Improvement Project Area, it shall be interpreted that the entirety of the lot is within the Community Improvement Project Area.
3. The Community Improvement Project Area is established separately from this Plan as a by-law of Council. Any modification to the Community Improvement Project Area shall therefore be subject to a new by-law of Council.
4. A total of three precincts are identified within the Community Improvement Project Area. Modifying the boundary of a precinct(s) shall only be permitted through an amending by-law of Council. Further, any change to the availability of a financial incentive program within a precinct shall require an amendment to this Plan.

## 4.3 Plan Administration

1. Upon enactment of this Plan, Council shall designate a member of City staff to be the Plan Administrator.
2. The Plan Administrator, at their discretion, may identify an alternate Plan Administrator, should the principal plan administrator become unavailable.
3. Council shall be the approval authority of applications to financial incentive programs established by this Plan, however they can delegate approval authority to the Plan Administrator.

4. The Plan Administrator shall be responsible for ensuring the monitoring and evaluation framework of this Plan is fully implemented over the Plan horizon.
5. Applications shall be submitted and processed in accordance with the policies of this Plan. The Plan Administrator shall be responsible for ensuring that the review and decision process is undertaken in a timely manner.

## 4.4 Financial Incentive Program Funding

1. Council shall establish an annual budget for this Plan, including for each of the financial incentive programs.
2. Council reserves the right to fund all or none of the financial incentive programs under this Plan in any given budgetary year. Council may choose to suspend or not fund the any or all programs in any specific year.
3. Based on monitoring and evaluation of this Plan, Council may decide that certain financial incentive values need to be modified to ensure that the programs function as intended, and to be responsive to the evolving housing needs of the City.
4. An amendment to this Plan shall not be required where Council modifies the value of a financial incentive program under this Plan.

## 4.5 Plan Monitoring and Evaluation

### 4.5.1 General

1. It is recognized that this Plan is a tool to facilitate housing development within the City and will therefore need to respond to evolving market forces, economic conditions, and financial resources to remain relevant. Therefore, Plan monitoring and evaluation is critical to the long-term success of this Plan and the financial incentive programs.
2. The Plan Administrator will dedicate the City's available resources to ensure that this Plan is regularly monitored and evaluated in accordance with the policies of this section.
3. The overall objectives of the monitoring and evaluation framework of this Plan are to:
    a. Ensure the financial incentive programs are advancing the objectives of this Plan and achieving their individual intended outcomes.
    b. Adjust aspects of the financial incentive programs, including their maximum values, as may be identified, or needed to ensure they are best positioned to respond to the evolving housing needs and opportunities of the City.

### 4.5.2 Baseline Conditions

1. Upon enactment of this Plan, the Plan Administrator will collect baseline information regarding key housing data and indicators within the Community Improvement Project Area.
2. It is recommended that key housing data and indicators used to prepare the Housing Needs Assessment be initially used for this purpose.

### 4.5.3 On-going Monitoring

1. On-going monitoring of this Plan and the baseline conditions are critical to informing future updates to this Plan or specific financial incentive programs.
2. At a minimum, the following indicators will be monitored by the Plan Administrator:
    a. The number of new affordable and market rate housing units that have been developed;
    b. The tenure of new housing units that have been developed;
    c. The location of new housing units;
    d. Indicators pertaining to housing unit vacancies or where there is heightened demand;
    e. Demographic and economic indicators related to the definition of “affordable” or may otherwise have bearing on the value of the financial incentive programs;
    f. Indicators related to developer and purchaser costs of housing units that have been developed under this Plan;
    g. The approved/denied value of the grant and the total value of construction (the total public investment versus private investment);
    h. The projected and actual increase in property assessments and property taxes, as may be applicable; and
    i. Indirect indicators including economic indicators, qualitative indicators and other indicators which speak more generally to the success of the City, and which may or may not be directly attributed to the influence and success of this Plan.

### 4.5.4 Reporting

1. The Plan Administrator shall prepare an annual report detailing the indicators that are being monitored. The annual report should be made publicly available and presented to Council.
2. The annual report shall include an assessment of each individual financial incentive program, to ensure that sufficient analysis is included to inform potential updates to specific aspects of each program.
3. The annual report shall also make recommendations on potential adjustments to this Plan based on its findings. This may include, for example:

a. Adjustments to the annual funding of this Plan;
b. Revisions to the CIPA boundary;
c. Adjustments to the financial incentive programs, including discontinuation of certain programs in response to funding constraints or low performance, or where otherwise necessary.
d. Modifications to the eligible costs, or eligibility criteria;
e. Necessary modifications to the plan administration, including the monitoring and evaluation framework.

4. The annual report may also include an analysis or review of potential sources of funding for this Plan, and required actions or initiatives that must be undertaken by the City to pursue that funding or otherwise be considered eligible.

## 4.6 Definitions

1. "Affordable", "Affordability" or "Affordable Housing" means:

   a. In the case of ownership housing, a unit would be considered affordable when the purchase price is at or below the lesser of:
      i. Income-based purchase price: A purchase price that would result in annual accommodation costs equal to 30% of a household's gross annual income for a household at the 60th percentile of the income distribution for all households in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
      ii. Market-based purchase price: 90% of the average purchase price of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.
   b. In the case of rental housing, a unit would be considered affordable when the rent is at or below the lesser of:
      i. Income-based rent: Rent that is equal to 30% of gross annual household income for a household at the 60th percentile of the income distribution for renter households in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
      ii. Market-based rent: Average market rent of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.

2. "Affordable Residential Units bulletin" means the bulletin entitled the "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario and is amended from time to time.

3. “Applicant” means the registered landowner, an authorized agent of a registered landowner, or tenants of lands or buildings with written authorization from the registered landowner.
4. “Dwelling Unit” shall have the same meaning as defined in the City’s Zoning By-law.
5. “Eligible Applicant” means an applicant (as defined above) who meets all general and specific eligibility requirements of this Plan and prepares and applies for a financial incentive program established by this CIP.
6. “Eligible Costs” shall have the same meaning as used in subsection 28 (7.1) of the *Planning Act*: “costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.”
7. “Mixed-use” means any combination of two or more category of uses in a single development as permitted by the City’s Zoning By-law.
8. “Not-for-Profit” means organizations that are, agencies, associations, clubs, or societies that are not charities and are organized and operated exclusively for social welfare or civic improvement, or any other community benefit purpose except profit.
9. “Purpose-Built Rental” means housing built specifically for long-term rental accommodation.

Appendix B

SAULT STE MARIE

City of Sault Ste. Marie

# Housing Community Improvement Plan

~~August 2024~~

May 2025



## Land Acknowledgement

### Robinson-Huron Treaty Territory

The City of Sault Ste. Marie acknowledges this area as part of the Robinson-Huron Treaty territory and is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council and today is home to many Urban Indigenous people from across Turtle Island.

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# 1. Introduction

## 1.1 Purpose of this Plan

This Community Improvement Plan ("CIP" or "Plan") is a community revitalization tool that responds to the housing needs of the City of Sault Ste. Marie ("City"). It directly implements Action 3 of Sault Ste. Marie's Housing Action Plan 2023-2028, to "provide financial incentives for housing". In doing so, the Plan establishes a range of financial incentive programs intended to facilitate broad investment in the City's housing stock to meet current and future housing demand.

Like many municipalities across Canada and in Ontario, the supply of adequate and affordable housing has emerged as a critical challenge. As of 2023, the City estimates that approximately 3,115 new housing units will be required by 2036 to meet projected housing demand. The Province of Ontario ("Province") has also identified a housing target for the City of 1,500 new units by the year 2031.

The City therefore plans to meet or exceed the Provincial housing target by 2031, as well as satisfy the housing demand that is projected by the year 2036. This Plan is intended to have a key role in achieving these housing targets.

Importantly, the City will require housing that responds to changing demographics, economics, and market conditions. Therefore, housing within the City will need to provide opportunities for people with housing needs and aspirations.

## 1.2 Objectives of this Plan

The objectives of this Plan are in response to the identified housing needs and opportunities within the City, while similarly advancing the priorities of the Housing Action Plan. Therefore, the objectives of this Plan are to:

1. Support implementation of the Housing Action Plan, specifically Action 3, which states "Provide Financial Incentives to Housing".
2. Implement the housing policies of the City's Official Plan.
3. Increase the overall inventory of housing stock.
4. Develop an appropriate mix of housing with regards to type and tenure.
5. Prioritize the development of affordable housing.
6. Focus housing development within the Strategic Development Areas of the City that have the greatest identified need or are within a safe-walkable distance to an array of services and amenities.
7. Respond to the diverse housing needs of current and future residents.

Proposed community improvement works that benefit from the financial incentive programs of this Plan must be consistent with these objectives. These objectives are also a critical component to the monitoring and evaluation framework of this Plan, and therefore should be evaluated regularly to inform future updates.

## 1.3 Community Improvement Project Area (CIPA)

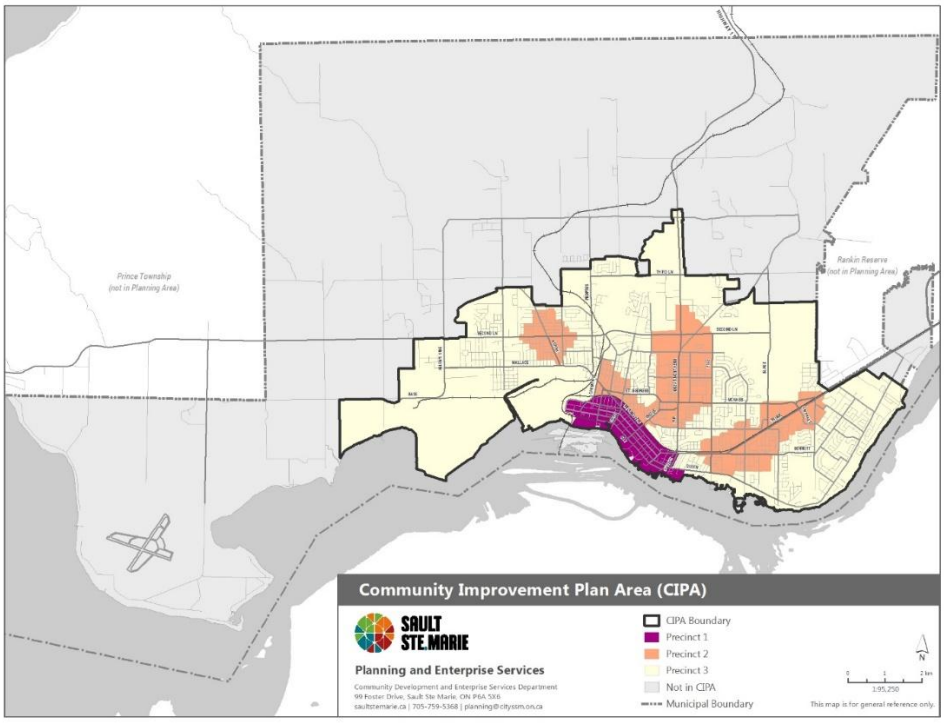
Properties eligible to apply for the financial incentive programs established by this Plan are shown on the CIPA. The CIPA is established as a separate by-law from this Plan and may be amended from time to time at Council's discretion. It is therefore important for eligible applicants to consult with the Plan Administrator to determine if a property or building is within the CIPA before applying.

The CIPA delineates distinct "Precincts", wherein this Plan contemplates some of the financial incentive programs differently in response to the housing priorities throughout the City. The Precincts are generally described as follows:

1. **Precinct 1:** This Precinct corresponds to the Strategic Development Areas – First Neighbourhoods as identified in the Official Plan. Precinct 1 includes some of the City's first established residential neighbourhoods, as well as the Downtown and is an area that demonstrates a heightened and unique need for adequate and affordable housing.
2. **Precinct 2:** This Precinct corresponds to the Strategic Development Areas – Other as identified in the Official Plan. Precinct 2 includes areas of the City that are within a safe-walkable distance to a variety of services and amenities. Over time, areas within Precinct 2 will experience residential growth and a resulting demand for new housing opportunities.
3. **Precinct 3:** This Precinct includes areas that are within the Urban Settlement Area of the City, but outside of Precincts 1 and 2.

The boundaries of the Precincts are delineated by the CIPA and may be subject to modification through a by-law as enacted by Council. The CIPA is shown in Figure 1.

*Figure 1: Community Improvement Project Area (CIPA)*




## 1.4 Legislative Authority

This Plan has been prepared and enacted in accordance with Section 28 of the *Planning Act*. Pursuant to Section 28, the City may issue financial incentives to eligible applicants within a designated CIPA, and where a CIP has been prepared.

This Plan is also permitted under Section 106 of the Municipal Act, 2001, which generally prohibits municipalities from directly or indirectly assisting manufacturing, business or other industrial or commercial enterprises. An exception to Section 106 is made under Section 106(3) for municipalities exercising powers under Section 28 (6) or (7) of the Planning Act, being to adopt a CIPA and CIP.

## 1.5 Structure of this Plan

This Plan is organized into four sections:

1. **Section 1** introduces the CIP, including relevant background information, purpose, and legislative authority.
2. **Section 2** identifies the programs of this Plan which includes the description, purpose, and interpretation for each program.
3. **Section 3** establishes the general eligibility criteria for programs.
4. **Section 4** provides detailed implementation policies that inform how this Plan is monitored and evaluated.

# 2. Financial Incentive Programs

## 2.1 Purpose

This Plan establishes several financial incentive programs to advance the housing objectives of the Plan. The programs are intended to respond to a range of housing needs and opportunities within the community.

## 2.2 Financial Incentive Programs

Under this Plan, a total of ~~three~~ four programs are established:

1. Per-Door Grant Program;
2. Tax Increment Equivalent Grant (TIEG) Program; ~~and~~
3. Sault Foundations - Feasibility Study Grant Program; and
4. Municipal Fees Grant Program.

Specific details of the financial incentive programs are established under sections 2.4 through 2.7~~6~~ of this Plan.

## 2.3 Interpretation of the Programs

The financial incentive programs are presented in sections to assist with interpretation and administration, as follows:

1. **Purpose:** Identifies the purpose of the financial incentive program and how it benefits applicants and the community.
2. **General Program Availability:** Specifies the types of housing and tenure that are eligible for the program based on the CIPA.
3. **Eligible Costs:** Provides details for which types of community improvement works are considered eligible in the calculation of a financial incentive program value.
4. **Financial Incentive Program Value:** This section identifies program-specific financial incentive values and maximum grant values.
5. **Payment of Financial Incentive Program:** Describes how and when a financial incentive is to be paid or deemed complete.
6. **Specific Eligibility Criteria:** Provides program-specific details of applicable criteria that applicants must satisfy in order to be eligible to apply for a Program. These eligibility criteria must be read in conjunction with Section 3 General eligibility of this Plan.

## 2.4 Per-Door Grant Program

### 2.4.1 Purpose

The Per-Door Grant Program provides a one-time grant to small-scale developments that propose up to four new dwelling units. The Program is intended to support a greater mix, size, and tenure of housing within the City, while also contributing to an increase in the overall availability of affordable housing options, particularly missing middle housing options. Successful applicants will be required to enter into an agreement with the City to maintain the housing as affordable, in accordance with the specific eligibility criteria of this Program.

### 2.4.2 General Program Availability

The availability of the Per-Door Grant Program depends on whether the housing is developed as affordable or market rate, and depending on tenure, as follows:

1. **Affordable:** Where affordable dwelling units are proposed, the Program is available in all three Precincts.
2. **Market Rate:** Where market rate dwelling units are proposed, the Program is only available in Precincts 1 and 2.
3. **Tenure:** Both freehold housing and rental housing are eligible for this Program, however freehold housing is limited to not-for-profit ownership in Precincts 2 and 3.

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.4.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results a net increase in the total number of dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.4.4 Financial Incentive Program Value

The structure of the Per-Door Grant Program, including the per-unit grant value, is as shown in Table 1:

*Table 1: Per-Door Grant Program Structure*

| Housing Category | Precinct | Tenure Types | Maximum Grant Value (per unit) |
|---|---|---|---|
| Affordable | 1 | Purpose-Built Rental, Freehold ~~(private and not-for-profit)~~ | Bachelor: ~~$30,000~~$45,000<br>1 Bedroom: ~~$35,000~~$50,000<br>2 Bedroom: ~~$40,000~~$55,000<br>3+ Bedroom: ~~$45,000~~$60,000 |
| | 2 or 3 | Purpose-Built Rental, Freehold* ~~(not-for-profit)~~<br>**only available to not-for-profit entities* | Bachelor: ~~$30,000~~$40,000<br>1 Bedroom: ~~$35,000~~$45,000<br>2 Bedroom: ~~$40,000~~$50,000<br>3+ Bedroom: ~~$45,000~~$55,000 |
| Market Rate | 1 | Purpose-Built Rental, Freehold ~~(private and not-for-profit)~~ | ~~$20,000~~$30,000 |
| | 2 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | $10,000 |

The maximum amount of incentive provided under this program to any approved eligible property will not exceed the lesser of ~~$180,000~~$240,000 or the eligible expenses ~~.~~ (which corresponds to a four-unit development in Precinct 1 with all 3-bedroom units that meet the definition of affordable).

### 2.4.5 Payment of Financial Incentive Program

The grant shall be paid upon completion of works related to the eligible costs and when an occupancy permit is issued, or otherwise to the satisfaction of the City, and in accordance with the requirements of this Plan.

### 2.4.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. Where affordable housing is proposed, the City will require successful applicants to enter into an agreement with the City to maintain the housing as affordable for a period of 20 years.
2. The City requires eligible applicants to provide a cost estimate or quote in advance of the services being rendered by a qualified professional. The cost estimate or quote shall include a detailed breakdown of tasks and associated costs. At its discretion, the City may require additional cost estimates or quotes to be provided, and in this case, the payment of this portion of the grant shall be the lesser of the cost estimates provided.
3. Applications will be assessed and prioritized using a Per-Door Grant scorecard.

## 2.5 Tax Increment Equivalent Grant (TIEG) Program

### 2.5.1 Purpose

The Tax Increment Equivalent Grant (TIEG) will provide an annual grant to reimburse a portion of the municipal property tax increase resulting from residential development on a property over a fixed number of years. The Program is intended to encourage significant investment in new housing within the City. Only applications that propose a total of five new dwelling units or greater are eligible for this Program.

### 2.5.2 General Program Availability

The TIEG is available for affordable dwelling units in all three precincts. However, the Program is structured differently depending on tenure, as follows:

1. **Purpose-Built Rental:** Financial incentives for dwelling units defined as rental by this Plan are eligible in all Precincts.
2. **Freehold:** Financial incentives for units defined as freehold by this Plan are eligible in Precinct 1 only (for example, a condominium with 5 or more units).

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.5.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results in a net increase in 5 or more dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.5.4 Financial Incentive Program Value

The maximum value of the TIEG is calculated as the difference between pre-project municipal tax assessment and the post-project municipal tax assessment.

As shown in Tables 2 to 4, the total length of the TIEG (in years) will be determined by the percentage of new affordable units within the development and the Precinct where the development is located.

A TIEG will typically offer a grant equal to ~~contain a fixed number of years at~~ 100% ~~of the~~ of the municipal portion of the tax increment, decreasing to 75% in the third last year, 50% in the second last year, and 25% in the final year. The grant ceases thereafter.

*Table 2: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 1*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 100% | 100% | 100% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 100% | 100% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 5 | 6 | 7 | 8 | 10 | 11 | 12 | 14 | 16 | 18 | 19 |

*Table 3: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 2*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 4 | 5 | 6 | 7 | 9 | 10 | 11 | 13 | 14 | 16 | 17 |

*Table 4: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 3*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 75% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 50% | 75% | 75% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 25% | 50% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 0% | 25% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 3 | 4 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |

### 2.5.5 Payment of Financial Incentive Program

1. The TIEG will only be issued subsequent to completion of approved eligible works, final inspections are complete, and an occupancy permit has been issued.
2. The grant will be paid annually by the City to the eligible applicant subsequent to payment of all property taxes.

### 2.5.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. The TIEG program shall be eligible to be combined with the Feasibility Study Grant Program and the Municipal Fees Rebate Program of this Plan but not the Per-Door Grant program.
2. The City may evaluate the merit of an application based on considerations for achieving specific actions as part of the Housing Action Plan.
3. The applicant must demonstrate that a substantial increase in municipal property taxes will occur due to development or redevelopment.

