



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

Monday, August 31, 2026

5:00 pm

Council Chambers and Video Conference

As a courtesy, meetings are available for viewing on the City's YouTube channel
<https://www.youtube.com/user/SaultSteMarieOntario>

Pages

1. Land Acknowledgement

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

2. Adoption of Minutes

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the Minutes of the Regular Council Meeting of August 10, 2026 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 R. Zagordo

Seconder Councillor S. Spina

Resolved that the Agenda for August 31, 2026 City Council Meeting as presented be approved.

6. **Presentations**
7. **Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda**
- Mover Councillor A. Caputo
Second Councillor S. Hollingsworth
Resolved that all the items listed under date August 31, 2026 – Agenda item 7 – Consent Agenda be approved as recommended.
- 7.1 **Mid-Year Update 2026 – Corporate Strategic Plan** 15 - 53
- A report of the CAO is attached for the information of Council.
- Mover Councillor R. Zagordo
Second Councillor S. Spina
Resolved that the report of the CAO dated August 31, 2026 concerning mid-year update of the Corporate Strategic Plan 2024-2027 actions and metrics be received as information.
- 7.2 **AMO Conference 2026** 54 - 56
- A report of the CAO is attached for the information of Council.
- Mover Councillor R. Zagordo
Second Councillor S. Spina
Resolved that the report of the CAO dated August 31, 2026 concerning AMO Conference 2026 be received as information.
- 7.3 **Second Quarter Financial Report – June 30, 2026** 57 - 76
- A report of the Chief Financial Officer and Treasurer is attached for the information of Council.
- Mover Councillor A. Caputo
Second Councillor S. Hollingsworth
Resolved that the report of the Chief Financial Officer and Treasurer dated August 31, 2026 concerning Second Quarter Financial Report to June 30, 2026 be received as information.
- 7.4 **Tender Building Controls and Mechanical/Electrical Upgrades – Public Library** 77 - 79
- A report of the Manager of Purchasing is attached for the consideration of Council.
- The relevant By-law 2026-132 is listed under item 12 of the Agenda and will be read with all by-laws under that item.
- 7.5 **Maintenance and Repair Services, One Loader – Public Works Landfill** 80 - 81

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

Seconder Councillor S. Spina

7.6 Pointe des Chenes Subsequent RFP

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

Seconder Councillor S. Hollingsworth

7.7 City Awards 2026

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

Seconder Councillor S. Spina

1. Community Development Award be awarded to the Shoppes on TransCanada;
2. Community Recognition Award be awarded to the Indigenous Friendship Centre;
3. Heritage Award be awarded to Myril Lynn Brason Lediett; and
4. Sports Hall of Fame be awarded to Don Martone and Brent Fryia.

7.8 Sault Ste. Marie Charging Infrastructure Roadmap

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

Page 3 of 858

Seconder Councillor S. Hollingsworth

Resolved that the report of the Sustainability Coordinator dated August 31, 2026 concerning the Sault Ste. Marie Charging Infrastructure Roadmap be received and that Council:

- Approve the Sault Ste. Marie Charging Infrastructure Costing Roadmap Report as a planning document;
- Direct staff to use the Roadmap's lower-cost scenarios to guide future implementation, where operationally feasible, and to phase in charging infrastructure over time, subject to available funding, Council approval, fleet replacement timing, utility coordination, and procurement requirements; and
- Direct that any implementation requiring new municipal funding be brought forward through the annual budget process, external funding applications, or a subsequent Council report.

7.9 Home Energy Loan Program Design Study

321 - 419

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

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that the report of the Sustainability Coordinator dated August 31, 2026 concerning the Home Energy Loan Program Design Study be received as information.