4. The applicant shall provide to the City a post-improvement assessment. The post-improvement assessment will be used by the City to determine the difference between the amount of municipal taxes prior to the development or redevelopment and the amount of municipal taxes to be paid after the development is complete.
5. A grant issued under this Program will be issued in accordance with a grant schedule and provided to the registered owner of the property on an annual basis.
6. An annual grant shall not be issued until all property taxes owing for each year are fully paid. If a property tax installment is missed or payment is late, the City reserves the right, without notice and at its own discretion, to withhold or terminate all future grant payments.
7. An annual grant shall not be recalculated based on tax increases resulting from general re-assessments, or changes in tax legislation.
8. If the property is sold or there is otherwise a change in ownership, the City reserves the right to withhold or terminate future grants.
9. ~~The City shall not issue an annual grant that is of greater value than the municipal tax collected in a given year on the increased assessed value of the property.~~
10.9. At its discretion, the City may suspend or discontinue this Program. However, existing agreements between the City and landowners will be recognized, whereby grants will continue to be issued subject to the agreement.

## 2.6 Sault Foundations - Feasibility Study Grant Program

### 2.6.1 Purpose

The Sault Foundations Program offers a grant to fund studies that assess the feasibility of building "missing middle" housing on a property that is owned by a Not-for-Profit agency. The feasibility study would facilitate development at the concept stage to identify steps and resources needed to make the development a reality.

### 2.6.2 General Program Availability

The Sault Foundations Program is available in all three precincts where proposed development includes an increase in residential units.

### 2.6.3 Eligible Costs

A feasibility study consisting of any combination of the following shall be deemed eligible under this Program:

1. financial analysis and feasibility assessment, or associated business development related studies and plans; and

2. technical reports or studies, such as a building conditions report, where an existing building is proposed to be repurposed or significantly modified or renovated.

### 2.6.4 Financial Incentive Program Value

The maximum grant value of the Program is $30,000.

### 2.6.5 Payment of Financial Incentive Program

1. A grant may be issued to an eligible applicant in advance of the eligible costs being undertaken, at the City's sole discretion.
2. An application must be formally approved by the City before undertaking or initiating the eligible costs. The City may request that the applicant provide at least one quote from a prospective consultants who will conduct the study. Consultants must be qualified professionals.
3. The City may require that the study be completed within a specific timeframe. Further, the City may require full repayment of the total grant value should the study not be completed within the established timeframe.
4. The specific timeframe for which the study is completed will be determined through an agreement entered into between the City and an applicant. At its sole discretion, the City may extend this timeframe upon request of the applicant, provided advance notice is given, and justification for the extension is provided.

### 2.6.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. Applicants must be a registered Not-for-Profit organization in good standing. The nature of the Not-for-Profit's interest in developing housing aligns with advancing the housing goals and objectives of the City and this Plan.
2. Applications that propose affordable housing units may be prioritized for funding under this Plan, at the discretion of the City.
3. If the project is deemed feasible, applicants may be eligible for other financial incentive programs in this Plan. For clarity, applicants shall not be eligible to apply for any other financial incentive program if combined with this Program, until such time that it can be demonstrated to the City that the proposed development is feasible.

## 2.7 Municipal Fees Rebate Program

### 2.7.1 Purpose

The Municipal Fees Rebate Program offers a grant equal to a portion of municipal fees paid to the City related to an application made under the Planning Act or the Ontario Building Code. The Program is intended to reduce the soft costs of constructing new residential units, particularly those that meet the definition of "affordable" as defined by this Plan.

### 2.7.2 General Program Availability

The availability of the Municipal Fees Rebate Program depends on whether the housing is developed as affordable or market rate, and depending on tenure, as follows:

1. **Affordable:** Where affordable dwelling units are proposed, the Program is available in all three Precincts.
2. **Market Rate:** Where market rate dwelling units are proposed, the Program is only available in Precincts 1 and 2.
3. **Tenure:** Both freehold housing and rental housing are eligible for this Program, however freehold housing is limited to not-for-profit ownership in Precincts 2 and 3.

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.7.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

4. Any development that results a net increase in the total number of dwelling units shall be eligible for this Program.
5. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.7.4 Financial Incentive Program Value

The structure of the Municipal Fees Grant Program is shown in Table 5:

*Table 5: Municipal Fees Rebate Program Structure*

| Housing Category | Precinct | Tenure Types | Maximum Grant Value (per development) |
|---|---|---|---|
| Affordable | 1 | Purpose-Built Rental, Freehold | 100% of Planning Act and Building Permit application fees |
| | 2 or 3 | Purpose-Built Rental, Freehold* **only available to not-for-profit entities* | 100% of Planning Act and Building Permit application fees |
| Market Rate | 1 | Purpose-Built Rental, Freehold | 100% of Planning Act and Building Permit application fees |
| | 2 | Purpose-Built Rental, Freehold* **only available to not-for-profit entities* | 50% of Planning Act and Building Permit application fees |

If a development in Precinct 2 or 3 includes both affordable and market-rate units, the rebate/grant will be adjusted according to the number or percentage of affordable units and the number or percentage of market-rate units.

### 2.7.5 Payment of Financial Incentive Program

Applicants are required to initially pay any applicable fees as an upfront cost under this Program. Subsequent payment of a financial incentive shall be in accordance with the following:

- Planning Act: Payment of a financial incentive under this Program that involves an application made under the *Planning Act* shall only be issued upon completion of the approved development.
- Building Permit: Payment of a financial incentive under this Program that involves a Building Permit shall only be issued when the final occupancy permit has been issued, and the building permit is finalized.

### 2.7.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. The following fees shall be eligible for the program, provided they contribute to the creation of at least one new dwelling unit:
    a. Planning Act Application Fees including Zoning By-law Amendments, Minor Variances, Consents to Sever Land, and Site Plan Control; and
    b. Building Permit Fees.
2. For clarity, planning application fees and building permit fees are not eligible costs but shall be used as a basis to calculate the value of the grant.

3. Where affordable housing is proposed, the City will require successful applicants to enter into an agreement with the City to maintain the housing as affordable for a period of 20 years.
4. The City requires eligible applicants to provide a cost estimate or quote in advance of the services being rendered by a qualified professional. The cost estimate or quote shall include a detailed breakdown of tasks and associated costs. At its discretion, the City may require additional cost estimates or quotes to be provided, and in this case, the payment of this portion of the grant shall be the lesser of the cost estimates provided.

# 3. General Eligibility Criteria

### 3.1.1 Housing Objectives

All eligible works must be deemed by the City to be consistent with the objectives of this Plan, and the Housing Action Plan.

### 3.1.2 Eligible Applicants

1. Eligible applicants are deemed to be the registered landowner, an agent of the landowner, or a tenant of a property. The following exception to this requirement shall apply:
    a. For the purpose of the Sault Foundations Program, an eligible applicant shall be deemed to be a Not-for-Profit agency and must own the subject property.
2. Where an application is made by someone other than the registered landowner, the applicant is required to provide written authorization from the landowner prior to the submission of an application or before undertaking of any community improvement works.
3. Only properties within the designated CIPA shall be deemed eligible properties, and further, applications must meet all eligibility criteria of this Plan to be deemed eligible.

### 3.1.3 No Retroactive Incentives

1. Works that have already been commenced or completed prior to entering into an agreement with the City are not eligible for any financial incentive program established by this Plan. At its sole discretion, the City may make an exception to this policy by awarding an incentive retroactively, provided the merit for doing so can be satisfactorily demonstrated to the City by the applicant.

### 3.1.4 Timing of Approved Works

1. The City shall stipulate a maximum period of time in which approved works associated with a financial incentive program under this Plan must be initiated by the applicant.
2. The City may further stipulate a maximum period of time in which the approved works funded by a financial incentive program under this Plan is required to be fully completed and/or occupied.
3. At its discretion, the City may elect to extend the maximum period of time in which approved works must be initiated and/or completed.
4. If the approved works are not initiated and/or completed within the stipulated timeframe, the City may reduce or otherwise revoke the agreement and/or grant.

### 3.1.5 Combining Financial Incentives

1. The Sault Foundations Program and the Municipal Fees Rebate Program ~~is~~are permitted to be combined with other grants in this Plan, provided all eligibility criteria of this Plan are satisfied. The Tax Increment Equivalent Grant and the Per Door Grant Program shall not be permitted to be combined.
2. Where financial incentive programs are combined, in no case shall the total value of all financial incentives exceed the total value of all eligible costs and in no case shall eligible costs be counted more than once across one or more grants or applications.

### 3.1.6 Site Inspection

1. The City reserves the right to visit a property or building prior to issuing a decision on an application.
2. The City also reserves the right to visit a property or building once the approved works are completed, but prior to making payment of the grant, to ensure all works have been completed in accordance with the approved application.

### 3.1.7 Compliance

1. Eligible applications are required to comply with all applicable by-laws, standards, procedures, and guidelines of the City in order to be deemed eligible.
2. Eligible applications are also required to conform to the Official Plan and be in accordance with applicable land use regulations, including the Zoning By-law. The exception to this is where an amendment to the Zoning By-law is identified as an eligible cost by this Plan.
3. The City may determine that eligible applications are conditional subject to receiving necessary approvals, including but not limited to, permits from Provincial and Federal authorities.
4. Any conditions associated with required approvals or permits may be included in an agreement between the applicant and the landowner.

### 3.1.8 Completed Works

1. Any community improvement works that are undertaken and funded in whole or in part by this Plan must be consistent with the approved application agreement between the applicant and the City.
2. Where community improvement works are not undertaken in accordance with the approved application agreement, the City may delay, reduce, or cancel the approved agreement, and may require repayment for costs otherwise incurred by the City.

### 3.1.9 No Arrears or Defaults of City Requirements

An applicant is not eligible for a financial incentive program if they are in default of any City requirement at the time of an application or when payment of the grant is made. This includes arrears with regard to tax payments or any accounts receivable with the City. This eligibility criterion is to be included as a condition on the agreement between the City and the applicant.

### 3.1.10 Change in Ownership

Any agreement entered into under this Plan between the City and a landowner(s) shall be considered binding and registered on title and shall continue to be upheld where the property has been sold or has otherwise changed ownership.

### 3.1.11 Additional Information

At its discretion, the City may request additional information that it deems necessary to render a decision on an application, or to satisfy any of the eligibility criteria of this Plan. This may include additional information that demonstrates the applicant's creditworthiness and business track record.

### 3.1.12 Total Value of Financial Incentives

The total amount of all grants shall not exceed the total eligible costs of community improvement works that benefit from this Plan's financial incentive programs.

### 3.1.13 Maximum Grant Value

1. The total value of an individual grant shall not be greater than 100% of the calculated eligible costs for that grant.
2. Where two financial incentive programs are combined, in no case shall the value of an incentive be awarded for the same eligible costs between those combined programs.

### 3.1.14 Minimum Grant Value

The minimum value of a grant shall not be less than $1,000. For clarity, where the total value of a grant is calculated to be less than $1,000, the application may not be accepted by the City.

### 3.1.15 Minimum Affordability Period

1. Affordable dwelling units must be maintained in accordance with the definition of affordable under this Plan (see Section 4.6.1) for a minimum of 20 years, as indicated on an agreement between the City and landowner. The definition of affordable may be subject to change over this period of time as stated below.
    a. For *affordable rental units*, the initial rental rate of any incentivized unit will be set at or below the affordable rental rate contained in the most recent Affordable

Residential Units bulletin. The rental rate will be permitted to be raised annually based on the annual percentage rate amount approved by the Provincial Government for the duration of the affordability period.

b. For *affordable ownership housing*, any freehold unit that has been incentivized must be sold at or below the affordable purchase price in the most current Affordable Residential Units bulletin if sold at any time during the affordability period.

2. An agreement prepared by the City, between the City and landowner shall be required regarding the minimum affordability period, with the agreement being registered on title. It will be a condition of this agreement that landowners will be responsible for costs associated with registering the agreement on title.
3. An agreement regarding the minimum affordability period shall include terms and conditions should the housing no longer meet the definition of affordable, and this may include full or partial repayment of any grants that have been paid.
4. An annual statement shall be provided to the City demonstrating that any housing subject to an agreement regarding affordability is being maintained and offered as affordable per the definition of this Plan. The City may require additional documentation or evidence to corroborate the statement.
5. Where the conditions of an agreement are not upheld by the landowner, the City may exercise its authority to terminate the agreement and further, require that the entire amount of the incentives, including any associated costs and interest, be fully repaid to the City.

### 3.1.16 No Implications on Approval

Under no circumstance does a decision by the City to award a financial incentive under this Plan imply the merit of an application made under the *Planning Act* or a permit pursuant to the Ontario Building Code, or otherwise obligate the City to approve same in any manner.

### 3.1.17 Permanent Improvements Only

Eligible costs must involve permanent improvements only. For greater clarity, any costs associated with lifecycle replacement, housewares, or appliances, shall not be deemed an eligible cost.

### 3.1.18 Disclosure of Funding

1. Applicants are required to fully disclose all funding sources at time of application, or when otherwise requested by the City.
2. If in the City's opinion an applicant has received additional funding for the same community improvement works, at its sole discretion, the City may reduce the value of a grant, or otherwise deny an application.

3. Without limiting the generality of the foregoing, additional funding may include grants made available through other Community Improvement Plans, commercial loans, seed funding, or other similar financial assistance.

### 3.1.19 Relationship to Other Community Improvement Plans

1. The financial incentive programs of this Plan may be combined with other CIPs administered by the City.
1. Where financial incentive programs are combined between this Plan and another CIP, in no case shall funding be made available for the same eligible cost.
2. At its sole discretion, the City may determine that an application is non-eligible to receive funding through a financial incentive program of this Plan and another CIP.

### 3.1.20 Heritage Properties and Buildings

Community improvement works to a property or building designated under the *Ontario Heritage Act* or listed by the City may be required to submit additional information to the City in support of an application.

### 3.1.21 Short-term Rentals

1. A dwelling unit developed with a grant issued under this Plan shall not be used for a Short-term Rental, as defined by By-law 2022-178. For additional clarity, financial incentive programs established by this Plan shall not be used for the development or redevelopment of a dwelling unit that is used, or may be used, for a Short-term Rental.
2. The City shall require this as a condition in any agreement entered into with eligible applicants.
3. Failure to uphold this requirement may result in termination of the agreement by the City. The City may also exercise its powers to recuperate a portion, or the total value of any grant(s) issued under this Plan from the landowner.

### 3.1.22 Funding Discretion

1. At its discretion, Council may determine that certain financial incentive programs of this Plan be discontinued or the value of the grants to be modified.
2. The City is not bound to accept any application. The City reserves the right to consider any, none or all of the applications, to accept applications in whole or in part, and to elect not to proceed with this process at any given time.
3. Eligibility to programs does not guarantee funding of projects.
4. Grants and incentives are subject to budget.

# 4. Implementation

## 4.1 General

1. This Plan is intended to be implemented over a 3-year horizon, with regular review and/or update as informed by the plan monitoring and evaluation framework of this Plan.
2. If through consultation with the Plan Administrator it is deemed by Council that this Plan has achieved its objectives, a by-law to dissolve this CIP and Community Improvement Project Area may be passed at any time, in which case a new CIP and Community Improvement Project Area may be enacted by a new by-law.
3. Interpretation and administration of this Plan is at the sole discretion of the Plan Administrator, or their delegate, or Council, as the case may be.
4. This Plan must be read, interpreted, and administered in its entirety.

## 4.2 Community Improvement Project Area

1. Only properties within the designated Community Improvement Project Area shall be deemed to be eligible for the financial incentive programs of this Plan.
2. Where a portion of a lot is within the designated Community Improvement Project Area, it shall be interpreted that the entirety of the lot is within the Community Improvement Project Area.
3. The Community Improvement Project Area is established separately from this Plan as a by-law of Council. Any modification to the Community Improvement Project Area shall therefore be subject to a new by-law of Council.
4. A total of three precincts are identified within the Community Improvement Project Area. Modifying the boundary of a precinct(s) shall only be permitted through an amending by-law of Council. Further, any change to the availability of a financial incentive program within a precinct shall require an~~d~~ amendment to this Plan.

## 4.3 Plan Administration

1. Upon enactment of this Plan, Council shall designate a member of City staff to be the Plan Administrator.
2. The Plan Administrator, at their discretion, may identify an alternate Plan Administrator, should the principal plan administrator become unavailable.
3. Council shall be the approval authority of applications to financial incentive programs established by this Plan, however they can delegate approval authority to the Plan Administrator.

4. The Plan Administrator shall be responsible for ensuring the monitoring and evaluation framework of this Plan is fully implemented over the Plan horizon.
5. Applications shall be submitted and processed in accordance with the policies of this Plan. The Plan Administrator shall be responsible for ensuring that the review and decision process is undertaken in a timely manner.

## 4.4 Financial Incentive Program Funding

1. Council shall establish an annual budget for this Plan, including for each of the financial incentive programs.
2. Council reserves the right to fund all or none of the financial incentive programs under this Plan in any given budgetary year. Council may choose to suspend or not fund the any or all programs in any specific year.
3. Based on monitoring and evaluation of this Plan, Council may decide that certain financial incentive values need to be modified to ensure that the programs function as intended, and to be responsive to the evolving housing needs of the City.
4. An amendment to this Plan shall not be required where Council modifies the value of a financial incentive program under this Plan.

## 4.5 Plan Monitoring and Evaluation

### 4.5.1 General

1. It is recognized that this Plan is a tool to facilitate housing development within the City and will therefore need to respond to evolving market forces, economic conditions, and financial resources to remain relevant. Therefore, Plan monitoring and evaluation is critical to the long-term success of this Plan and the financial incentive programs.
2. The Plan Administrator will dedicate the City's available resources to ensure that this Plan is regularly monitored and evaluated in accordance with the policies of this section.
3. The overall objectives of the monitoring and evaluation framework of this Plan are to:
    a. Ensure the financial incentive programs are advancing the objectives of this Plan and achieving their individual intended outcomes.
    b. Adjust aspects of the financial incentive programs, including their maximum values, as may be identified, or needed to ensure they are best positioned to respond to the evolving housing needs and opportunities of the City.

### 4.5.2 Baseline Conditions

1. Upon enactment of this Plan, the Plan Administrator will collect baseline information regarding key housing data and indicators within the Community Improvement Project Area.
2. It is recommended that key housing data and indicators used to prepare the Housing Needs Assessment be initially used for this purpose.

### 4.5.3 On-going Monitoring

1. On-going monitoring of this Plan and the baseline conditions are critical to informing future updates to this Plan or specific financial incentive programs.
2. At a minimum, the following indicators will be monitored by the Plan Administrator:
    a. The number of new affordable and market rate housing units that have been developed;
    b. The tenure of new housing units that have been developed;
    c. The location of new housing units;
    d. Indicators pertaining to housing unit vacancies or where there is heightened demand;
    e. Demographic and economic indicators related to the definition of “affordable” or may otherwise have bearing on the value of the financial incentive programs;
    f. Indicators related to developer and purchaser costs of housing units that have been developed under this Plan;
    g. The approved/denied value of the grant and the total value of construction (the total public investment versus private investment);
    h. The projected and actual increase in property assessments and property taxes, as may be applicable; and
    i. Indirect indicators including economic indicators, qualitative indicators and other indicators which speak more generally to the success of the City, and which may or may not be directly attributed to the influence and success of this Plan.

### 4.5.4 Reporting

1. The Plan Administrator shall prepare an annual report detailing the indicators that are being monitored. The annual report should be made publicly available and presented to Council.
2. The annual report shall include an assessment of each individual financial incentive program, to ensure that sufficient analysis is included to inform potential updates to specific aspects of each program.
3. The annual report shall also make recommendations on potential adjustments to this Plan based on its findings. This may include, for example:

a. Adjustments to the annual funding of this Plan;
b. Revisions to the CIPA boundary;
c. Adjustments to the financial incentive programs, including discontinuation of certain programs in response to funding constraints or low performance, or where otherwise necessary.
d. Modifications to the eligible costs, or eligibility criteria;
e. Necessary modifications to the plan administration, including the monitoring and evaluation framework.

4. The annual report may also include an analysis or review of potential sources of funding for this Plan, and required actions or initiatives that must be undertaken by the City to pursue that funding or otherwise be considered eligible.