7.10 Winter Control – Review of Options for Enhanced Service

420 - 439

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

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the report of the Deputy CAO, Public Works and Engineering Services and the Director of Public Works dated August 31, 2026 concerning Winter Control be received and that Council direct staff to:

- Refer winter control averaging and other service level enhancements to 2027 budget deliberations;
- In consultation with private snow removal contractors, prepare a licensing by-law for Council's consideration, with the intention of having it take effect prior to the 2027/2028 winter season; and
- That changes be made to the appropriate bylaws or policies to:
 - only replace mailboxes that were damaged from direct contact with snow clearing equipment, and not heavy snow, slush, or ice;
 - Close all sections of the Hub Trail that do not receive winter maintenance from November 1 to April 30 each year; and

- Close all sections of sidewalk that do not receive winter maintenance from November 1 to April 30 each year.

7.11	2026 Asset Management Planning Progress Report	440 - 444
	A report of the Manager of Development and Environmental Engineering is attached for the information of Council.	
	Mover Councillor A. Caputo Seconder Councillor S. Hollingsworth Resolved that the report of the Manager of Development and Environmental Engineering dated August 31, 2026 concerning the 2026 Asset Management Planning Progress be received and that Council acknowledge the annual review of the City's Asset Management Plan in accordance with section 9 of <i>Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure</i> .	
7.12	Traffic Study – Wellington Street East and Shannon Road Traffic Signal	445 - 447
	A report of the Manager of Design and Transportation Engineering is attached for the information of Council.	
	Mover Councillor R. Zagordo Seconder Councillor S. Spina Resolved that the report of the Manager of Design and Transportation Engineering dated August 31, 2026 concerning Traffic Study – Wellington Street East and Shannon Road be received as information.	
7.13	2025 Annual Report	448 - 474
	A report of the Fire Chief is attached for the information of Council.	
	Mover Councillor A. Caputo Seconder Councillor S. Hollingsworth Resolved that the report of the Fire Chief dated August 31, 2026 concerning 2025 Annual Report be received as information.	
7.14	Impacts of New Mandatory Firefighter Certification Legislation	475 - 479
	A report of the Fire Chief is attached for the information of Council.	
	Mover Councillor R. Zagordo Seconder Councillor S. Spina Resolved that the report of the Fire Chief dated August 31, 2026 concerning the Impacts of New Mandatory Firefighter Certification Legislation be received as information.	
7.15	Vehicle-for-Hire By-law Update	480 - 526
	A report of the City Solicitor and Deputy City Clerk is attached for the	

information of Council.

Mover Councillor A. Caputo

Seconder Councillor S. Hollingsworth

Resolved that the report of the City Solicitor and Deputy City Clerk dated August 31, 2026 concerning Vehicle-for-Hire By-law Update be received as information.

7.16 Access to Land – 89, 0 and 0 Hudson Street – Update 527 - 529

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

The relevant By-law 2026-133 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

7.17 Community Improvement Plan Amendment Deferral 530 - 531

A report of the Administrative Clerk – Housing Support is attached for the consideration of Council.

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that the report of the Administrative Clerk – Housing Support dated August 31, 2026 concerning an amendment to the Community Improvement Plan be postponed to September 21, 2026.

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

8.7.1 A-6-26-Z 1974 Base Line – Postponement 532 - 534

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

Mover Councillor A. Caputo

Mover Councillor A. Caputo

Seconder Councillor L. Vezeau-Allen

Whereas the City of Sault Ste. Marie has not yet established a comprehensive land use policy framework to evaluate the impacts of large-scale data centre developments; and

Whereas large-scale data centres present significant considerations related to energy consumption, infrastructure capacity, water use, noise, and compatibility with surrounding land uses; and

Whereas section 38 of the *Planning Act* authorizes a municipality to enact an Interim Control Bylaw to prohibit or regulate the use of land, buildings, or structures while a study is undertaken;

Now Therefore Be It Resolved that Council direct staff to prepare an Interim Control Bylaw to be brought forward at the September 21, 2026 council meeting, imposing a moratorium on the submission, acceptance, and approval of applications for large-scale data centre uses within the City of Sault Ste. Marie.