## 4.6 Definitions

1. "Affordable", "Affordability" or "Affordable Housing" means:

   a. In the case of ownership housing, a unit would be considered affordable when the purchase price is at or below the lesser of:
      i. Income-based purchase price: A purchase price that would result in annual accommodation costs equal to 30% of a household's gross annual income for a household at the 60th percentile of the income distribution for all households in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
      ii. Market-based purchase price: 90% of the average purchase price of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.
   b. In the case of rental housing, a unit would be considered affordable when the rent is at or below the lesser of:
      i. Income-based rent: Rent that is equal to 30% of gross annual household income for a household at the 60th percentile of the income distribution for renter households in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
      ii. Market-based rent: Average market rent of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.

2. "Affordable Residential Units bulletin" means the bulletin entitled the "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario and is amended from time to time.

3. “Applicant” means the registered landowner, an authorized agent of a registered landowner, or tenants of lands or buildings with written authorization from the registered landowner.
4. “Dwelling Unit” shall have the same meaning as defined in the City’s Zoning By-law.
5. “Eligible Applicant” means an applicant (as defined above) who meets all general and specific eligibility requirements of this Plan and prepares and applies for a financial incentive program established by this CIP.
6. “Eligible Costs” shall have the same meaning as used in subsection 28 (7.1) of the *Planning Act*: “costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.”
7. “Mixed-use” means any combination of two or more category of uses in a single development as permitted by the City’s Zoning By-law.
8. “Not-for-Profit” means organizations that are, agencies, associations, clubs, or societies that are not charities and are organized and operated exclusively for social welfare or civic improvement, or any other community benefit purpose except profit.
9. “Purpose-Built Rental” means housing built specifically for long-term rental accommodation.

## Steve Zuppa

**From:** Toni-Marie Streicher
**Sent:** Monday, March 31, 2025 3:14 PM
**To:** Steve Zuppa
**Cc:** Samir Thapa
**Subject:** A-4-25-CIP - Housing Community Improvement Plan (CIP) Amendments

Good afternoon,

In review of the information sent for the above noted application, I would make the following recommendation to the below section,

2.7.5 Payment of Financial Incentive Program

- Building Permit: Payment of a financial incentive under this Program that involves a Building Permit shall only be issued when the final occupancy permit has been issued, and the building permit is finalized.

**Toni-Marie Streicher**
Senior Plans Examiner
Building Division
Public Works & Engineering Services
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**CITY OF SAULT STE. MARIE**
99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
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**Ministry of Municipal Affairs and Housing**

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Ontario

April 10, 2025

Steve Zuppa, Junior Planner
CITY OF SAULT STE. MARIE
99 Foster Drive,
Sault Ste. Marie, ON P6A 5X6
Email: s.zuppa@cityssm.on.ca

**via email only**

**RE:** **Community Improvement Plan Amendment**
**Location:** Sault Ste Marie, Algoma District

Dear Steve Zuppa,

Thank you for the opportunity to provide comments on the draft amendment to the City of Sault Ste. Marie's Community Improvement Plan (CIP). We had provided earlier comments (July 16, 2024) regarding the City's CIP. Our review of the adopted Plan identified no concerns emanating from the proposed amendment. However, it did reveal that our primary recommendation from our July 2024 comments, regarding the definition of "affordability" was not incorporated into the CIP pre-adoption. Through this amendment process, it is our hope that the City of Sault Ste. Marie will consider, once again, that earlier recommendation. To better achieve one of the objectives of the CIP, the prioritization of the development of affordable housing, the city may wish to consider the following:

1. **Definition of "Affordable"**

Section 4.6 of the plan defines "Affordable", "Affordability" and "Affordable Housing" for ownership and rental housing through a cut-and-paste of the Provincial Policy Statement definition of "Affordable" as per the PPS Definitions section. The city should reconsider this approach, as the PPS definition (and the definition included in the adopted CIP) refers to resale prices and rents for units within the "regional market area" – a term that is defined in the PPS, but not in the draft CIP. The PPS definition of "regional market area" is not definitive in the context of a local planning authority, such as the City of Sault Ste. Marie, but is used in the PPS in a way that requires greater explanation and analysis in local policy documents, such as official plans and community improvement plans.

Further, as programs in the CIP require on-going affordability monitoring, for up to as much as 20 years, there should be greater clarity in this section as to how affordability will be determined annually, and how a CIP program applicant will be determined to be within compliance, year over year.

Through the amendment process, the city may wish to identify in policy which datasets, exactly, it will use to determine baseline and ongoing affordability, based on average resale prices, average market rents, or the gross annual household income of owners and renters. Identifying specific datasets will provide clarity to plan administrators and successful applicants and should minimize disputes over annual reporting.

2. **Section 2.4.4: Maximum Grant Amount**

Section 2.4.4 indicates that the maximum amount of any grants under the various incentive initiatives (including the TIEG) will not exceed $240,000. Section 28 of the Planning Act restricts the amount of incentive grants to a maximum of eligible expenses. This section should be amended to provide that the maximum amount of any grants under the various incentive initiatives will not exceed the lesser of $240,000 or the eligible expenses. It is noted that this is covered under section 3.1.5 bullet 2 and section 3.1.13, but it would be beneficial to include clarification to avoid confusion.

3. **Section 2.5.4: Grant Description Clarification**

Section 2.5.4 presents some confusion. The grant description provides: "A TIEG will typically contain a fixed number of years at 100% of the municipal portion of the tax increment, decreasing to 75% in the third last year, 50% in the second last year, and 25% in the final year. The grant ceases thereafter." However, the chart immediately following this description indicates TIEG grants with a horizon of 19 years. Clarification might be considered to make this clearer.

4. **Section 2.5.6, Bullet 9: Annual Grant Limitation**

Section 2.5.6, bullet 9 provides: "The City shall not issue an annual grant that is of greater value than the municipal tax collected in a given year on the increased assessed value of the property." As a tax increment equivalent grant is calculated on the basis of a post-improvement increase in assessment, and therefore property tax, and not overall property taxation, it is suggested that clarification be added to limit the amount of this grant to any increase in municipal property taxation between pre and post improvement assessments.

5. **Section 4: Implementation Considerations**

Section 4 deals with implementation.  You may wish to consider adding a statement to the CIP clarifying that the municipality may choose to suspend or not fund the program in any specific year.

**Conclusion**

Thank you for this opportunity to provide comments on this draft community improvement plan. If you have any questions or concerns, please do not hesitate to contact Zeinab Seifpour, Planner at zeinab.seifpour@ontario.ca.

Sincerely,



Anna Little, Manager – Community Planning & Development
Municipal Services Office – North | Ministry of Municipal Affairs and Housing
401-159 Cedar Street Sudbury, ON P3E 6A5
Phone: 705-280-8946
E-mail: anna.little@ontario.ca

cc : Samir Thapa - City of Sault Ste Marie - s.thapa@cityssm.on.ca

The Corporation of the City of Sault Ste. Marie
99 Foster Drive, Sault Ste. Marie, Ontario P6A 5X6
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# NOTICE OF APPLICATION & PUBLIC MEETING

## Housing Community Improvement Plan Amendments

**Application No.: A-4-25-CIP**

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

**Date: Monday, May 12, 2025**
**Time: 5:00 PM**

**Location: City of Sault Ste. Marie**
**Civic Centre, Council Chambers**
**99 Foster Drive**

**PURPOSE**

The applicant, the City of Sault Ste. Marie (c/o Planning Division) proposes to amend the Housing Community Improvement Plan (CIP) by expanding the Per-Door Grant eligibility and increasing the maximum incentive values for new units. Additionally, a new financial incentive grant will be introduced. These amendments are designed to better align the Housing CIP with the City's Housing Action Plan 2023-2028.

**PROPOSED CHANGE**

Significant proposed amendments to the Housing CIP are as follows:

1. Expansion of Per-Door Grant Eligibility:
   The expansion of per-door grants to include market-rate units in Precinct 2 of the Community Improvement Project Area (CIPA), which correspond to the areas designated as "Strategic Development Areas–Other" in the City's Official Plan.

2. Increase in Per-Door Grant Incentive Values:
   The maximum Per-Door Grant incentive values are proposed to increase by $10,000 to $15,000 per unit for each housing category and unit type.

3. Addition of a Municipal Fees Rebate Program
   A new grant is recommended for inclusion in the Housing CIP. This program would offer a rebate equal to a portion of municipal fees for applications under the Planning Act, the Ontario Building Code, and other selected municipal services. Eligibility for this grant is proposed to be similar to the amended Per-Door Grant.

These incentive programs will prioritize the development of affordable housing and will focus development within the Strategic Development Areas of the City.

No changes are proposed to the boundaries of the existing CIPA. The full draft amended Housing CIP and the existing CIPA map are posted on the City's Public Input website: https://publicinput.ca/v5123.

**HAVE YOUR SAY**

Input on the proposed Housing Community Improvement Plan amendments is welcome and encouraged. You can provide input by making a written submission or by making a public presentation.

**TAKE NOTICE THAT** the Council of The Corporation of the City of Sault Ste. Marie will hold a Public Meeting on **Monday, May 12, 2025** at 5:00 p.m. to consider a proposed amendment to the Housing Community Improvement Plan (under section 28 of the Planning Act, R.S.O 1990, c. P13, as amended). This meeting will be broadcast by Shaw Cable and may be viewed on Shaw Cable's Community Channel, Sootoday.com and on the City's YouTube Channel https://www.youtube.com/saultstemarieca

Any person wishing to present at the public meeting may do so electronically or in person. Electronic participants must contact the City Clerk at cityclerk@cityssm.on.ca or 705-759-5388 to register as a presenter. Registered presenters will be provided with instructions as to how to join the meeting in advance. Any written submissions received in advance of the meeting will be included with Council's Agenda.

**MORE INFORMATION**

The application may be reviewed in the Planning Division, Level 5, Civic Centre, 99 Foster Drive. The Report of the Planning Division will be available as part of the Council Agenda on the City's website at 4:30 p.m. on **Thursday, May 8, 2025** and in person on **Friday, May 9, 2025**, during regular office hours in the Planning Division. Digital and physical copies of the report are available upon request. Inquiries should be directed to Steve Zuppa, Planning Division, at 705.759.5279 or s.zuppa@cityssm.on.ca. Please refer to the application file number.

**WRITTEN SUBMISSION**
To provide input in writing, or request notice if the proposed application is approved, please submit a letter to Steve Zuppa, Planning Division, 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6, or e-mail to s.zuppa@cityssm.on.ca with your name, address and application file number on or before **Monday, May 12, 2025**.

If you wish to be notified of the Council of the City of Sault Ste. Marie decision to adopt or refuse the approval of an application, you must make a written request to the Planning Division at the address noted above.

**LEGAL NOTICE CONCERNING YOUR RIGHT TO APPEAL**
As per the Planning Act, appeal rights are only provided to specified persons, public bodies, applicants, registered owners of any land to which the by-law and/or plan would apply to, the Minister, and the appropriate approval authority.

If a 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 Ontario Land Tribunal.

If a person or public body does not make oral submissions at a public meeting, or make written submissions to the City of Sault Ste. Marie before the By-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-75**

**PLANNING**: A by-law to approve the proposed City of Sault Ste Marie Housing Community Improvement Plan May 2025.

**THE COUNCIL** of The Corporation of the City of Sault Ste. Marie, pursuant to Sections 28(2), (4), (7) AND (7.1) of the *Planning Act*, R.S.O. 1990, c.P.13 **ENACTS** as follows:

1. **SAULT STE. MARIE HOUSING COMMUNITY IMPROVEMENT PLAN**

City Council hereby adopts and agrees to implement the proposed City of Sault Ste. Marie Housing Community Improvement Plan May 2025 for the purpose set out in section 1 hereinabove. The Plan is attached as Schedule "A" hereto.

2. **SCHEDULE "A"**

Schedule "A" hereto forms a part of this by-law.

3. **BY-LAW 2024-133 AMENDED**

By-law 2024-133 is hereby amended by removing from By-law 2024-133 Schedule "A" to Appendix A City of Sault Ste Marie Housing Community Improvement Plan (Draft) August 2024 and replacing it with Schedule "A" City of Sault Ste Marie Housing Community Improvement Plan May 2025 to By-law 2025-75.

4. **EFFECTIVE DATE**

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

**PASSED** in open Council this 12th day of May, 2025.

**MAYOR – MATTHEW SHOEMAKER**

**CITY CLERK – RACHEL TYCZINSKI**

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SAULT STE MARIE

City of Sault Ste. Marie

# Housing Community Improvement Plan

**May 2025**



## Land Acknowledgement

### Robinson-Huron Treaty Territory

The City of Sault Ste. Marie acknowledges this area as part of the Robinson-Huron Treaty territory and is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council and today is home to many Urban Indigenous people from across Turtle Island.

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# 1. Introduction

## 1.1 Purpose of this Plan

This Community Improvement Plan ("CIP" or "Plan") is a community revitalization tool that responds to the housing needs of the City of Sault Ste. Marie ("City"). It directly implements Action 3 of Sault Ste. Marie's Housing Action Plan 2023-2028, to "provide financial incentives for housing". In doing so, the Plan establishes a range of financial incentive programs intended to facilitate broad investment in the City's housing stock to meet current and future housing demand.

Like many municipalities across Canada and in Ontario, the supply of adequate and affordable housing has emerged as a critical challenge. As of 2023, the City estimates that approximately 3,115 new housing units will be required by 2036 to meet projected housing demand. The Province of Ontario ("Province") has also identified a housing target for the City of 1,500 new units by the year 2031.

The City therefore plans to meet or exceed the Provincial housing target by 2031, as well as satisfy the housing demand that is projected by the year 2036. This Plan is intended to have a key role in achieving these housing targets.

Importantly, the City will require housing that responds to changing demographics, economics, and market conditions. Therefore, housing within the City will need to provide opportunities for people with housing needs and aspirations.

## 1.2 Objectives of this Plan

The objectives of this Plan are in response to the identified housing needs and opportunities within the City, while similarly advancing the priorities of the Housing Action Plan. Therefore, the objectives of this Plan are to:

1. Support implementation of the Housing Action Plan, specifically Action 3, which states "Provide Financial Incentives to Housing".
2. Implement the housing policies of the City's Official Plan.
3. Increase the overall inventory of housing stock.
4. Develop an appropriate mix of housing with regards to type and tenure.
5. Prioritize the development of affordable housing.
6. Focus housing development within the Strategic Development Areas of the City that have the greatest identified need or are within a safe-walkable distance to an array of services and amenities.
7. Respond to the diverse housing needs of current and future residents.

Proposed community improvement works that benefit from the financial incentive programs of this Plan must be consistent with these objectives. These objectives are also a critical component to the monitoring and evaluation framework of this Plan, and therefore should be evaluated regularly to inform future updates.

## 1.3 Community Improvement Project Area (CIPA)

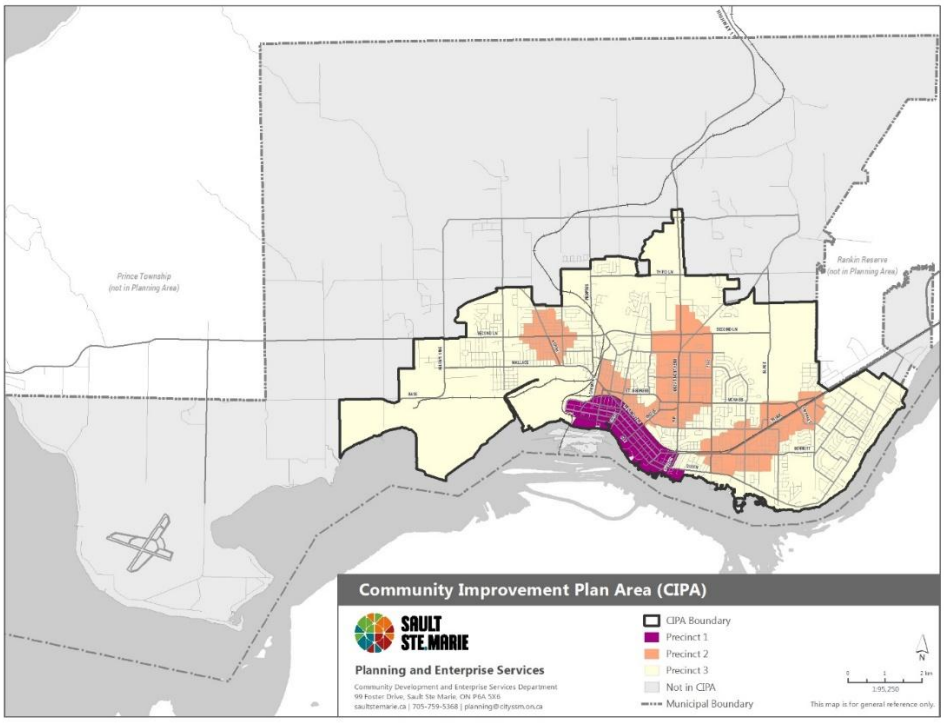
Properties eligible to apply for the financial incentive programs established by this Plan are shown on the CIPA. The CIPA is established as a separate by-law from this Plan and may be amended from time to time at Council's discretion. It is therefore important for eligible applicants to consult with the Plan Administrator to determine if a property or building is within the CIPA before applying.

The CIPA delineates distinct "Precincts", wherein this Plan contemplates some of the financial incentive programs differently in response to the housing priorities throughout the City. The Precincts are generally described as follows:

1. **Precinct 1:** This Precinct corresponds to the Strategic Development Areas – First Neighbourhoods as identified in the Official Plan. Precinct 1 includes some of the City's first established residential neighbourhoods, as well as the Downtown and is an area that demonstrates a heightened and unique need for adequate and affordable housing.
2. **Precinct 2:** This Precinct corresponds to the Strategic Development Areas – Other as identified in the Official Plan. Precinct 2 includes areas of the City that are within a safe-walkable distance to a variety of services and amenities. Over time, areas within Precinct 2 will experience residential growth and a resulting demand for new housing opportunities.
3. **Precinct 3:** This Precinct includes areas that are within the Urban Settlement Area of the City, but outside of Precincts 1 and 2.

The boundaries of the Precincts are delineated by the CIPA and may be subject to modification through a by-law as enacted by Council. The CIPA is shown in Figure 1.

*Figure 1: Community Improvement Project Area (CIPA)*




## 1.4 Legislative Authority

This Plan has been prepared and enacted in accordance with Section 28 of the *Planning Act*. Pursuant to Section 28, the City may issue financial incentives to eligible applicants within a designated CIPA, and where a CIP has been prepared.

This Plan is also permitted under Section 106 of the Municipal Act, 2001, which generally prohibits municipalities from directly or indirectly assisting manufacturing, business or other industrial or commercial enterprises. An exception to Section 106 is made under Section 106(3) for municipalities exercising powers under Section 28 (6) or (7) of the Planning Act, being to adopt a CIPA and CIP.

## 1.5 Structure of this Plan

This Plan is organized into four sections:

1. **Section 1** introduces the CIP, including relevant background information, purpose, and legislative authority.
2. **Section 2** identifies the programs of this Plan which includes the description, purpose, and interpretation for each program.
3. **Section 3** establishes the general eligibility criteria for programs.
4. **Section 4** provides detailed implementation policies that inform how this Plan is monitored and evaluated.

# 2. Financial Incentive Programs

## 2.1 Purpose

This Plan establishes several financial incentive programs to advance the housing objectives of the Plan. The programs are intended to respond to a range of housing needs and opportunities within the community.

## 2.2 Financial Incentive Programs

Under this Plan, a total of four programs are established:

1. Per-Door Grant Program;
2. Tax Increment Equivalent Grant (TIEG) Program;
3. Sault Foundations - Feasibility Study Grant Program; and
4. Municipal Fees Grant Program.

Specific details of the financial incentive programs are established under sections 2.4 through 2.7 of this Plan.

## 2.3 Interpretation of the Programs

The financial incentive programs are presented in sections to assist with interpretation and administration, as follows:

1. **Purpose:** Identifies the purpose of the financial incentive program and how it benefits applicants and the community.
2. **General Program Availability:** Specifies the types of housing and tenure that are eligible for the program based on the CIPA.
3. **Eligible Costs:** Provides details for which types of community improvement works are considered eligible in the calculation of a financial incentive program value.
4. **Financial Incentive Program Value:** This section identifies program-specific financial incentive values and maximum grant values.
5. **Payment of Financial Incentive Program:** Describes how and when a financial incentive is to be paid or deemed complete.
6. **Specific Eligibility Criteria:** Provides program-specific details of applicable criteria that applicants must satisfy in order to be eligible to apply for a Program. These eligibility criteria must be read in conjunction with Section 3 General eligibility of this Plan.

## 2.4 Per-Door Grant Program

### 2.4.1 Purpose

The Per-Door Grant Program provides a one-time grant to small-scale developments that propose up to four new dwelling units. The Program is intended to support a greater mix, size, and tenure of housing within the City, while also contributing to an increase in the overall availability of affordable housing options, particularly missing middle housing options. Successful applicants will be required to enter into an agreement with the City to maintain the housing as affordable, in accordance with the specific eligibility criteria of this Program.

### 2.4.2 General Program Availability

The availability of the Per-Door Grant Program depends on whether the housing is developed as affordable or market rate, and depending on tenure, as follows:

1. **Affordable:** Where affordable dwelling units are proposed, the Program is available in all three Precincts.
2. **Market Rate:** Where market rate dwelling units are proposed, the Program is only available in Precincts 1 and 2.
3. **Tenure:** Both freehold housing and rental housing are eligible for this Program, however freehold housing is limited to not-for-profit ownership in Precincts 2 and 3.

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.4.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results a net increase in the total number of dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.4.4 Financial Incentive Program Value

The structure of the Per-Door Grant Program, including the per-unit grant value, is as shown in Table 1:

*Table 1: Per-Door Grant Program Structure*

| Housing Category | Precinct | Tenure Types | Maximum Grant Value (per unit) |
|---|---|---|---|
| Affordable | 1 | Purpose-Built Rental, Freehold | Bachelor: $45,000<br>1 Bedroom: $50,000<br>2 Bedroom: $55,000<br>3+ Bedroom: $60,000 |
| | 2 or 3 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | Bachelor: $40,000<br>1 Bedroom: $45,000<br>2 Bedroom: $50,000<br>3+ Bedroom: $55,000 |
| Market Rate | 1 | Purpose-Built Rental, Freehold | $30,000 |
| | 2 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | $10,000 |

The maximum amount of incentive provided under this program to any approved eligible property will not exceed the lesser of $240,000 or the eligible expenses (which corresponds to a four-unit development in Precinct 1 with all 3-bedroom units that meet the definition of affordable).

### 2.4.5 Payment of Financial Incentive Program

The grant shall be paid upon completion of works related to the eligible costs and when an occupancy permit is issued, or otherwise to the satisfaction of the City, and in accordance with the requirements of this Plan.

### 2.4.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. Where affordable housing is proposed, the City will require successful applicants to enter into an agreement with the City to maintain the housing as affordable for a period of 20 years.
2. The City requires eligible applicants to provide a cost estimate or quote in advance of the services being rendered by a qualified professional. The cost estimate or quote shall include a detailed breakdown of tasks and associated costs. At its discretion, the City may require additional cost estimates or quotes to be provided, and in this case, the payment of this portion of the grant shall be the lesser of the cost estimates provided.
3. Applications will be assessed and prioritized using a Per-Door Grant scorecard.

## 2.5 Tax Increment Equivalent Grant (TIEG) Program

### 2.5.1 Purpose

The Tax Increment Equivalent Grant (TIEG) will provide an annual grant to reimburse a portion of the municipal property tax increase resulting from residential development on a property over a fixed number of years. The Program is intended to encourage significant investment in new housing within the City. Only applications that propose a total of five new dwelling units or greater are eligible for this Program.

### 2.5.2 General Program Availability

The TIEG is available for affordable dwelling units in all three precincts. However, the Program is structured differently depending on tenure, as follows:

1. **Purpose-Built Rental:** Financial incentives for dwelling units defined as rental by this Plan are eligible in all Precincts.
2. **Freehold:** Financial incentives for units defined as freehold by this Plan are eligible in Precinct 1 only (for example, a condominium with 5 or more units).

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.5.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results in a net increase in 5 or more dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.5.4 Financial Incentive Program Value

The maximum value of the TIEG is calculated as the difference between pre-project municipal tax assessment and the post-project municipal tax assessment.

As shown in Tables 2 to 4, the total length of the TIEG (in years) will be determined by the percentage of new affordable units within the development and the Precinct where the development is located, ranging from three to nineteen years.

A TIEG will typically offer a grant equal to 100% of the municipal portion of the tax increment for a fixed number of years, decreasing to 75% in the third last year, 50% in the second last year, and 25% in the final year. The grant ceases thereafter.

*Table 2: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 1*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 100% | 100% | 100% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 100% | 100% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 5 | 6 | 7 | 8 | 10 | 11 | 12 | 14 | 16 | 18 | 19 |

*Table 3: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 2*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% | 100% | 100% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% | 100% | 100% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% | 100% | 100% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 100% | 100% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 75% | 100% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50% | 75% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 4 | 5 | 6 | 7 | 9 | 10 | 11 | 13 | 14 | 16 | 17 |

*Table 4: Percentage of Property Tax (Municipal Portion) Rebated for Developments in Precinct 3*

| Affordable Units (%) ▶ | None | 1-9% | 10-19% | 20-29% | 30-39% | 40-49% | 50-59% | 60-69% | 70-79% | 80-89% | 90-100% |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Year 1** | 75% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 2** | 50% | 75% | 75% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 3** | 25% | 50% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 4** | 0% | 25% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% | 100% |
| **Year 5** | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% | 100% |
| **Year 6** | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% | 100% |
| **Year 7** | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% | 100% |
| **Year 8** | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% | 100% |
| **Year 9** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% | 100% |
| **Year 10** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% | 75% |
| **Year 11** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% | 50% |
| **Year 12** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25% |
| **Year 13** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 14** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 15** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 16** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 17** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 18** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 19** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Year 20** | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| **Length (Years)** | 3 | 4 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |

### 2.5.5 Payment of Financial Incentive Program

1. The TIEG will only be issued subsequent to completion of approved eligible works, final inspections are complete, and an occupancy permit has been issued.
2. The grant will be paid annually by the City to the eligible applicant subsequent to payment of all property taxes.

### 2.5.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. The TIEG program shall be eligible to be combined with the Feasibility Study Grant Program and the Municipal Fees Rebate Program of this Plan but not the Per-Door Grant program.
2. The City may evaluate the merit of an application based on considerations for achieving specific actions as part of the Housing Action Plan.
3. The applicant must demonstrate that a substantial increase in municipal property taxes will occur due to development or redevelopment.

4. The applicant shall provide to the City a post-improvement assessment. The post-improvement assessment will be used by the City to determine the difference between the amount of municipal taxes prior to the development or redevelopment and the amount of municipal taxes to be paid after the development is complete.
5. A grant issued under this Program will be issued in accordance with a grant schedule and provided to the registered owner of the property on an annual basis.
6. An annual grant shall not be issued until all property taxes owing for each year are fully paid. If a property tax installment is missed or payment is late, the City reserves the right, without notice and at its own discretion, to withhold or terminate all future grant payments.
7. An annual grant shall not be recalculated based on tax increases resulting from general re-assessments, or changes in tax legislation.
8. If the property is sold or there is otherwise a change in ownership, the City reserves the right to withhold or terminate future grants.
9. At its discretion, the City may suspend or discontinue this Program. However, existing agreements between the City and landowners will be recognized, whereby grants will continue to be issued subject to the agreement.

## 2.6 Sault Foundations - Feasibility Study Grant Program

### 2.6.1 Purpose

The Sault Foundations Program offers a grant to fund studies that assess the feasibility of building "missing middle" housing on a property that is owned by a Not-for-Profit agency. The feasibility study would facilitate development at the concept stage to identify steps and resources needed to make the development a reality.

### 2.6.2 General Program Availability

The Sault Foundations Program is available in all three precincts where proposed development includes an increase in residential units.

### 2.6.3 Eligible Costs

A feasibility study consisting of any combination of the following shall be deemed eligible under this Program:

1. financial analysis and feasibility assessment, or associated business development related studies and plans; and
2. technical reports or studies, such as a building conditions report, where an existing building is proposed to be repurposed or significantly modified or renovated.

### 2.6.4 Financial Incentive Program Value

The maximum grant value of the Program is $30,000.

### 2.6.5 Payment of Financial Incentive Program

1. A grant may be issued to an eligible applicant in advance of the eligible costs being undertaken, at the City's sole discretion.
2. An application must be formally approved by the City before undertaking or initiating the eligible costs. The City may request that the applicant provide at least one quote from a prospective consultants who will conduct the study. Consultants must be qualified professionals.
3. The City may require that the study be completed within a specific timeframe. Further, the City may require full repayment of the total grant value should the study not be completed within the established timeframe.
4. The specific timeframe for which the study is completed will be determined through an agreement entered into between the City and an applicant. At its sole discretion, the City may extend this timeframe upon request of the applicant, provided advance notice is given, and justification for the extension is provided.

### 2.6.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. Applicants must be a registered Not-for-Profit organization in good standing. The nature of the Not-for-Profit's interest in developing housing aligns with advancing the housing goals and objectives of the City and this Plan.
2. Applications that propose affordable housing units may be prioritized for funding under this Plan, at the discretion of the City.
3. If the project is deemed feasible, applicants may be eligible for other financial incentive programs in this Plan. For clarity, applicants shall not be eligible to apply for any other financial incentive program if combined with this Program, until such time that it can be demonstrated to the City that the proposed development is feasible.

## 2.7 Municipal Fees Rebate Program

### 2.7.1 Purpose

The Municipal Fees Rebate Program offers a grant equal to a portion of municipal fees paid to the City related to an application made under the Planning Act or the Ontario Building Code. The Program is intended to reduce the soft costs of constructing new residential units, particularly those that meet the definition of "affordable" as defined by this Plan.

### 2.7.2 General Program Availability

The availability of the Municipal Fees Rebate Program depends on whether the housing is developed as affordable or market rate, and depending on tenure, as follows:

1. **Affordable:** Where affordable dwelling units are proposed, the Program is available in all three Precincts.
2. **Market Rate:** Where market rate dwelling units are proposed, the Program is only available in Precincts 1 and 2.
3. **Tenure:** Both freehold housing and rental housing are eligible for this Program, however freehold housing is limited to not-for-profit ownership in Precincts 2 and 3.

Additionally, only lands designated Residential, Commercial, or Institutional by the Official Plan shall be eligible for this Program.

### 2.7.3 Eligible Costs

The following costs shall be deemed eligible for the purpose of calculating the total value of the grant:

1. Any development that results a net increase in the total number of dwelling units shall be eligible for this Program.
2. Where a development consists of a mixed-use format, only the residential component of the development shall be eligible.

### 2.7.4 Financial Incentive Program Value

The structure of the Municipal Fees Grant Program is shown in Table 5:

*Table 5: Municipal Fees Rebate Program Structure*

| Housing Category | Precinct | Tenure Types | Maximum Grant Value (per development) |
|---|---|---|---|
| Affordable | 1 | Purpose-Built Rental, Freehold | 100% of Planning Act and Building Permit application fees |
| | 2 or 3 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | 100% of Planning Act and Building Permit application fees |
| Market Rate | 1 | Purpose-Built Rental, Freehold | 100% of Planning Act and Building Permit application fees |
| | 2 | Purpose-Built Rental, Freehold*<br>**only available to not-for-profit entities* | 50% of Planning Act and Building Permit application fees |

If a development in Precinct 2 or 3 includes both affordable and market-rate units, the rebate/grant will be adjusted according to the number or percentage of affordable units and the number or percentage of market-rate units.

### 2.7.5 Payment of Financial Incentive Program

Applicants are required to initially pay any applicable fees as an upfront cost under this Program. Subsequent payment of a financial incentive shall be in accordance with the following:

- Planning Act: Payment of a financial incentive under this Program that involves an application made under the *Planning Act* shall only be issued upon completion of the approved development.
- Building Permit: Payment of a financial incentive under this Program that involves a Building Permit shall only be issued when the final occupancy permit has been issued, and the building permit is finalized.

### 2.7.6 Specific Eligibility Criteria

Eligible applicants must satisfy the requirements of Section 3 General Eligibility Criteria, as well as the following program specific eligibility criteria:

1. The following fees shall be eligible for the program, provided they contribute to the creation of at least one new dwelling unit:
    a. Planning Act Application Fees including Zoning By-law Amendments, Minor Variances, Consents to Sever Land, and Site Plan Control; and
    b. Building Permit Fees.
2. For clarity, planning application fees and building permit fees are not eligible costs but shall be used as a basis to calculate the value of the grant.

3. Where affordable housing is proposed, the City will require successful applicants to enter into an agreement with the City to maintain the housing as affordable for a period of 20 years.
4. The City requires eligible applicants to provide a cost estimate or quote in advance of the services being rendered by a qualified professional. The cost estimate or quote shall include a detailed breakdown of tasks and associated costs. At its discretion, the City may require additional cost estimates or quotes to be provided, and in this case, the payment of this portion of the grant shall be the lesser of the cost estimates provided.

# 3. General Eligibility Criteria

### 3.1.1 Housing Objectives

All eligible works must be deemed by the City to be consistent with the objectives of this Plan, and the Housing Action Plan.

### 3.1.2 Eligible Applicants

1. Eligible applicants are deemed to be the registered landowner, an agent of the landowner, or a tenant of a property. The following exception to this requirement shall apply:
    a. For the purpose of the Sault Foundations Program, an eligible applicant shall be deemed to be a Not-for-Profit agency and must own the subject property.
2. Where an application is made by someone other than the registered landowner, the applicant is required to provide written authorization from the landowner prior to the submission of an application or before undertaking of any community improvement works.
3. Only properties within the designated CIPA shall be deemed eligible properties, and further, applications must meet all eligibility criteria of this Plan to be deemed eligible.

### 3.1.3 No Retroactive Incentives

1. Works that have already been commenced or completed prior to entering into an agreement with the City are not eligible for any financial incentive program established by this Plan. At its sole discretion, the City may make an exception to this policy by awarding an incentive retroactively, provided the merit for doing so can be satisfactorily demonstrated to the City by the applicant.

### 3.1.4 Timing of Approved Works

1. The City shall stipulate a maximum period of time in which approved works associated with a financial incentive program under this Plan must be initiated by the applicant.
2. The City may further stipulate a maximum period of time in which the approved works funded by a financial incentive program under this Plan is required to be fully completed and/or occupied.
3. At its discretion, the City may elect to extend the maximum period of time in which approved works must be initiated and/or completed.
4. If the approved works are not initiated and/or completed within the stipulated timeframe, the City may reduce or otherwise revoke the agreement and/or grant.

### 3.1.5 Combining Financial Incentives

1. The Sault Foundations Program and the Municipal Fees Rebate Program are permitted to be combined with other grants in this Plan, provided all eligibility criteria of this Plan are satisfied. The Tax Increment Equivalent Grant and the Per Door Grant Program shall not be permitted to be combined.
2. Where financial incentive programs are combined, in no case shall the total value of all financial incentives exceed the total value of all eligible costs and in no case shall eligible costs be counted more than once across one or more grants or applications.

### 3.1.6 Site Inspection

1. The City reserves the right to visit a property or building prior to issuing a decision on an application.
2. The City also reserves the right to visit a property or building once the approved works are completed, but prior to making payment of the grant, to ensure all works have been completed in accordance with the approved application.

### 3.1.7 Compliance

1. Eligible applications are required to comply with all applicable by-laws, standards, procedures, and guidelines of the City in order to be deemed eligible.
2. Eligible applications are also required to conform to the Official Plan and be in accordance with applicable land use regulations, including the Zoning By-law. The exception to this is where an amendment to the Zoning By-law is identified as an eligible cost by this Plan.
3. The City may determine that eligible applications are conditional subject to receiving necessary approvals, including but not limited to, permits from Provincial and Federal authorities.
4. Any conditions associated with required approvals or permits may be included in an agreement between the applicant and the landowner.

### 3.1.8 Completed Works

1. Any community improvement works that are undertaken and funded in whole or in part by this Plan must be consistent with the approved application agreement between the applicant and the City.
2. Where community improvement works are not undertaken in accordance with the approved application agreement, the City may delay, reduce, or cancel the approved agreement, and may require repayment for costs otherwise incurred by the City.

### 3.1.9 No Arrears or Defaults of City Requirements

An applicant is not eligible for a financial incentive program if they are in default of any City requirement at the time of an application or when payment of the grant is made. This includes arrears with regard to tax payments or any accounts receivable with the City. This eligibility criterion is to be included as a condition on the agreement between the City and the applicant.

### 3.1.10 Change in Ownership

Any agreement entered into under this Plan between the City and a landowner(s) shall be considered binding and registered on title and shall continue to be upheld where the property has been sold or has otherwise changed ownership.

### 3.1.11 Additional Information

At its discretion, the City may request additional information that it deems necessary to render a decision on an application, or to satisfy any of the eligibility criteria of this Plan. This may include additional information that demonstrates the applicant's creditworthiness and business track record.

### 3.1.12 Total Value of Financial Incentives

The total amount of all grants shall not exceed the total eligible costs of community improvement works that benefit from this Plan's financial incentive programs.

### 3.1.13 Maximum Grant Value

1. The total value of an individual grant shall not be greater than 100% of the calculated eligible costs for that grant.
2. Where two financial incentive programs are combined, in no case shall the value of an incentive be awarded for the same eligible costs between those combined programs.

### 3.1.14 Minimum Grant Value

The minimum value of a grant shall not be less than $1,000. For clarity, where the total value of a grant is calculated to be less than $1,000, the application may not be accepted by the City.

### 3.1.15 Minimum Affordability Period

1. Affordable dwelling units must be maintained in accordance with the definition of affordable under this Plan (see Section 4.6.1) for a minimum of 20 years, as indicated on an agreement between the City and landowner. The definition of affordable may be subject to change over this period of time as stated below.
    a. For *affordable rental units*, the initial rental rate of any incentivized unit will be set at or below the affordable rental rate contained in the most recent Affordable

Residential Units bulletin. The rental rate will be permitted to be raised annually based on the annual percentage rate amount approved by the Provincial Government for the duration of the affordability period.

b. For *affordable ownership housing*, any freehold unit that has been incentivized must be sold at or below the affordable purchase price in the most current Affordable Residential Units bulletin if sold at any time during the affordability period.

2. An agreement prepared by the City, between the City and landowner shall be required regarding the minimum affordability period, with the agreement being registered on title. It will be a condition of this agreement that landowners will be responsible for costs associated with registering the agreement on title.
3. An agreement regarding the minimum affordability period shall include terms and conditions should the housing no longer meet the definition of affordable, and this may include full or partial repayment of any grants that have been paid.
4. An annual statement shall be provided to the City demonstrating that any housing subject to an agreement regarding affordability is being maintained and offered as affordable per the definition of this Plan. The City may require additional documentation or evidence to corroborate the statement.
5. Where the conditions of an agreement are not upheld by the landowner, the City may exercise its authority to terminate the agreement and further, require that the entire amount of the incentives, including any associated costs and interest, be fully repaid to the City.

### 3.1.16 No Implications on Approval

Under no circumstance does a decision by the City to award a financial incentive under this Plan imply the merit of an application made under the *Planning Act* or a permit pursuant to the Ontario Building Code, or otherwise obligate the City to approve same in any manner.

### 3.1.17 Permanent Improvements Only

Eligible costs must involve permanent improvements only. For greater clarity, any costs associated with lifecycle replacement, housewares, or appliances, shall not be deemed an eligible cost.

### 3.1.18 Disclosure of Funding

1. Applicants are required to fully disclose all funding sources at time of application, or when otherwise requested by the City.
2. If in the City's opinion an applicant has received additional funding for the same community improvement works, at its sole discretion, the City may reduce the value of a grant, or otherwise deny an application.

3. Without limiting the generality of the foregoing, additional funding may include grants made available through other Community Improvement Plans, commercial loans, seed funding, or other similar financial assistance.

### 3.1.19 Relationship to Other Community Improvement Plans

1. The financial incentive programs of this Plan may be combined with other CIPs administered by the City.
1. Where financial incentive programs are combined between this Plan and another CIP, in no case shall funding be made available for the same eligible cost.
2. At its sole discretion, the City may determine that an application is non-eligible to receive funding through a financial incentive program of this Plan and another CIP.