9.2.1 Correspondence Received

585 - 600

9.3 Outdoor Rink at Mike Zuke Memorial Park

Mover Councillor M. Scott

Seconder Councillor C. Gardi

Whereas Mike Zuke was a revered figure in Sault Ste. Marie whose dedication to youth, athletics, and neighbourhood unity left an indelible mark on our community, most notably within the Bayview neighbourhood; and

Whereas the outdoor rink at Mike Zuke Memorial Park historically served as a vital hub for winter recreation, outdoor activity, and community gathering for residents and families in the area; and

Whereas restoring winter recreational infrastructure at Mike Zuke Memorial Park honours Mike Zuke's enduring legacy while enhancing access to free, neighbourhood-based sports and healthy active living opportunities;

Now Therefore Be It Resolved that staff be requested to investigate and prepare a comprehensive report on the feasibility and costs associated with reopening and operating an outdoor rink at Mike Zuke Memorial Park; and

Further Be It Resolved that staff bring this report back for Council's consideration in time for the 2027 budget deliberations.

9.4 Financial Assistance for Snow Removal

Mover Councillor R. Zagordo

Seconder Councillor M. Bruni

Whereas snow is a geographic reality, not a municipal choice; and

Whereas Northern communities receive substantially more snow and experience more frequent freeze-thaw cycles than many southern Ontario municipalities; and

Whereas winters are unpredictable in northern Ontario communities; and

Whereas a municipality can responsibly establish a snow removal budget based on historical averages, but one exceptionally severe winter can result in millions of dollars in additional costs; and

Whereas Northern municipalities have smaller population and tax bases; and

Whereas an unexpected \$1-3 million snow removal overage can have a much greater impact on residents than the same percentage increase in a larger municipality; and

Whereas municipalities cannot simply decide to stop clearing roads because the budget has been exhausted. Roads must remain safe and accessible for emergency services, schools, businesses, workers, and residents; and

Whereas municipalities are increasingly dealing with unpredictable weather events, making traditional annual budgeting more difficult; and

Whereas without assistance municipalities may have to draw down reserves, defer infrastructure projects, or impose unexpected tax increases; and

Whereas Northern communities support mining, forestry manufacturing, transportation, tourism, and other industries that benefit Ontario as a whole. Keeping Northern transportation networks functioning is not simply a local benefit;

Now Therefore Be It Resolved that the City of Sault Ste. Marie advocates to the provincial and federal governments for the establishment of a cost-sharing program to provide financial assistance to eligible Northern Ontario municipalities when documented snow-removal expenses exceed a predetermined percentage of their approved annual snow-removal budget due to extraordinary winter conditions.

9.5 Public Toilet Access

Mover Councillor L. Vezeau-Allen

Seconder Councillor C. Gardi

Whereas in June of 2024 a motion passed to request staff to investigate and report on the possibility of self cleaning toilets; and

Whereas the report and budget from staff for one self-cleaning toilet was not approved by Council in October of 2024; and

Whereas having access to toilet facilities is a basic human need and right, and those living unhoused have limited options for access to toilet facilities on a daily basis; and

Whereas citizens, business owners, and patrons have expressed concerns

regarding the presence of human waste in various public spaces; and

Whereas it is a public health issue that we all have toilet access;

Now Therefore Be It Resolved that staff be requested to:

- Do an inventory of public accessible toilets to the general public, including times of operation and any access restrictions;
- Connect with community organizations, including but not limited to: Canadian Mental Health Association, SOYA, John Howard Society, Lotus House, Algoma Youth Wellness Hub, Hart Hub and others; to identify gaps in service hours for toileting access for the general public, including times of service and area of need

And from those results make recommendations for solutions for the unhoused to have daily access to toilets in identified areas of need.