### 3.1.20 Heritage Properties and Buildings

Community improvement works to a property or building designated under the *Ontario Heritage Act* or listed by the City may be required to submit additional information to the City in support of an application.

### 3.1.21 Short-term Rentals

1. A dwelling unit developed with a grant issued under this Plan shall not be used for a Short-term Rental, as defined by By-law 2022-178. For additional clarity, financial incentive programs established by this Plan shall not be used for the development or redevelopment of a dwelling unit that is used, or may be used, for a Short-term Rental.
2. The City shall require this as a condition in any agreement entered into with eligible applicants.
3. Failure to uphold this requirement may result in termination of the agreement by the City. The City may also exercise its powers to recuperate a portion, or the total value of any grant(s) issued under this Plan from the landowner.

### 3.1.22 Funding Discretion

1. At its discretion, Council may determine that certain financial incentive programs of this Plan be discontinued or the value of the grants to be modified.
2. The City is not bound to accept any application. The City reserves the right to consider any, none or all of the applications, to accept applications in whole or in part, and to elect not to proceed with this process at any given time.
3. Eligibility to programs does not guarantee funding of projects.
4. Grants and incentives are subject to budget.

# 4. Implementation

## 4.1 General

1. This Plan is intended to be implemented over a 3-year horizon, with regular review and/or update as informed by the plan monitoring and evaluation framework of this Plan.
2. If through consultation with the Plan Administrator it is deemed by Council that this Plan has achieved its objectives, a by-law to dissolve this CIP and Community Improvement Project Area may be passed at any time, in which case a new CIP and Community Improvement Project Area may be enacted by a new by-law.
3. Interpretation and administration of this Plan is at the sole discretion of the Plan Administrator, or their delegate, or Council, as the case may be.
4. This Plan must be read, interpreted, and administered in its entirety.

## 4.2 Community Improvement Project Area

1. Only properties within the designated Community Improvement Project Area shall be deemed to be eligible for the financial incentive programs of this Plan.
2. Where a portion of a lot is within the designated Community Improvement Project Area, it shall be interpreted that the entirety of the lot is within the Community Improvement Project Area.
3. The Community Improvement Project Area is established separately from this Plan as a by-law of Council. Any modification to the Community Improvement Project Area shall therefore be subject to a new by-law of Council.
4. A total of three precincts are identified within the Community Improvement Project Area. Modifying the boundary of a precinct(s) shall only be permitted through an amending by-law of Council. Further, any change to the availability of a financial incentive program within a precinct shall require an amendment to this Plan.

## 4.3 Plan Administration

1. Upon enactment of this Plan, Council shall designate a member of City staff to be the Plan Administrator.
2. The Plan Administrator, at their discretion, may identify an alternate Plan Administrator, should the principal plan administrator become unavailable.
3. Council shall be the approval authority of applications to financial incentive programs established by this Plan, however they can delegate approval authority to the Plan Administrator.

4. The Plan Administrator shall be responsible for ensuring the monitoring and evaluation framework of this Plan is fully implemented over the Plan horizon.
5. Applications shall be submitted and processed in accordance with the policies of this Plan. The Plan Administrator shall be responsible for ensuring that the review and decision process is undertaken in a timely manner.

## 4.4 Financial Incentive Program Funding

1. Council shall establish an annual budget for this Plan, including for each of the financial incentive programs.
2. Council reserves the right to fund all or none of the financial incentive programs under this Plan in any given budgetary year. Council may choose to suspend or not fund the any or all programs in any specific year.
3. Based on monitoring and evaluation of this Plan, Council may decide that certain financial incentive values need to be modified to ensure that the programs function as intended, and to be responsive to the evolving housing needs of the City.
4. An amendment to this Plan shall not be required where Council modifies the value of a financial incentive program under this Plan.

## 4.5 Plan Monitoring and Evaluation

### 4.5.1 General

1. It is recognized that this Plan is a tool to facilitate housing development within the City and will therefore need to respond to evolving market forces, economic conditions, and financial resources to remain relevant. Therefore, Plan monitoring and evaluation is critical to the long-term success of this Plan and the financial incentive programs.
2. The Plan Administrator will dedicate the City's available resources to ensure that this Plan is regularly monitored and evaluated in accordance with the policies of this section.
3. The overall objectives of the monitoring and evaluation framework of this Plan are to:
    a. Ensure the financial incentive programs are advancing the objectives of this Plan and achieving their individual intended outcomes.
    b. Adjust aspects of the financial incentive programs, including their maximum values, as may be identified, or needed to ensure they are best positioned to respond to the evolving housing needs and opportunities of the City.

### 4.5.2 Baseline Conditions

1. Upon enactment of this Plan, the Plan Administrator will collect baseline information regarding key housing data and indicators within the Community Improvement Project Area.
2. It is recommended that key housing data and indicators used to prepare the Housing Needs Assessment be initially used for this purpose.

### 4.5.3 On-going Monitoring

1. On-going monitoring of this Plan and the baseline conditions are critical to informing future updates to this Plan or specific financial incentive programs.
2. At a minimum, the following indicators will be monitored by the Plan Administrator:
    a. The number of new affordable and market rate housing units that have been developed;
    b. The tenure of new housing units that have been developed;
    c. The location of new housing units;
    d. Indicators pertaining to housing unit vacancies or where there is heightened demand;
    e. Demographic and economic indicators related to the definition of “affordable” or may otherwise have bearing on the value of the financial incentive programs;
    f. Indicators related to developer and purchaser costs of housing units that have been developed under this Plan;
    g. The approved/denied value of the grant and the total value of construction (the total public investment versus private investment);
    h. The projected and actual increase in property assessments and property taxes, as may be applicable; and
    i. Indirect indicators including economic indicators, qualitative indicators and other indicators which speak more generally to the success of the City, and which may or may not be directly attributed to the influence and success of this Plan.

### 4.5.4 Reporting

1. The Plan Administrator shall prepare an annual report detailing the indicators that are being monitored. The annual report should be made publicly available and presented to Council.
2. The annual report shall include an assessment of each individual financial incentive program, to ensure that sufficient analysis is included to inform potential updates to specific aspects of each program.
3. The annual report shall also make recommendations on potential adjustments to this Plan based on its findings. This may include, for example:

a. Adjustments to the annual funding of this Plan;
b. Revisions to the CIPA boundary;
c. Adjustments to the financial incentive programs, including discontinuation of certain programs in response to funding constraints or low performance, or where otherwise necessary.
d. Modifications to the eligible costs, or eligibility criteria;
e. Necessary modifications to the plan administration, including the monitoring and evaluation framework.

4. The annual report may also include an analysis or review of potential sources of funding for this Plan, and required actions or initiatives that must be undertaken by the City to pursue that funding or otherwise be considered eligible.

## 4.6 Definitions

1. "Affordable", "Affordability" or "Affordable Housing" means:

   a. In the case of ownership housing, a unit would be considered affordable when the purchase price is at or below the lesser of:
      i. Income-based purchase price: A purchase price that would result in annual accommodation costs equal to 30% of a household's gross annual income for a household at the 60th percentile of the income distribution for all households in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
      ii. Market-based purchase price: 90% of the average purchase price of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.
   b. In the case of rental housing, a unit would be considered affordable when the rent is at or below the lesser of:
      i. Income-based rent: Rent that is equal to 30% of gross annual household income for a household at the 60th percentile of the income distribution for renter households in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin, as identified by the Minister of Municipal Affairs and Housing; and
      ii. Market-based rent: Average market rent of a unit of the same unit type in the City of Sault Ste. Marie as set out in the Affordable Residential Units bulletin.

2. "Affordable Residential Units bulletin" means the bulletin entitled the "Affordable Residential Units for the Purposes of the Development Charges Act, 1997 Bulletin that is published by the Minister of Municipal Affairs and Housing on a website of the Government of Ontario and is amended from time to time.

3. “Applicant” means the registered landowner, an authorized agent of a registered landowner, or tenants of lands or buildings with written authorization from the registered landowner.
4. “Dwelling Unit” shall have the same meaning as defined in the City’s Zoning By-law.
5. “Eligible Applicant” means an applicant (as defined above) who meets all general and specific eligibility requirements of this Plan and prepares and applies for a financial incentive program established by this CIP.
6. “Eligible Costs” shall have the same meaning as used in subsection 28 (7.1) of the *Planning Act*: “costs related to environmental site assessment, environmental remediation, development, redevelopment, construction and reconstruction of lands and buildings for rehabilitation purposes or for the provision of energy efficient uses, buildings, structures, works, improvements or facilities.”
7. “Mixed-use” means any combination of two or more category of uses in a single development as permitted by the City’s Zoning By-law.
8. “Not-for-Profit” means organizations that are, agencies, associations, clubs, or societies that are not charities and are organized and operated exclusively for social welfare or civic improvement, or any other community benefit purpose except profit.
9. “Purpose-Built Rental” means housing built specifically for long-term rental accommodation.

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-76**

**APPOINTMENT**: A by-law to appoint Jason Cleminson, as Building Inspector.

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie, pursuant to *Municipal Act,* 2001, c. 25 **ENACTS** as follows:

1. **APPOINTMENT – BUILDING INSPECTOR**

   Jason Cleminson, is hereby appointed Building Inspector.

2. **EFFECTIVE DATE**

   This by-law becomes effective on May 12, 2025.

**PASSED** in open Council this 12th day of May, 2025.

_____
**MAYOR – MATTHEW SHOEMAKER**

_____
**CITY CLERK – RACHEL TYCZINSKI**

JG \\citydata\LegalDept\Legal\Staff\COUNCIL\BY-LAWS\2025\2025-76 Appointment of Building Inspector.docx

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-78**

**ENGINEERING**: A by-law to authorize the execution of the Contract between the City and Avery Construction Limited for the reconstruction of Peoples Road (Contract 2025-2E).

**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 May 12, 2025, between the City and Avery Construction Limited, a copy of which is attached as Schedule "A" hereto. This Agreement is for the reconstruction of Peoples Road (Contract 2025-2E).

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 12th day of May, 2025.

**MAYOR – MATTHEW SHOEMAKER**

**CITY CLERK – RACHEL TYCZINSKI**

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**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**
**RECONSTRUCTION OF PEOPLES ROAD – PHASE 1**
**(Second Line to Penno Road)**
**Contract No 2025-2E**

## FORM OF AGREEMENT

This Agreement, made (in triplicate) this __12th___ day of _May___ in the year 2025, by and between

__**Avery Construction Limited**_____, hereinafter called the **"Contractor"**,

AND

The Corporation of the City of Sault Ste. Marie, hereinafter called the **"Owner"**.

WITNESSETH: That the Contractor and the Owner undertake and agree as follows:

1. The Contractor will provide all the materials and all of the works shown and described in the Contract Documents entitled:

**RECONSTRUCTION OF PEOPLES ROAD – PHASE 1**
**(Second Line to Penno Road)**
**Contract No 2025-2E**

which have been signed in triplicate by both parties and which were prepared by **AECOM Canada ULC**, acting as Contract Administrator and herein entitled, "The Contract Administrator".

2. The Contractor will do and fulfill everything indicated by the Agreement (being this form of agreement), Addenda (if any), the Special Provisions, Contract Drawings, the Standard Specifications, Standard Drawings, Tender, Supplemental General Conditions, OPSS.MUNI 100 (November 2024 version or newest), and working drawings.

3. The Contractor will complete all work in accordance with the terms of the Contract. The Contractor is responsible for the controlling the quality of the work. The Owner may undertake quality assurance reviews and checks as the work progresses and work must be completed to the satisfaction of the Contract Administrator within the period of time specified. Owners' quality assurance inspectors will not be responsible for any other roles on site except for quality assurance.

4. The Owner shall pay to the Contractor the contract price as set forth in the Form of Tender in accordance with the provisions set forth in the General Conditions, Supplemental General Conditions, and the Special Provisions. The quantities contained in the Form of Tender are approximate only and the final payment shall be made for the actual quantities that are incorporated in or made necessary by the work covered by the contract.

5. The Owner shall pay the Contractor for work that is ordered in writing by the Contract Administrator and that cannot be classified as coming under any of the contract units and for which no unit price, lump sum, or other basis can be agreed upon, on a time and material basis as set out in the General Conditions, or as otherwise stipulated in the Form of Tender.

6. The Contractor, both during and after the term of this Agreement, shall at all times, and at its own cost, expense and risk, defend, indemnify and hold harmless the Owner and, its elected officials, officers, employees, volunteers, agents, the Contract Administrator, all respective heirs and executors, successors and assigns, from all loss, damages, costs, charges and expenses of every nature and kind whatsoever which may be made or brought against them, their officers, employees and agents,

by reason or in consequence of the execution and performance or maintenance of the work by the Contractor, its employees, agents or officers.

7. Prior to the commencement of any work, the Contractor shall sign and deliver to the Public Utilities Commission of the City of Sault Ste. Marie, PUC Distribution Inc. and PUC Services Inc., the PUC Indemnity attached as Schedule “A” which forms part of this Agreement wherein.

8. All communications in writing between the Owner, the Contractor and the Contract Administrator shall be deemed to have been received by the Addressee if delivered to the individual, a member of the firm or an officer of the Owner for whom they are intended, or if sent by post addressed as follows:

**Owner:** The Corporation of the City of Sault Ste. Marie
c/o Engineering Division
99 Foster Drive
Sault Ste. Marie, Ontario
P6A 5X6

**The Contractor:** **Avery Construction Limited**
**940 Second Line West**
**Sault Ste. Marie, ON P6C 2L3**

**The Contract Administrator:** AECOM Canada ULC
523 Wellington Street East
Sault Ste. Marie, ON P6A 2M4

**IN WITNESS WHEREOF** the parties hereto have executed this Agreement by the day and year first above written.

Signed, Sealed and Delivered in the presence of

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

_____
MAYOR – Matthew Shoemaker

_____
MUNICIPAL CLERK – Rachel Tyczinski

**THE CONTRACTOR (**COMPANY NAME)

_____
SIGNATURE

NAME:_____

I have authority to bind the corporation

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-79**

**TEMPORARY STREET CLOSING:** A by-law to permit the temporary closing of Peoples Road between Second Line and Penno Road to facilitate the reconstruction of Peoples Road from May 13, 2025 to November 28, 2025.

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie pursuant to section 10 of the *Municipal Act, 2001*, S.O. 2001, c. 25 and amendments thereto **ENACTS** as follows:

1. **TEMPORARY STREET CLOSING OF PEOPLES ROAD BETWEEN SECOND LINE AND PENNO ROAD**

   The Council of the Corporation of the City of Sault Ste. Marie hereby authorizes the closing to vehicular traffic of Peoples Road between Second Line and Penno Road to facilitate the reconstruction of Peoples Road from May 13, 2025 to November 28, 2025.

2. **EFFECTIVE DATE**

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

**PASSED** in open Council this 12th day of May, 2025.

_____

**MAYOR – MATTHEW SHOEMAKER**

_____

**CITY CLERK – RACHEL TYCZINSKI**

Jg \\citydata\LegalDept\Legal\Staff\COUNCIL\BY-LAWS\2025\2025-79 - Peoples Road Temporary Street Closing.docx

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-80**

**ENGINEERING:** A by-law to authorize the execution of the Contract between the City and Trimount Construction Group Inc. for the Fourth Line Culvert Replacement (Contract 2025-4E).

**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 Contract dated May 12, 2025 between the City and Trimount Construction Group Inc., a copy of which is attached as Schedule “A” hereto. This Contract is for the Fourth Line Culvert Replacement (Contract 2025-4E).

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 12th day of May, 2025.

**MAYOR – MATTHEW SHOEMAKER**

**CITY CLERK – RACHEL TYCZINSKI**

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**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**
**FOURTH LINE CULVERT REPLACEMENT**
**Contract No 2025-4E**

## FORM OF AGREEMENT

This Agreement, made (in triplicate) this 12th day of May in the year 2025, by and between **Trimount Construction Group Inc.** hereinafter called the **"Contractor"**,

AND

The Corporation of the City of Sault Ste. Marie, hereinafter called the **"Owner"**.

WITNESSETH: That the Contractor and the Owner undertake and agree as follows:

1. The Contractor will provide all the materials and all of the works shown and described in the Contract Documents entitled:

**FOURTH LINE CULVERT REPLACEMENT**
**Contract No 2025-4E**

which have been signed in triplicate by both parties and which were prepared by **TULLOCH** acting as Contract Administrator and herein entitled, "The Contract Administrator".

2. The Contractor will do and fulfill everything indicated by the Agreement (being this form of agreement), Addenda (if any), the Special Provisions, Contract Drawings, the Standard Specifications, Standard Drawings, Tender, Supplemental General Conditions, OPSS.MUNI 100 (November 2024 version or newest), and working drawings.

3. The Contractor will complete all work in accordance with the terms of the Contract. The Owner will have quality control on site to ensure same and work must be completed to the satisfaction of the Contract Administrator within the period of the time specified. Owners' quality control inspectors will not be responsible for any other roles on site except for quality control.

4. The Owner shall pay to the Contractor the contract price as set forth in the Form of Tender in accordance with the provisions set forth in the General Conditions, Supplemental General Conditions, and the Special Provisions. The quantities contained in the Form of Tender are approximate only and the final payment shall be made for the actual quantities that are incorporated in or made necessary by the work covered by the contract.

5. The Owner shall pay the Contractor for work that is ordered in writing by the Contract Administrator and that cannot be classified as coming under any of the contract units and for which no unit price, lump sum, or other basis can be agreed upon, on a time and material basis as set out in the General Conditions, or as otherwise stipulated in Section FT.04 of the Form of Tender.

6. The Contractor, both during and after the term of this Agreement, shall at all times, and at its own cost, expense and risk, defend, indemnify and hold harmless the Owner and, its elected officials, officers, employees, volunteers, agents, the Contract Administrator, all respective heirs and executors, successors and assigns, from all loss, damages, costs, charges and expenses of every nature and kind whatsoever which may be made or brought against them, their officers, employees and agents, by reason or in consequence of the execution and performance or maintenance of the work by the Contractor, its employees, agents or officers.

7. Prior to the commencement of any work, the Contractor shall sign and deliver to the Public Utilities Commission of the City of Sault Ste. Marie, PUC Distribution Inc. and PUC Services Inc., the PUC Indemnity attached as Schedule “A” which forms part of this Agreement wherein.

8. All communications in writing between the Owner, the Contractor and the Contract Administrator shall be deemed to have been received by the Addressee if delivered to the individual, a member of the firm or an officer of the Owner for whom they are intended, or if sent by post addressed as follows:

**Owner:** The Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, Ontario
P6A 5X6

**The Contractor:** Trimount Construction Group Inc.
510 Second Line East
Sault Ste. Marie, Ontario
P6B 4K1

**The Contract Administrator:** TULLOCH
71 Black Road
Sault Ste Marie, ON
P6B 0A3

**IN WITNESS WHEREOF** the parties hereto have executed this Agreement by the day and year first above written.

Signed, Sealed and Delivered in the presence of

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

_____
MAYOR - MATTHEW SHOEMAKER

_____
MUNICIPAL CLERK - RACHEL TYCZINSKI

**TRIMOUNT CONSTRUCTION GROUP INC.**

_____
SIGNATURE

_____
NAME
I have the authority to bind the corporation

## Schedule “A” to Form of Agreement

## PUC INDEMNITY

**IN CONSIDERATION** of the permission granted to the undersigned to enter upon the lands occupied by facilities, fixtures, equipment and appurtenances (the “**Facilities**”) owned and/or operated by the Public Utilities Commission of the City of Sault Ste. Marie, PUC Distribution Inc. and/or PUC Services Inc. (collectively “**PUC**”) to work or perform activity on or in the vicinity of the Facilities, and for other good and valuable consideration the receipt and sufficiency of which is hereby acknowledged, the undersigned hereby agrees to hold and save harmless and fully indemnify the Public Utilities Commission of the City of Sault Ste. Marie, PUC Distribution and PUC Services Inc., and their directors, officers, employees, agents and affiliates, from any and all suits, actions, payments, legal or administrative proceedings, claims, demands, damages, liabilities, losses, interest, legal fees, costs and expenses sustained by the Public Utilities Commission of the City of Sault Ste. Marie, PUC Distribution Inc. and/or PUC Services Inc. of every nature and description, whether arising before or after completion of any work or activity on or in the vicinity of the Facilities and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part, by reason of any act, error, omission or fault whether active or passive of the undersigned, its employees, contractors, sub-contractors, engineers, agents or anyone acting under the undersigned’s direction or control or on its behalf in connection with work or activity on or in the vicinity of the Facilities, including, without limitation, damages to the Facilities. This indemnity shall survive completion of the undersigned’s work and activity. For clarity, the intent is that PUC shall be at no risk or expense to which it would not have been put had the undersigned not performed work or activity on or in the vicinity of the Facilities.

Without restricting the generality of the requirement to indemnify the PUC, the undersigned shall obtain, maintain, pay for and provide evidence of insurance coverage, taken out with insurance companies licensed to transact business in the Province of Ontario, and in the form and limits required under the contract between the undersigned and the Corporation of the City of Sault Ste. Marie in connection with the work being performed by the undersigned.

Such insurance coverage must in all respects be satisfactory to PUC and shall be maintained continuously by the undersigned from the commencement of any work or activity on or in the vicinity of the Facilities. All insurance policies must be endorsed to provide PUC with not less than thirty (30) days’ written notice in advance of cancellation, or any change or amendment restricting coverage.

All insurance must be evidenced by the undersigned prior to commencement of any work or activity on or in the vicinity of the Facilities, on the C.S.I.O. standard Certificate of Insurance form or if on another form, one that is satisfactory to PUC, and in addition, all insurance must name the Public Utilities Commission of the City of Sault Ste. Marie, PUC Distribution Inc. and PUC Services Inc. as Additional Insureds under each such policy.

This indemnity is in addition to, and not superseded by, any other indemnity provided by the undersigned to any party.

**THE UNDERSIGNED** acknowledges and agrees having read this Indemnity carefully and fully understands the contents of same.

**DATED** this ____ day of _____, 20___.

SIGNATURE BLOCK OF CONTRACTOR

CONTRACTOR

Per: _____
Name:
Title:

I have authority to bind the Corporation

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-81**

**TEMPORARY STREET CLOSING:** A by-law to permit the temporary closing of Fourth Line East from Great Northern Road to Old Goulais Bay Road from May 13, 2025 to October 17, 2025 to facilitate the Fourth Line Culvert Replacement.

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie pursuant to section 10 of the *Municipal Act, 2001*, S.O. 2001, c. 25 and amendments thereto **ENACTS** as follows:

1. **TEMPORARY STREET CLOSING OF FOURTH LINE EAST**

The Council of the Corporation of the City of Sault Ste. Marie hereby authorizes the closing to vehicular traffic of Fourth Line East from Great Northern Road to Old Goulais Bay Road from May 13, 2025 to October 17, 2025 to facilitate the Fourth Line Culvert Replacement.

2. **EFFECTIVE DATE**

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

**PASSED** in open Council this 12th day of May, 2025.

_____

**MAYOR – MATTHEW SHOEMAKER**

_____

**CITY CLERK – RACHEL TYCZINSKI**

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**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-82**

**REGULATIONS**: A by-law to amend Noise Control By-law 80-200 to allow for an exemption from the Noise Control By-law to accommodate a fundraising event held by the Korah Relay for Life team from 7:00 p.m. on June 5, 2025 to 7:00 a.m on June 6, 2025.

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie, pursuant to section 129 of the *Municipal Act, 2001* S.O. 2001 c. 25 **ENACTS** as follows:

1. **EXEMPTION FROM NOISE CONTROL BY-LAW**

Despite the provisions of By-law 80-200 the noise associated with the Relay for Life fundraiser on June 5, 2025 from 7:00 p.m. to 7:00 a.m. on June 6, 2025 is deemed not to be in violation of By-law 80-200.

2. **EFFECTIVE DATE**

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

**PASSED** in open Council this 12th day of May, 2025.

**MAYOR – MATTHEW SHOEMAKER**

**CITY CLERK – RACHEL TYCZINSKI**

JG \\citydata\LegalDept\Legal\Staff\COUNCIL\BY-LAWS\2025\2025-82 Noise Exemption Relay for Life.docx

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-83**

**AGREEMENT**: 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 Infrastructure for the Municipal Housing Infrastructure Program (MHIP) - Housing-Enabling Core Servicing Stream (HECS) for the extension of Sackville Road from Mary Avenue to Third Line East.

**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 May 12, 2025 between the City and His Majesty the King in right of Ontario as represented by the Minister of Infrastructure, a copy of which is attached as Schedule “A” hereto. This Agreement is for the Municipal Housing Infrastructure Program (MHIP) - Housing-Enabling Core Servicing Stream (HECS) for the extension of Sackville Road from Mary Avenue to Third Line East.

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 12th day of May, 2025.

**MAYOR – MATTHEW SHOEMAKER**

**CITY CLERK – RACHEL TYCZINSKI**

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Case: #2024-08-1-2989467849

**ONTARIO TRANSFER PAYMENT AGREEMENT**
**MUNICIPAL HOUSING INFRASTRUCTURE PROGRAM – HOUSING-ENABLING CORE SERVICING STREAM**

**THE AGREEMENT** is effective as of the _____ day of _____, 20___.

**BETWEEN:**

**His Majesty the King in right of Ontario**
as represented by the **Minister of Infrastructure**

**(the "Province")**

**- and -**

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

**(the "Recipient")**

## BACKGROUND

The Municipal Housing Infrastructure Program (MHIP) - Housing-Enabling Core Servicing Stream (HECS) is an application-based program.

MHIP-HECS will fund projects aimed at the development, repair, rehabilitation and expansion of municipal roads and bridges to promote growth and enable housing for growing and developing communities.

## CONSIDERATION

In consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Province and the Recipient agree as follows:

## 1.0 ENTIRE AGREEMENT

**1.1 Schedules to the Agreement.** The following schedules form part of the Agreement:

Schedule "A" - General Terms and Conditions

Schedule “B” - Project Specific Information and Additional Provisions
Schedule “C” - Project Description and Financial Information
Schedule “D” - Eligible and Ineligible Costs
Schedule “E” - Milestone Payment Plan
Schedule “F” - Reporting Requirements
Schedule “G” - Communications Protocol
Schedule “H” - Indigenous Consultation Protocol

**1.2 Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.

## 2.0 CONFLICT OR INCONSISTENCY

**2.1 Conflict or Inconsistency.** In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule “A”, the following rules will apply:

(a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule “A”; and

(b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule “A”, the Additional Provisions will prevail over the provisions in Schedule “A” to the extent of the inconsistency.

## 3.0 COUNTERPARTS AND ELECTRONIC SIGNATURES

**3.1 One and the Same Agreement.** The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

**3.2 Electronic Signatures.** This Agreement may be executed electronically. The electronic signature of a Party may be evidenced by one of the following means and transmission of this Agreement may be as follows:

(a) a manual signature of an authorized signing officer placed in the respective signature line of this Agreement and this Agreement scanned as a pdf file and delivered by email to the other Party;

(b) a digital signature placed in the respective signature line of this Agreement, including:

(i) the name of the authorized signing officer typed in the respective signature line of this Agreement,

(ii) an image of a manual signature inserted in the respective signature line of this Agreement,

(iii) an Adobe signature of an authorized signing officer, or

(iv) any other digital signature of an authorized signing officer with the other Party's prior written consent, and this Agreement delivered by email to the other Party; or

(c) any other means with the other Party's prior written consent.

## 4.0 AMENDING THE AGREEMENT

**4.1 Amending the Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

## 5.0 ACKNOWLEDGEMENT

**5.1 Acknowledgement.** The Recipient acknowledges that:

(a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);

(b) His Majesty the King in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);

(c) the Funds are:

(i) to assist the Recipient to carry out the Project and not to provide goods or services to the Province;

(ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);

(d) the Province is not responsible for carrying out the Project;

(e) the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Project or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act; and

(f) the Province is bound by the *Financial Administration Act* (Ontario) ("FAA") and, pursuant to subsection 11.3(2) of the FAA, payment by the Province of Funds under the Agreement will be subject to,

(i) an appropriation, as that term is defined in subsection 1(1) of the FAA, to which that payment can be charged being available in the Funding Year in which the payment becomes due; or

(ii) the payment having been charged to an appropriation for a previous fiscal year.

**SIGNATURE PAGE FOLLOWS**

The Parties have executed the Agreement on the dates set out below.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO,** as represented by the Minister of Infrastructure

Date

The Honourable Kinga Surma
Minister of Infrastructure

**CORPORATION OF THE CITY OF SAULT STE. MARIE**

Date: _____

Name: _____
Title: _____

I have authority to bind the Recipient.

Date: _____

Name: _____
Title: _____

I have authority to bind the Recipient.

## SCHEDULE "A"
## GENERAL TERMS AND CONDITIONS

### A1.0 INTERPRETATION AND DEFINITIONS

**A1.1 Interpretation.** For the purposes of interpretation:

(a) words in the singular include the plural and vice-versa;

(b) words in one gender include all genders;

(c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;

(d) any reference to dollars or currency will be in Canadian dollars and currency; and

(e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

**A1.2 Definitions.** In the Agreement, the following terms will have the following meanings:

**"Additional Provisions"** means the terms and conditions set out in Schedule "B".

**"Agreement"** means this agreement entered into between the Province and the Recipient, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1.

**"Business Day"** means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business.

**"Construction Contract Award Deadline"** means the construction contract award deadline set out in Schedule "F".

**"Contract"** means an agreement between the Recipient and a third-party whereby the third-party provides a good, service or both for the Project in return for financial consideration that the Recipient wants to pay using the Funds under this Agreement.

**"Effective Date"** means the date set out at the top of the Agreement.

**"Eligible Costs"** means the costs in respect of the Project that the Recipient has incurred and paid and that are eligible for payment under the terms and conditions of the Agreement, and that are further described in Schedule "D".

**"Event of Default"** has the meaning ascribed to it in section A13.1.

**"Expiry Date"** means the expiry date set out in Schedule "B".

**"Funds"** means the money the Province provides to the Recipient pursuant to the Agreement.

**"Indemnified Parties"** means His Majesty the King in right of Ontario, and includes His ministers, agents, appointees, and employees.

**"Indigenous Community"**, includes First Nation, Métis, and Inuit communities or peoples of Canada.

**"Indigenous Consultation Record"** means a document that summarizes the Recipient's consultation and engagement activities, including a list of Indigenous Communities consulted, concerns raised, and how each of the concerns have been addressed or, if not addressed, an explanation as to why not;

**"Ineligible Costs"** means the costs in respect of the Project that are ineligible for contribution by the Province under the terms and conditions of the Agreement, and that are described in Schedule "D".

**"Loss"** means any cause of action, liability, loss, cost, damage, or expense (including legal, expert and consultant fees) that anyone incurs or sustains as a result of or in connection with the Project or any other part of the Agreement.

**"Maximum Funds"** means the maximum set out in Schedule "B".

**"Notice"** means any communication given or required to be given pursuant to the Agreement.

**"Notice Period"** means the period of time within which the Recipient is required to remedy an Event of Default pursuant to section A13.3(b), and includes any such period or periods of time by which the Province extends that time pursuant to section A13.4.

**"Parties"** means the Province and the Recipient.

**"Party"** means either the Province or the Recipient.

**"Proceeding"** means any action, claim, demand, lawsuit, or other proceeding

that anyone makes, brings or prosecutes as a result of or in connection with the Project or with any other part of the Agreement.

**"Project"** means the undertaking described in section C1.0 of Schedule "C".

**"Project Start Deadline"** means the project start deadline set out in Schedule "B".

**"Project Completion Deadline"** means the project completion deadline set out in Schedule "B".

**"Records Review"** means any assessment the Province conducts pursuant to section A7.4.

**"Reports"** means the reports described in Schedule "F".

**"Requirements Of Law"** means all applicable statutes, regulations, by-laws, ordinances, codes, official plans, rules, approvals, permits, licenses, authorizations, orders, decrees, injunctions, directions and agreements with all authorities.

**"Total Eligible Cost"** means the amount set out in Schedule C2.1.

## A2.0 REPRESENTATIONS, WARRANTIES, AND COVENANTS

**A2.1 General.** The Recipient represents, warrants, and covenants that:

(a) it is, and will continue to be, a validly existing legal entity with full power to fulfill its obligations under the Agreement;

(b) it has, and will continue to have, the experience and expertise necessary to carry out the Project;

(c) it is in compliance with, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules, and by-laws related to any aspect of the Project, the Funds, or both; and

(d) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and will continue to be true and complete.

**A2.2 Execution of Agreement.** The Recipient represents and warrants that it has:

(a) the full power and capacity to enter into the Agreement; and

(b) taken all necessary actions to authorize the execution of the Agreement, including passing a municipal by-law authorizing the Recipient to enter into the Agreement.

**A2.3 Governance.** The Recipient represents, warrants, and covenants that it has, will maintain in writing, and will follow:

(a) procedures to enable the Recipient to manage Funds prudently and effectively;

(b) procedures to enable the Recipient to complete the Project successfully;

(c) procedures to enable the Recipient to identify risks to the completion of the Project and strategies to address the identified risks, all in a timely manner;

(d) procedures to enable the preparation and submission of all Reports required pursuant to Article A7.0; and

(e) procedures to enable the Recipient to address such other matters as the Recipient considers necessary to enable the Recipient to carry out its obligations under the Agreement.

**A2.4 Supporting Proof.** Upon the request of the Province, the Recipient will provide the Province with proof of the matters referred to in Article A2.0.

**A2.5 Adverse Fact or Event.** The Recipient will inform the Province immediately of any fact or event of which it is aware that has or will compromise, wholly or in part, the Project.

## A3.0 TERM OF THE AGREEMENT

**A3.1 Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiry Date unless terminated earlier pursuant to Article A12.0 or Article A13.0.

**A3.2 Project Deadlines.** The Recipient will:

(a) commence the Project by the Project Start Deadline;

(b) award the majority of Project construction contracts by the Construction Contract Award Deadline as set out in Schedule F; and

(c) complete the Project by the Project Completion Deadline.

## A4.0 FUNDS AND CARRYING OUT THE PROJECT

**A4.1 Funds Provided.** The Province will:

(a) provide the Recipient with Funds up to the Maximum Funds for the purpose of carrying out the Project;

(b) provide the Funds to the Recipient in accordance with the payment plan attached to the Agreement as Schedule "E"; and

(c) deposit the Funds into an account the Recipient designates provided that the account:

(i) resides at a Canadian financial institution; and

(ii) is in the name of the Recipient.

**A4.2 Limitation on Payment of Funds.** Despite section A4.1:

(a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the certificates of insurance or other proof required pursuant to section A11.2;

(b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Project;

(c) the Province is not obligated to provide instalments of Funds until it has received confirmation that an Environmental Assessment is complete or exempt;

(i) Payments will be held until a Notice of Completion is received by MOI and 60 days have passed since the Notice of Completion was issued.

(d) the Province may adjust the amount of Funds it provides to the Recipient in connection with any Payment Milestone set out in Schedule "E" based upon the Province's assessment of the information the Recipient provides to the Province pursuant to section A7.2.

**A4.3 Use of Funds and Carry Out the Project.** The Recipient will do all of the following:

(a) carry out the Project in accordance with the Agreement;

(b) use the Funds only for the purpose of carrying out the Project;

(c) spend the Funds only in accordance with the Eligible Costs;

(d) not use the Funds to cover any cost that has been or will be funded or reimbursed by one or more of any third party, ministry, agency, or organization of the Government of Ontario.

**A4.4 Interest-Bearing Account.** If the Province provides Funds before the Recipient's immediate need for the Funds, the Recipient will place the Funds in an interest-bearing account in the name of the Recipient at a Canadian financial institution.

**A4.4.1 Use of Interest.** Unless otherwise directed by the Province by Notice, if the Recipient earns any interest on the Funds, the Recipient must use any interest earned on Eligible Costs.

**A4.5 Interest.** Upon Notice to the Recipient by the Province, if the Recipient earns any interest on the Funds, the Province may do either or both of the following:

(a) deduct an amount up to the interest earned from any further instalments of Funds;

(b) demand from the Recipient the payment of an amount up to the interest earned.

**A4.6 Recipient's Acknowledgement of Responsibility for Project.** The Recipient will, in respect of the Project, assume full responsibility for the Project, including, without limitation:

(a) complete, diligent, and timely Project implementation within the costs and timelines specified in the Agreement and in accordance with all other terms and conditions of the Agreement;

(b) all of the costs of the Project, including, without limitation, unapproved expenditures, Ineligible Costs, cost escalations and cost overruns, if any;

(c) subsequent operation, maintenance, repair, rehabilitation, construction, demolition, or reconstruction, as required and in accordance with industry standards, and any related costs for the full lifecycle of the Project; and

(d) the engineering work being undertaken in accordance with industry standards.

**A4.7 Rebates, Credits, and Refunds.** The Province will calculate Funds based on the actual costs to the Recipient to carry out the Project, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit, or refund.

**A4.8 Increase in Project Costs**. If, at any time during the Term, the Recipient determines that it will not be possible to complete the Project due to cost escalations or cost overruns (a "**Shortfall**"), the Recipient will immediately notify the Province of that determination. The Province may exercise one or more of the remedies available to it pursuant to section A13.2.

**A4.9 Retention of Contribution.** The Province will retain 15% of the Maximum Funds in respect of the Project ("**Holdback**") up until the following conditions have been met:

(a) the Recipient has fulfilled all of its obligations under the Agreement for the Project; and

(b) the Province has carried out the reconciliation, as set out in section A4.10 (Final Reconciliation and Adjustments), and has made any adjustments required in the circumstances.

**A4.10 Final Reconciliation and Adjustments.** Without limiting the rights of the Province under this Agreement or otherwise, following receipt and satisfactory review of the Final Report and supporting material by the Province, the Province will carry out a final reconciliation of payment in respect of the Project and make any adjustments required in the circumstances.

## A5.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS

**A5.1 Acquisition.** If the Recipient acquires goods, services or both with the Funds, it will:

(a) Do so through a process that is transparent, fair and promotes the best value for the money expended and at competitive prices that are no greater than fair market value after deducting trade discounts or any other discounts available to the Recipient; and
(b) Comply with any Requirements Of Law that may be applicable to how the Recipient acquires goods, services or both.

**A5.2 Contracts.** The Recipient will ensure that all Contracts:

(a) Are consistent with this Agreement;
(b) Do not conflict with this Agreement;
(c) Incorporate the relevant provisions of this Agreement to the fullest extent possible;

(d) Require that any parties to those Contracts comply with all Requirements Of Law; and

(e) Authorize the Province to perform audits of the parties to those Contracts in relation to the Project as the Province sees fit in connection with Article A7.0 of this Schedule "A".

**A5.3 Disposal of Assets.** The Recipient will not, without the Province's prior consent, sell, lease or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedule "B" at the time of purchase.

## A6.0 CONFLICT OF INTEREST

**A6.1 Conflict of Interest Includes.** For the purposes of Article A6.0, a conflict of interest includes any circumstances where:

(a) the Recipient; or

(b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships, or financial interests that could, or could be seen by a reasonable person to, interfere with the Recipient's objective, unbiased, and impartial judgment relating to the Project, the use of the Funds, or both.

**A6.2 No Conflict of Interest.** The Recipient will carry out the Project and use the Funds without an actual, potential, or perceived conflict of interest unless:

(a) the Recipient:

(i) provides Notice to the Province disclosing the details of the actual, potential, or perceived conflict of interest; and

(ii) requests the consent of the Province to carry out the Project with an actual, potential, or perceived conflict of interest;

(b) the Province provides its consent to the Recipient carrying out the Project with an actual, potential, or perceived conflict of interest; and

(c) the Recipient complies with any terms and conditions the Province may prescribe in its consent.

## A7.0 REPORTS, ACCOUNTING, AND REVIEW

**A7.1 Province Includes.** For the purposes of sections A7.4, A7.5 and A7.6, "Province" includes any auditor or representative the Province may identify.

**A7.2 Preparation and Submission.** The Recipient will:

(a) submit to the Province at the address set out in Schedule "B":

(i) all Reports in accordance with the timelines and content requirements set out in Schedule "F";

(ii) any other reports in accordance with any timelines and content requirements the Province may specify from time to time;

(b) ensure that all Reports and other reports are:

(i) completed to the satisfaction of the Province; and

(ii) signed by an authorized signing officer of the Recipient.