9.6 Base Line and Carpin Beach Road Intersection

601 - 603

Mover Councillor M. Scott

Seconder Councillor C. Gardi

Whereas the intersection of Base Line and Carpin Beach Road experiences high volumes of daily traffic, including regular vehicular, school bus, and pedestrian movement; and

Whereas R.M. Moore Public School and the Child Care Algoma daycare operating inside the facility are located directly on this corner, resulting in concentrated daily drop-off and pick-up activity involving young children and families; and

Whereas ensuring the immediate safety and protection of students, parents, staff, and vulnerable road users navigating this school zone is of paramount importance;

Now Therefore Be It Resolved that City Council direct staff to install a four-way stop at the intersection of Base Line and Carpin Beach Road.

9.7 Lawson Avenue Bus Stop

Mover Councillor A. Caputo

Seconder Councillor R. Zagordo

Whereas the City of Sault Ste. Marie implemented the Soo Loops transit service redesign in June 2026, which included the removal of the bus stop on Lawson Avenue; and

Whereas the removal of this stop has forced residents in the Manitou Park area to walk up to an additional four blocks to access the nearest available transit stop; and

Whereas the Manitou Park transit corridor serves a significant population, including seniors and residents living with disabilities, for whom extended

walking distances present a meaningful barrier to accessing public transit; and

Whereas the Manitou Park neighbourhood is characterized by historically narrow roadways and a complete absence of sidewalks, creating potential safety concerns for pedestrians, particularly for those with mobility challenges; and

Whereas residents face an imminent return to harsh winter conditions, which will substantially decrease already narrow road width, effectively increasing safety concerns and presenting a major barrier to transit access to the most vulnerable users in this community; and

Whereas access to public transit is a matter of equity, safety, and community inclusion;

Now Therefore Be It Resolved that City Council direct Transit Services staff to immediately review the removal of the Lawson Avenue bus stop and report back to Council within 30 days with:

- A detailed assessment of the pedestrian safety conditions along the affected route, including planned winter maintenance for sidewalk coverage and roads in the area;
- A recommendation on the reinstatement of the Lawson Ave bus stop, or an acceptable alternative that meaningfully reduces the travel burden for affected residents;
- An interim safety plan for the approaching winter season, should reinstatement not be immediately feasible; and
- Undertake consultation directly with affected residents of the Manitou Park area as part of this review process.

9.8 US Tariffs

Mover Councillor C. Gardi

Seconder Councillor R. Zagordo

Whereas the Government of Canada recently ceased negotiations with the U.S. government on a proposed tariff; and

Whereas the unsuccessful negotiations mean that 50% steel tariffs remain in place for the foreseeable future; and

Whereas an effect of the unsuccessful negotiations is that new U.S. tariffs have been placed on Canadian goods, and new counter-tariffs have been placed by Canada on American goods; and

Whereas tariffs are ultimately paid for by consumers, and the cost of doing business will increase as a result of these new tariffs for the City of Sault Ste. Marie;

Now Therefore Be It Resolved that Council direct administration to take whatever actions are necessary, including changing purchase orders or finding alternative products to purchase to mitigate or avoid cost increases as

a result of tariffs.

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 R. Zagordo

Seconder Councillor S. Spina

Resolved that all By-laws under item 12 of the Agenda under date August 31, 2026 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 2026-132 (Agreement) R.F. Contracting Inc. Public Library Upgrades at 50 East Street (Building Controls and Mechanical Electrical)** 604 - 753

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

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that By-law 2026-132 being a by-law to authorize the execution of the Agreement between the City and R.F. Contracting Inc. to award the services for Building Management System (BMS) Controls and Mechanical/Electrical Upgrades at the Sault Ste. Marie Public Library located at 50 East Street be passed in open Council this 31st day of August, 2026.

12.1.2 **By-law 2026-133 (Property Sale) Hudson Street Properties (Raising the Roof Chez Toit) Amend By-law 2026-102** 754 - 754

A report from the Assistant City Solicitor/Senior Litigation Counsel is on the Agenda.

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that By-law 2026-133 being a by-law to amend By-law 2026-102, which authorizes the sale of surplus property being civic 89 Hudson Street, civic 0 Hudson Street, and civic 0 Hudson Street, legally described in PIN 31578-0239 (LT), PIN 31578-0278 (LT) and PIN 31578-0279 (LT) to Raising the Roof Chez Toit be passed in open Council this 31st day of August, 2026.