**A7.3 Record Maintenance.** The Recipient will keep and maintain:

(a) all financial records (including invoices and evidence of payment) relating to the Funds or otherwise to the Project in a manner consistent with generally accepted accounting principles applicable in Canada; and

(b) all non-financial records and documents relating to the Funds or otherwise to the Project.

**A7.4 Records Review.** The Province may, at its own expense, upon twenty-four hours' Notice to the Recipient and during normal business hours enter upon the Recipient's premises to conduct an audit or investigation of the Recipient regarding the Recipient's compliance with the Agreement, including assessing any of the following:

(a) the truth of any of the Recipient's representations and warranties;

(b) the progress of the Project;

(c) the Recipient's allocation and expenditure of the Funds.

**A7.5 Inspection and Removal.** For the purposes of any Records Review, the Province may take one or both of the following actions:

(a) inspect and copy any records and documents referred to in section A7.3;

(b) remove any copies the Province makes pursuant to section A7.5(a).

**A7.6 Cooperation.** To assist the Province in respect of its rights provided for in

section A7.5, the Recipient will cooperate with the Province by:

(a) ensuring that the Province has access to the records and documents wherever they are located;

(b) assisting the Province to copy records and documents;

(c) providing to the Province, in the form the Province specifies, any information the Province identifies; and

(d) carrying out any other activities the Province requests.

**A7.7 No Control of Records.** No provision of the Agreement will be construed to give the Province any control whatsoever over any of the Recipient's records.

**A7.8 Auditor General.** The Province's rights under Article A7.0 are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

## A8.0 COMMUNICATIONS REQUIREMENTS

**A8.1 Communications Protocol.** The Parties agree to be bound by the terms and conditions of the communications protocol provided for in Schedule "G" (Communications Protocol).

## A9.0 INDIGENOUS CONSULTATION

**A9.1 Indigenous Consultation Protocol.** The Parties agree to be bound by the terms and conditions of the Indigenous Consultation Protocol provided for in Schedule "H" (Indigenous Consultation Protocol).

**A9.2 Legal Duty to Consult.** In the event that the Province determines that a legal duty to consult and, where appropriate, accommodate Indigenous Communities (the "Duty to Consult") arises in respect of the Province's proposed funding of the Project:

(a) no site preparation, removal of vegetation or construction will occur in respect of the Project until the Province provides confirmation in writing to the Recipient otherwise;

(b) the Province may, in writing, require the Recipient to suspend further site preparation, removal of vegetation or construction pending completion of the required consultation;

(c) despite section A.4.1, if the Province has not provided confirmation in writing to the Recipient that site preparation, removal of vegetation or

construction may begin or resume, the Province has no obligation to pay any Eligible Costs that are capital costs incurred during that period, as determined by the Province; and,

(d) the Province must be satisfied that:

(i) Indigenous Communities have been notified and, if applicable, consulted;

(ii) where consultation has occurred, the Recipient has provided an Indigenous Consultation Record;

(iii) the Recipient is carrying out accommodation measures, where appropriate; and

(iv) any other information that the Province deems appropriate has been provided to the Province.

## A10.0 INDEMNITY

**A10.1 Indemnify.** The Recipient will indemnify and hold harmless the Indemnified Parties from and against any Loss and any Proceeding, unless solely caused by the gross negligence or wilful misconduct of the Indemnified Parties.

## A11.0 INSURANCE

**A11.1 Insurance.** The Recipient represents, warrants, and covenants that it has, and will maintain, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a project similar to the Project would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury, and property damage, to an inclusive limit of not less than the amount set out in Schedule “B” per occurrence, which commercial general liability insurance policy will include the following:

(a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient’s obligations under, or otherwise in connection with, the Agreement;

(b) a cross-liability clause;

(c) contractual liability coverage; and

(d) at least 30 days' written notice of cancellation.

**A11.2 Proof of Insurance.** The Recipient will:

(a) provide to the Province, either:

(i) certificates of insurance that confirm the insurance coverage required by section A11.1; or

(ii) other proof that confirms the insurance coverage required by section A11.1; and

(b) in the event of a Proceeding, and upon the Province's request, the Recipient will provide to the Province a copy of any of the Recipient's insurance policies that relate to the Project or otherwise to the Agreement, or both.

## A12.0 TERMINATION ON NOTICE

**A12.1 Termination on Notice.** The Province may terminate the Agreement at any time without liability, penalty, or costs upon giving 30 days' Notice to the Recipient.

**A12.2 Consequences of Termination on Notice by the Province.** If the Province terminates the Agreement pursuant to section A12.1, the Province may take one or more of the following actions:

(a) cancel further instalments of Funds;

(b) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient; and

(c) determine the reasonable costs for the Recipient to wind down the Project, and do either or both of the following:

(i) permit the Recipient to offset such costs against the amount the Recipient owes pursuant to section A12.2(b); and

(ii) subject to section A4.1(a), provide Funds to the Recipient to cover such costs.

## A13.0 EVENT OF DEFAULT, CORRECTIVE ACTION, AND TERMINATION FOR DEFAULT

**A13.1 Events of Default.** Each of the following events will constitute an Event of Default:

(a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant, or other term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:

(i) carry out the Project;

(ii) use or spend Funds; or

(iii) provide, in accordance with section A7.2, Reports or such other reports as the Province may have requested pursuant to section A7.2(a)(ii);

(b) the Recipient's operations, its financial condition, its organizational structure or its control changes such that it no longer meets one or more of the eligibility requirements of the program under which the Province provides the Funds;

(c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or a creditor makes an application for an order adjudging the Recipient bankrupt, or applies for the appointment of a receiver;

(d) the Recipient ceases to operate.

**A13.2 Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

(a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Project;

(b) provide the Recipient with an opportunity to remedy the Event of Default;

(c) suspend the payment of Funds for such period as the Province determines appropriate;

(d) reduce the amount of the Funds;

(e) cancel further instalments of Funds;

(f) demand from the Recipient the payment of any Funds remaining in the possession or under the control of the Recipient;

(g) demand from the Recipient the payment of an amount equal to any

Funds the Recipient used, but did not use in accordance with the Agreement;

(h) demand from the Recipient the payment of an amount equal to any Funds the Province provided to the Recipient;

(i) demand from the Recipient the payment of an amount equal to the costs the Province incurred or incurs to enforce its rights under the Agreement, including the costs of any Records Review and the costs it incurs to collect any amounts the Recipient owes to the Province; and

(j) upon giving Notice to the Recipient, terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Province.

**A13.3 Opportunity to Remedy.** If, pursuant to section A13.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province will give Notice to the Recipient of:

(a) the particulars of the Event of Default; and

(b) the Notice Period.

**A13.4 Recipient not Remedying.** If the Province provides the Recipient with an opportunity to remedy the Event of Default pursuant to section A13.2(b), and:

(a) the Recipient does not remedy the Event of Default within the Notice Period;

(b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or

(c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

(d) the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections A13.2(a), (c), (d), (e), (f), (g), (h), (i) and (j).

**A13.5 When Termination Effective.** Termination under Article A13.0 will take effect as provided for in the Notice.

## A14.0 FUNDS UPON EXPIRY

**A14.1 Funds Upon Expiry.** Upon expiry of the Agreement, the Recipient will pay to the Province any Funds remaining in its possession, under its control, or both.

## A15.0 DEBT DUE AND PAYMENT

**A15.1 Payment of Overpayment.** If at any time the Province provides Funds in excess of the amount to which the Recipient is entitled under the Agreement, the Province may:

(a) deduct an amount equal to the excess Funds from any further instalments of Funds; or

(b) demand that the Recipient pay to the Province an amount equal to the excess Funds.

**A15.2 Debt Due.** If, pursuant to the Agreement:

(a) the Province demands from the Recipient the payment of any Funds, an amount equal to any Funds or any other amounts owing under the Agreement; or

(b) the Recipient owes to the Province any Funds, an amount equal to any Funds or any other amounts owing under the Agreement, whether or not the Province has demanded their payment,

such amounts will be deemed to be debts due and owing to the Province by the Recipient, and the Recipient will pay the amounts to the Province immediately, unless the Province directs otherwise.

**A15.3 Interest Rate.** The Province may charge the Recipient interest on any money owing to the Province by the Recipient under the Agreement at the then current interest rate charged by the Province of Ontario on accounts receivable.

**A15.4 Payment of Money to Province.** The Recipient will pay any money owing to the Province by cheque payable to the “Ontario Minister of Finance” and delivered to the Province at the address set out in Schedule “B".

**A15.5 Fails to Pay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Recipient fails to pay any amount owing under the Agreement, His Majesty the King in right of Ontario may deduct any unpaid amount from any money payable to the Recipient by His Majesty the King in right of Ontario.

## A16.0 NOTICE

**A16.1 Notice in Writing and Addressed.** Notice will be:

(a) in writing;

(b) delivered by email, postage-prepaid mail, personal delivery or courier and

(c) addressed to the Province or the Recipient as set out in Schedule "B", or as either Party later designates to the other by Notice.

**A16.2 Notice Given.** Notice will be deemed to have been given:

(a) in the case of postage-prepaid mail, five Business Days after the Notice is mailed; and

(b) in the case of email, personal delivery or courier, on the date on which the Notice is delivered.

**A16.3 Postal Disruption.** Despite section A16.2(a), in the event of a postal disruption:

(a) Notice by postage-prepaid mail will not be deemed to be given; and

(b) the Party giving Notice will give Notice by email, personal delivery or courier.

**A17.0 CONSENT BY PROVINCE AND COMPLIANCE BY RECIPIENT**

**A17.1 Consent.** When the Province provides its consent pursuant to the Agreement:

(a) it will do so by Notice;

(b) it may attach any terms and conditions to the consent; and

(c) the Recipient may rely on the consent only if the Recipient complies with any terms and conditions the Province may have attached to the consent.

**A18.0 SEVERABILITY OF PROVISIONS**

**A18.1 Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement.

**A19.0 WAIVER**

**A19.1 Condonation not a waiver.** Failure or delay by the either Party to exercise any of its rights, powers or remedies under the Agreement will not constitute a waiver of those rights, powers or remedies and the obligations of the Parties with respect to such rights, powers or remedies will continue in full force and effect.

**A19.2 Waiver.** Either Party may waive any of its rights, powers or remedies under the Agreement by providing Notice to the other Party. A waiver will apply only to the specific rights, powers or remedies identified in the Notice and the Party providing the waiver may attach terms and conditions to the waiver.

## A20.0 INDEPENDENT PARTIES

**A20.1 Parties Independent.** The Recipient is not an agent, joint venturer, partner, or employee of the Province, and the Recipient will not represent itself in any way that might be taken by a reasonable person to suggest that it is or take any actions that could establish or imply such a relationship.

## A21.0 ASSIGNMENT OF AGREEMENT OR FUNDS

**A21.1 No Assignment.** The Recipient will not, without the prior written consent of the Province, assign any of its rights or obligations under the Agreement.

**A21.2 Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on:

(a) the Recipient's heirs, executors, administrators, successors, and permitted assigns; and

(b) the successors to His Majesty the King in right of Ontario.

## A22.0 GOVERNING LAW

**A22.1 Governing Law.** The Agreement and the rights, obligations, and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

## A23.0 FURTHER ASSURANCES

**A23.1 Agreement into Effect.** The Recipient will:

(a) provide such further assurances as the Province may request from time to time with respect to any matter to which the Agreement pertains; and

(b) do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

## A24.0 JOINT AND SEVERAL LIABILITY

**A24.1 Joint and Several Liability.** Where the Recipient comprises more than one entity, each entity will be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

## A25.0 RIGHTS AND REMEDIES CUMULATIVE

**A25.1 Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

## A26.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

**A26.1 Other Agreements.** If the Recipient:

(a) has failed to comply with any term, condition, or obligation under any other agreement with His Majesty the King in right of Ontario or one of His agencies (a "**Failure**");

(b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;

(c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and

(d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

## A27.0 SURVIVAL

**A27.1 Survival.** The following Articles and sections, and all applicable cross-referenced Articles, sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0, Article 2.0, Article A1.0 and any other applicable definitions, section A2.1(a), sections A4.4, A4.5, A4.7, A4.9, A4.10, section A5.3, section A7.1, section A7.2 (to the extent that the Recipient has not provided the Reports or other reports as the Province may have requested and to the satisfaction of the Province), sections A7.3, A7.4, A7.5, A7.6, A7.7, A7.8,

Article A8.0, Article A10.0, section A12.2, section A13.1, sections A13.2(d), (e), (f), (g), (h), (i) and (j), Article A14.0, Article A15.0, Article A16.0, Article A18.0, section A21.2, Article A22.0, Article A24.0, Article A25.0 and Article A27.0.

**END OF GENERAL TERMS AND CONDITIONS**

## SCHEDULE "B"
## PROJECT SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

| | |
|---|---|
| **Maximum Funds** | $5,253,000.00 |
| **Expiry Date** | March 31, 2029 |
| **Project Start Deadline** | September 30, 2025 |
| **Project Completion Deadline** | March 31, 2028 |
| **Amount for the purposes of section A5.3 (Disposal of Assets) of Schedule "A"** | $50,000 |
| **Insurance** | $2,000,000 |
| **Contact information for the purposes of Notice to the Province** | Position: Manager, Housing Enabling Program Delivery Unit<br>Address: Ministry of Infrastructure<br>Infrastructure Program Design Branch<br>777 Bay St<br>Toronto, ON M7A 2J4<br><br>Email: MHIP@ontario.ca |
| **Contact information for the purposes of Notice to the Recipient** | Position: Carl Rumiel, Director of Engineering<br><br>Address: 99 Foster Drive<br>Sault Ste. Marie, ON P6A 5X6<br><br>Email: c.rumiel@cityssm.on.ca |

**Additional Provisions:**

**None**

## SCHEDULE "C"
## PROJECT DESCRIPTION AND FINANCIAL INFORMATION

### C1.0 PROJECT DESCRIPTION

The Recipient will extend Sackville Road from the current north limit to Third Line in the City of Sault Ste. Marie. The project will include the extension of approximately 800 metres of road and will include the installation of a box culvert to fill in a ravine, new road base, pavement structure, road drainage, and concrete curb/sidewalk. The work will include a reinforced slope stabilization, 800 metres of a multi-use recreational trail along the west side of the new road, and pedestrian connections to Industrial Court B and Northridge Road. New/expanded drinking water and wastewater works, stormwater management facilities, and any soft costs (design, engineering) related to these works are ineligible. The outcomes of this project will enhance roads, promote growth, and enable housing.

### C2.0 FINANCIAL INFORMATION

C2.1 **Total Eligible Costs.** The total Eligible Costs means $10,506,000.00

C2.2 **Province's Reimbursement Rate**. Without limiting the generality of the Province's rights and remedies under this Agreement, the Province will reimburse the Recipient for up to a maximum 50% of Total Eligible Costs, or up to the Maximum Funds.

C2.3 **Combining Funding from Other Government Sources (Stacking).** The Recipient may combine (i.e., stack) federal and municipal funding (including development charges revenue) to fund a minimum of 50% Recipient contribution to Total Eligible Costs. The Recipient shall not stack other sources of provincial funding, with the exception of funding received from the Building Faster Fund (BFF) and the Ontario Community Infrastructure Fund (OCIF).

## SCHEDULE "D"
## ELIGIBLE AND INELIGIBLE COSTS

### D1.0 ELIGIBLE COSTS

D1.1 Eligible Costs are those direct costs that are, in the Province's sole and absolute discretion, properly and reasonably incurred and paid by the Recipient, are necessary for the successful completion of the Project, and are paid to an arm's length third party, as evidenced by invoices, receipts or other records that are satisfactory to the Province. Eligible Costs do not include Ineligible Costs. Eligible Costs include the following costs incurred and paid after April 1, 2023:

(a) Costs associated with the planning, environmental assessments, design and engineering, project management, materials and construction of the Project;

(b) Costs associated with Indigenous consultation related to the Project; and

(c) Costs associated with any compliance audit undertaken in accordance with Article F3.0.

### D2.0 INELIGIBLE COSTS

D2.1 Unless a cost is considered an Eligible Cost pursuant to section D1.1, such cost will be an Ineligible Cost. Without limiting the discretion of the Province in section D1.1, the following costs are Ineligible Costs and are therefore ineligible to be paid from the Funds:

(a) All capital costs, including site preparation, removal of vegetation and construction costs, prior to confirmation in writing from the Province to the Recipient that site preparation, removal of vegetation or construction may begin or resume, as described in section A9.2;

(b) Financing and financing charges, debt restructuring, loan interest payments bank fees, and legal fees including those related to easements;

(c) Costs associated with operating expenses for assets and regularly scheduled maintenance work;

(d) Costs of relocating entire communities;

(e) Planning costs, if not tied to a capital project (i.e., planning-only project submitted);

(f) Land acquisition; leasing land, buildings and other facilities; real estate fees and related costs;

(g) Leasing equipment other than equipment directly related to the construction of the Project;

(h) Costs related to furnishing and non-fixed assets which are not essential for the operation of the asset/Project;

(i) Any overhead costs, including salaries and other employment benefits of any employees of the Recipient, any direct or indirect operating or administrative costs of the Recipient, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Recipient's staff;

(j) Any goods and services costs which are received through donations or in kind;

(k) Provincial sales tax, goods and services tax, or harmonized sales tax; and

(l) Any costs eligible for rebates.

## SCHEDULE "E"
## MILESTONE PAYMENT PLAN

### E1.0 MILESTONE PAYMENTS

E1.1. The table below sets out the Project milestones and, if the conditions for achieving the milestone are met, the amount that the Recipient is entitled to be paid in connection with the completion of that milestone, subject to the Recipient's compliance with the terms of the Agreement, calculated as a percentage of the Maximum Funds.

| PAYMENT MILESTONE | PAYMENT AMOUNT | REQUIRED REPORTS (see Schedule "F" for more detail) |
|---|---|---|
| **Milestone 1:** Execution of the Agreement. | 25% of the Maximum Funds. | The following documentation is required to be provided to the Province by the Recipient prior to execution of the Agreement:<br>• Municipal by-law as described in section A2.2(b),<br>• Initial Project Report as described in Schedule "F",<br>• Notice of Completion for Environmental Assessment (if applicable), and<br>• Any other reporting requested by the Ministry. |
| **Milestone 2:** Subject to the terms and conditions of this Agreement, the receipt, to the satisfaction of the Province, of the Construction Contract Award Documentation and Project Progress Report described in Schedule "F". | Up to 25% of the Maximum Funds.<br><br>The payment amount is subject to the adjustments set out in section A4.2(c). | • Construction Contract Award Documentation,<br>• Project Progress Report, including a revised expenditure forecast, and<br>• Any other reporting requested by the Ministry. |

| | | |
|---|---|---|
| **Milestone 3:** Subject to the terms and conditions of this Agreement, the receipt, to the satisfaction of the Province, of the 85% Expenditure Documentation and Project Progress Report described in Schedule "F". | Up to 35% of the Maximum Funds.<br><br>The payment amount is subject to the adjustments set out in section A4.2(c). | • 85% Expenditure Documentation confirming that at least 85% of the Total Eligible Cost (TEC) has been incurred,<br>• Project Progress Report, including a revised expenditure forecast, and<br>• Any other reporting requested by the Ministry. |
| **Milestone 4:** Subject to the terms and conditions of this Agreement, the receipt, to the satisfaction of the Province, of the Final Report. | Release of Holdback as defined in section A4.9: Up to 15% of the Maximum Funds.<br><br>The payment amount is subject to the reconciliation and adjustments set out in sections A4.2(c) and A4.10. | • Final Report,<br>• Compliance with the Financial Information Return (FIR),<br>• Compliance audit documentation if required by the Province, and<br>• Any other reporting requested by the Ministry. |

## SCHEDULE "F"
## REPORTING REQUIREMENTS

### F1.0 DOCUMENTATION REQUIRED FOR EXECUTION OF THE AGREEMENT

| Name of Document | Description | Submission Timeframe |
|---|---|---|
| **Initial Project Report** | Recipient's forecast of timelines and costs (expenditure forecast) to Project completion. | Within two weeks of being sent by the Province and prior to execution of the Agreement. |
| **Council By-Law** | Municipal by-law as described in section A2.2(b). If delegated authority is given, the Recipient must include the delegation by-law (refer to Section 23.1 of the *Municipal Act, 2001*). | Prior to execution of the Agreement. |
| **Executed Agreement** | The executed Agreement between the Province and Recipient. | Required for Milestone 1 payment. |

### F2.0 REPORTS

F2.1 **Reporting Requirements.** The Recipient will submit to the Province the following Reports in a format to be provided by the Province and in accordance with the timelines below.

| Required Documentation | Description | Submission Timeframe |
|---|---|---|
| **Construction Contract Award Documentation** | A report from council including a resolution or by-law recognizing the awarding of the Project construction contracts following tender. | The majority of Project construction contracts must be awarded no later than September 30, 2026. The Construction Contract Award Documentation is due within 60 Business Days of this award.<br><br>Required for Milestone 2 payment. |
| **Project Progress Report** | A report that includes:<br>• an update on the Project's status and signage status;<br>• revised expenditure forecast, which must be | Project Progress Reports are required twice per calendar year, in the Spring and Fall, for the duration of the project. |

| | | |
|---|---|---|
| | based on contracts awarded to complete the Project;<br>• the amount of interest earned on the Funds;<br>• an updated Indigenous Consultation Record, if applicable; and<br>• any other information as requested by the Province. | This Report is due within 30 Business Days of a written notice from the Province unless otherwise indicated by the Province.<br><br>A Project Progress Report is required for Milestone 2 and Milestone 3 payment. |
| **85% Expenditure Documentation** | A report that confirms that at least 85% of TEC has been incurred. | Required for Milestone 3 payment. |
| **Final Report** | A report that summarizes the Project's final timelines, costs, and outcomes, and includes Project and signage photos and the information required under the Project Progress Reports. | This Report is due within 60 Business Days of the Project Completion Deadline.<br><br>Required for Milestone 4 payment. |
| **Other Reports** | Reports with such content as may be requested by the Province from time to time, which may include the Indigenous Consultation Record described in Schedule "H". | Within the timeframe requested in a written notice from the Province. |

## F3.0 COMPLIANCE AUDIT

F3.1 **Financial Information Return.** Without limiting the generality of Article A7.0 (Reports, Accounting, and Review), the Recipient must have submitted Financial Information Returns (FIR) per Section 294(1) of the Municipal Act for the preceding two fiscal years.

F3.2 **Financial Information Return Compliance.** If the Recipient does not submit the FIR in accordance with F3.1, without limiting the Province's rights under Article A13.0, the Province may suspend the payment of Funds until the FIR are satisfactorily completed.

F3.3 **Compliance Audit.** Without limiting the generality of Article A7.0 (Reports, Accounting, and Review), the Recipient may be required to engage the services

of an external auditor to conduct a final compliance audit upon reaching the project completion date.

Additional compliance audits may be conducted by the Province at its sole discretion, for which the Recipient shall assist and disclose any information requested by any independent auditor.

F3.4 **Requirements of Compliance Audit.** Each compliance audit will be conducted in accordance with Canadian Generally Accepted Auditing Standards, as adopted by the Canadian Institute of Chartered Accountants, applicable as of the date on which a record is kept or required to be kept under such standards. In addition, each compliance audit will assess the Recipient's compliance with the terms of the Agreement and will prepare a report that addresses, without limitation:

(a) whether the Funds were spent in accordance with the Agreement;

(b) the progress or state of completion of the Project;

(c) whether the financial information the Recipient provided to the Province was complete, accurate, and provided in a timely manner;

(d) whether the Recipient's information and monitoring processes and systems are adequate to carry out its obligations under the Agreement;

(e) the Recipient's overall management and administration of the Project;

(f) recommendations for improvement or redress of non-compliance of the terms of the Agreement by the Recipient; and

(g) whether the Recipient took timely corrective action on any prior audit findings, if any.

## SCHEDULE "G"
## COMMUNICATIONS PROTOCOL

### G1.0 DEFINITIONS

G1.1 **Definitions.** For the purposes of this Schedule "G" (Communications Protocol):

**"Joint Communications"** means events, news releases, and signage that relate to the Agreement that are not operational in nature, and that are collaboratively developed and approved by the Province and the Recipient.

**"Communications Activities"** means, but is not limited to, public or media events or ceremonies including key milestone events, news releases, reports, web and social media products or postings, blogs, news conferences, public notices, physical and digital signs, publications, success stories and vignettes, photos, videos, multi-media content, advertising campaigns, awareness campaigns, editorials, multi-media products, and all related communication materials under the Agreement.

**"Contentious Issues"** means matters that are, or may reasonably be expected to be, of concern to the Legislative Assembly or the public, or are likely to result in inquiries being directed to the Minister or the provincial government. Contentious Issues may be raised by:

- Members of the Legislative Assembly
- The public
- Media
- Stakeholders
- Service delivery partners

### G2.0 PURPOSE

G2.1 **Purpose.** This communications protocol outlines the roles and responsibilities of each of the Parties to the Agreement in respect of Communications Activities related to the Project.

G2.2 **Guidance.** This communications protocol will guide all planning, development and implementation of Communications Activities with a view to ensuring efficient, structured, continuous, consistent, and coordinated communications to the public.

G2.3 **Application to Communications Activities.** The provisions of this communications protocol apply to all Communications Activities related to the Agreement and the Project.

## G3.0 GUIDING PRINCIPLES

G3.1 **Information to public.** Communications Activities undertaken through this communications protocol should ensure that the public are informed about the Project and its benefits, including the ways in which the Project helps improve their quality of life.

G3.2 **Factors to Consider.** The scale and scope of Communications Activities undertaken for any Project will take into consideration the financial value, scope and duration of the Project and the feasibility of Joint Communications for such Communications Activities.

G3.3 **Deficiencies and Corrective Actions.** The Province will communicate to the Recipient any deficiencies or corrective actions, or both, identified by the Province or, as applicable, the Committee.

G3.4 **Approval of Communications Material.** The announcement or publication of the Project must be approved by the Parties prior to being carried out.

G3.5 **Costs of Communication Activities.** With the exception of advertising campaigns outlined in Article G.9.0 (Advertising Campaigns), the costs of Communication Activities and signage will follow the eligibility rules established in Schedule “D” (Eligible and Ineligible Costs).

## G4.0 JOINT COMMUNICATIONS

G4.1 **Subject Matter.** The Parties may have Joint Communications about the funding and status of the Project, including recognition of key project milestones.

G4.2 **Prior Knowledge and Agreement.** Joint Communications in respect of the Project should not occur without the prior knowledge and agreement of the Parties.

G4.3 **Recognition of the Province’s Contributions.** All Joint Communications material must be approved by the Province and will recognize the Province’s contribution to the Project.

G4.4 **Notice and Timing.** The Recipient and the Province may request Joint Communications. The Party requesting the Joint Communications will provide at least 15 Business Days’ notice to the other Party. If the Communications Activity is an event, it will take place at a date and location mutually agreed to by the Parties.

G4.5 **Participation and Representatives.** The Party requesting a Joint Communications will provide the opportunity for the other Party to choose to

participate and, if participating, to have their own designated representative quoted or present (in the case of an event).

G4.6 **English and French.** The Province has an obligation to communicate in English and French. Communications products related to events must be bilingual in most instances. In such cases, the Province will provide the translation services and final approval on products.

## G5.0 INDIVIDUAL COMMUNICATIONS

G5.1 **The Province's Obligations.** Notwithstanding Article G.4.0 (Joint Communications), the Parties agree that the Province has the right to communicate information to Ontarians about the Agreement and the use of Funds to meet its legislated and regulatory obligations through their respective own Communications Activities.

G5.2 **Restrictions.** Each Party may include an overview in respect of the Project in their own Communications Activities. The Province and the Recipient will not unreasonably restrict the use of, for their own purposes, Communications Activities related to the Project and, if the communications are web- or social-media based, the ability to link to it.

G5.3 **Publication.** The Recipient will indicate, in respect of the Project-related publications, whether written, oral, or visual, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

G5.4 **Recognition in Documents.** In respect of the Project where the deliverable is a document, such as but not limited to plans, reports, studies, strategies, training material, webinars, and workshops, the Recipient will clearly recognize the Province's respective financial contribution for the Project.

G5.5 **Acknowledgement of Support.** Unless the Province directs the Recipient to do otherwise, the Recipient will, in respect of the Project-related publications, whether written, oral, or visual, acknowledge the Province's support for the Project.

## G6.0 OPERATIONAL COMMUNICATIONS

G6.1 **Responsibility of Recipient.** The Recipient is solely responsible for operational communications in respect of the Project, including but not limited to calls for tender, contract awards, and construction and public safety notices.

## G7.0 MEDIA RELATIONS

G7.1 **Significant Media Inquiry.** The Province and the Recipient will share information promptly with the other Party if significant media inquiries are received or if emerging contentious issues arise in respect of a Project. Significant media inquiries include, but are not limited to, contentious media requests where either or both the province and the recipient are implicated. Note that any media request received by the Recipient that impacts or falls under the purview of the province (e.g., program guidelines, funding allocations) must be shared with the Province to determine who is best positioned to respond.

## G8.0 SIGNAGE

G8.1 **Recognition of Funding Contribution.** The Parties agree that the Province and the Recipient may each have signage recognizing their funding contribution in respect of the Project.

G8.2 **Funding Recognition.** Unless otherwise agreed by the Province, the Recipient will produce and install a sign to recognize the funding contributed by the Province at the Project site in accordance with, as applicable, their current respective signage guidelines. Provincial sign design, content, and installation guidelines will be provided by the Province.

G8.3 **Notice of Sign Installation.** The Recipient will inform the Province of sign installations, including providing the Province with photographs of the sign once the sign has been installed.

G8.4 **Timing for Erection of Sign.** If erected, signage recognizing the Province's contributions will be installed at the Project site(s) 30 days prior to the start of construction, be visible for the duration of the Project, and remain in place until 90 days after construction is completed and the infrastructure is fully operational or opened for public use.

G8.5 **Size of Sign.** If erected, signage recognizing the Province's respective contribution will be at least equivalent in size and prominence to Project signage for contributions by other orders of government and will be installed in a prominent and visible location that takes into consideration pedestrian and traffic safety and visibility.

G8.6 **Responsibility of Recipient.** The Recipient is responsible for the production and installation of Project signage, and for maintaining the signage in a good state of repair during the Project, or as otherwise agreed upon.

## G9.0 ADVERTISING CAMPAIGNS

G9.1 **Notice of Advertising Campaigns.** Recognizing that advertising can be an effective means of communicating with the public, the Recipient agrees that the Province may, at their own cost, organize an advertising or public information campaign in respect of the Project or the Agreement. However, such a campaign will respect the provisions of the Agreement. In the event of such a campaign, the Province will inform the Recipient of its intention no less than 21 Business Days prior to the campaign launch.

## SCHEDULE "H"
## INDIGENOUS CONSULTATION PROTOCOL

### H1.0 INDIGENOUS CONSULTATION

H1.1 **Procedural Aspects of Consultation.** If consultation with Indigenous Communities is required, the Recipient agrees that:

(a) the Province may delegate certain procedural aspects of the consultation to the Recipient; and

(b) the Province will provide the Recipient with an initial list of the Indigenous Communities the Recipient will consult.

H1.2 **Development of Indigenous Consultation Plan.** The Province, based on the scope and nature of the Project, may require the Recipient, in consultation with the Province, to develop and comply with an Indigenous consultation plan ("**Indigenous Consultation Plan**").

H1.3 **Provision of Plan to Province.** If, pursuant to section H1.2, the Province provides Notice to the Recipient that an Indigenous Consultation Plan is required, the Recipient will, within the timelines provided in the Notice, provide the Province with a copy of the Indigenous Consultation Plan.

H1.4 **Changes to Plan.** The Recipient agrees that the Province, in its sole discretion and from time to time, may require the Recipient to make changes to the Indigenous Consultation Plan.

H1.5 **Requirement for Indigenous Consultation Record.** If consultation with an Indigenous Community is required, the Recipient will maintain an Indigenous Consultation Record and provide such record to the Province, and any update to it, as part of its reporting to the Province pursuant to section F2.1.

H1.6 **Notification to and Direction from the Province.** The Recipient will immediately notify the Province:

(a) of contact by Indigenous Communities regarding the Project; or

(b) of any Indigenous archaeological resources that are discovered in relation to the Project,

and, in either case, the Recipient agrees that the Province may direct the Recipient to take such actions as the Province may require. The Recipient will comply with the Province's direction.

H1.7 **Direction from the Province and Contracts.** In any Contract, the Recipient will provide for the Recipient's right and ability to respond to direction from the Province as the Province may provide in accordance with section H1.6.

**City of Sault Ste. Marie Council Resolution**

**Regular Council Meeting**

**Agenda Number:** 12.2.1.
**Title:** By-law 2024-160 (Local Improvement) East Street
**Date:** Monday, December 2, 2024

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**Moved by:** Councillor A. Caputo
**Seconded by:** Councillor S. Hollingsworth

Resolved that By-law 2024-160 being a by-law to authorize the construction of Class "A" pavement on East Street from Bay Street to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06 be passed in open Council this 2nd day of December, 2024.

**Carried**

Matthew Shoemaker

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW NO. 2024-160**

**LOCAL IMPROVEMENT**: A by-law to authorize the construction of Class "A" pavement on East Street from Bay Street to Wellington Street East under Section 3 of the *Municipal Act, 2001*, Ontario Regulation 586/06.

**WHEREAS** notice of the intention of the Council to undertake the works hereinafter described was duly published and served more than one month prior to the passing of this by-law; and

**WHEREAS** the Council has received the reports, estimates and statements required for undertaking the said works;

**THEREFORE** the Council of The Corporation of the City of Sault Ste. Marie **ENACTS** as follows:

1. The Corporation shall construct the work described in Schedule "A" hereto as a local improvement under the said Act and in accordance with plans and specifications furnished by the Commissioner of Engineering/Planning.

2. The Commissioner of Engineering/Planning shall forthwith make such plans, profiles and specifications and furnish such information as may be necessary for the construction and completion of the said work.

3. The construction and completion of the said work shall be performed under the superintendence and in accordance with the directions and orders of the Commissioner of Engineering/Planning.

4. The Commissioner of Finance/Treasurer may agree with any bank or person for temporary borrowing of money to meet the cost of the works pending completion thereof.

5. The sum of $128.00 per metre frontage shall be specially assessed upon the lots abutting directly on the Class "A" pavement according to the extent of their respective frontages thereon and the remainder of the cost of the works shall by borne by the City.

6. The special assessments shall be paid in one payment by December 31st of the current year or in the alternative by ten equal annual installments.

7. The debentures to be issued for the loan to be effected to pay the cost of the work when completed shall bear interest at such rate as the Council may determine and be made payable within ten years on the installment plan.

8. Any person whose lot is specially assessed may commute for a payment in cash in accordance with By-law 69-436 the special rates imposed on such lot.

9. The said Schedule "A" form a part of this by-law.

10. This by-law comes into force on the day of its final passing.

Read the **FIRST** and **SECOND** time in open Council this 2nd day of December, 2024.

**MAYOR – MATTHEW SHOEMAKER**

**CITY CLERK – RACHEL TYCZINSKI**

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**STREET CLOSING & CONVEYANCE:** A by-law to authorize the construction of Class "A" pavement on East Street from Bay Street to Wellington Street East under Section 3 of the Municipal Act, 2001, Ontario Regulation 586/06.

Read the **THIRD** time in open Council and passed this 12th day of May, 2025.

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**MAYOR – MATTHEW SHOEMAKER**

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**CITY CLERK – RACHEL TYCZINSKI**

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Schedule "A"

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
Civic Centre
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

**LOCAL IMPROVEMENT CONSTRUCTION BY-LAW 2024-160 SECTION 3**
**REGULATION 586-06 MUNICIPAL ACT**
**ENGINEER'S REPORT**

**December 2, 2024**

| | |
|---|---|
| Nature of Work (Construction of): | Construction of Class 'A' Pavement |
| On: | East Street |
| From: | Bay Street |
| To: | Wellington Street East |
| Estimated Cost of Work: | $2,305,342.00 |
| Estimated Assessable Abutting Frontage: | 500.81m |
| Estimated Cost to be Borne by Assessable Abutting Property: | $64,103.28 |
| Estimated Cost to be Borne by The Corporation: | $2,241,238.72 |
| Special Rate per Metre Frontage: | $128.00 |
| Estimated Interest Rate Term: | 5.95%<br>10 years |
| Estimated Annual Rate per Metre Frontage: | $17.35 |
| Estimated Lifetime of the Work: | 20 years |

Respectfully submitted,

Maggie McAuley, P. Eng.
Manager Design & Transportation Engineering

Attachment

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**
**CLASS A PAVEMENT-SECTION 3**

**SCHEDULE "A"** **BY-LAW 2024-160**

| JOB NUMBER | STREET | FROM | TO | LENGTH | WIDTH | ASSESSABLE FRONTAGE | ESTIMATED COST |
|---|---|---|---|---|---|---|---|
| A-23-01 | East Street | Bay Street | Wellington Street East | 420m | 10 - 12m | 500.81m | $64,103.28 |

**City of Sault Ste. Marie Council Resolution**

**Regular Council Meeting**

**Agenda Number:** 12.2.1.
**Title:** By-law 2025-3 (Street Closing and Conveyance) Cameron Lane
**Date:** Monday, January 13, 2025

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**Moved by:** Councillor S. Hollingsworth
**Seconded by:** Councillor C. Gardi

Resolved that By-law 2025-3 being a by-law to stop up, close and authorize the conveyance of Cameron Lane in the Cameron Subdivision, Plan 310 be read a FIRST and SECOND time and passed in open Council this 13th day of January, 2025.

**Carried**

Matthew Shoemaker

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

**BY-LAW 2025-3**

**STREET CLOSING & CONVEYANCE:** A by-law to stop up, close and authorize the conveyance of Cameron Lane in the Cameron Subdivision, Plan 310.

**WHEREAS** the street more particularly described as Cameron Lane described as PIN 31541-0317 (LT) 20 FT LANE PL 310 ST. MARY'S AKA CAMERON LANE S OF HERRICK ST, EXCEPT PART 1 PLAN 1R13380; CITY OF SAULT STE. MARIE, in the Cameron Subdivision, Plan 310 was established as a public street and assumed for public use by By-law 2025-2;

**NOW THEREFORE THE COUNCIL** of The Corporation of the City of Sault Ste. Marie, pursuant to *the Municipal Act, 2001*, S.O. 2001, **ENACTS** as follows:

1. **STREET CLOSED, DECLARED SURPLUS AND CONVEYANCE AUTHORIZED**

The street more particularly described as Cameron Lane described as PIN 31541-0317 (LT) 20 FT LANE PL 310 ST. MARY'S AKA CAMERON LANE S OF HERRICK ST, EXCEPT PART 1 PLAN 1R13380; CITY OF SAULT STE. MARIE, in the Cameron Subdivision, Plan 310, having been assumed by the Corporation for public use, is hereby stopped up, closed, declared surplus to the requirements of the Municipality and the conveyance of same is authorized.

2. **EXECUTION OF DOCUMENTS**

The City Solicitor is hereby authorized by By-law 2018-55 for and in the name of the Corporation to execute and to affix the seal of the Corporation to all documents required to give effect to this by-law.

3. **EASEMENTS TO BE RETAINED**

The street is subject to the retention of easements if required.

4. **EFFECTIVE DATE**

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

**READ** the **FIRST** and **SECOND** time in open Council this 13th day of January, 2025.

**MAYOR – MATTHEW SHOEMAKER**

**CITY CLERK – RACHEL TYCZINSKI**

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**STREET CLOSING & CONVEYANCE:** A by-law to stop up, close and authorize the conveyance of Cameron Lane in the Cameron Subdivision, Plan 310, PIN 31541-0317 (LT) 20 FT LANE PL 310 ST. MARY'S AKA CAMERON LANE S OF HERRICK ST, EXCEPT PART 1 PLAN 1R13380; PARTS 1, 2 AND 3 PART OF LANE SOUTH OF HERRICK STREET PLAN 1R14195; CITY OF SAULT STE. MARIE.

Read the **THIRD** time in open Council and passed this 12th day of May, 2025.

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**MAYOR – MATTHEW SHOEMAKER**

_____

**CITY CLERK – RACHEL TYCZINSKI**

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THIS DRAWING DOES NOT FORM PART OF BY-LAW 2025-3. IT IS FOR INFORMATION PURPOSES ONLY.




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