12.1.3 **By-law 2026-134 (Engineering) AECOM Canada ULC Landfill Cell 1 Expansion 402 Fifth Line East** 755 - 856

Council Report was passed by Council resolution on August 10, 2026.

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that By-law 2026-134 being a by-law to authorize the execution of the Agreement between the City and AECOM Canada ULC to award the provision of engineering services for the Landfill Cell 1 Expansion at 402 Fifth Line East be passed in open Council this 31st day of August, 2026.

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 2026-99 (Streets) Name Change For A Portion of Anita Boulevard 857 - 858

Council Resolution passed by Council on April 13, 2026.

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that By-law 2026-99 being a by-law to rename a portion of Anita Boulevard described as PIN 31559-0054 (LT), being Part 1 Plan 1R-14352 and Part PIN 31559-0056 (LT), being Part 2 Plan 1R-14352, to Team Jacobs Way be read a THIRD time in open Council and passed this 31st day of August, 2026.

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

14. Closed Session

Mover Councillor R. Zagordo

Seconder Councillor S. Hollingsworth

Resolved that this Council move into closed session to discuss:

- advice that is subject to solicitor-client privilege; and
- a position, plan, procedure, criteria or instruction to be applied to negotiations to be carried on on behalf of the municipality;

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.

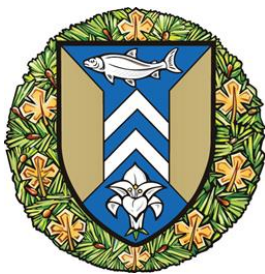
Municipal Act, RSO 2001, s. 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

15. Adjournment

Mover Councillor R. Zagordo

Seconder Councillor S. Spina

Resolved that this Council now adjourn.



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, CAO
DEPARTMENT: Chief Administrative Officer
RE: Mid-Year Update 2026 – Corporate Strategic Plan Actions and Metrics

Purpose

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

Background

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

On May 4, 2026, Council approved the actions and metrics associated with the Corporate Strategic Plan. This mid-year update provides Council with a regular update to track progress, assess outcomes, and identify any necessary adjustments.

Analysis

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

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

- b. Future Assets
- c. Environment

4. Service Delivery

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

The implementation and ongoing increase of tariffs by the United States of America continues to negatively impact the local economy. Economic Development staff continue to support local businesses and identify any funding support available and advance opportunities to diversify the local economy. The development of the Port of Sault Ste. Marie in collaboration with the Hamilton Oshawa Port Authority (HOPA) continues to be a priority and aligns well with the national infrastructure projects being advanced by the Federal and Provincial governments.

The metrics update document (Attachment A – 2026 Actions and Metrics Report) provides details on all the activities being undertaken to advance the plan. Highlights include:

- 87 housing starts and on track to meet or exceed the Provincial housing target
- Over \$18M in funding support received to date from Federal and Provincial funding programs
- 407 jobs created/pending with the Tenaris, Protexxa, and Lajambe projects
- Significant progress in hiring and training staff for the mobile outreach team led by CMHA using Federal Emergency Treatment Fund support
- Community Safety and Wellbeing Plan Coordinator hired
- Physician recruitment has been successful in attracting nine doctors thus far in the year, exceeding its annual target
- Waabanong – Anishinaabe Knowledge Sharing, an online training program developed through extensive collaboration, and reflecting knowledge shared by Elders and Knowledge Keepers, was launched to staff
- 29% of Public Works vehicles exceed the recommended replacement age exceeding the goal of 32% by year end. This is largely attributed to the light-duty vehicles and new collaboration with Enterprise Fleet Management.

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

Financial Implications

There are no financial implications to the actions and metrics document that have not been already approved as part of the 2026 municipal budget.

Strategic Plan / Policy Impact / Climate Impact

This report provides the 2026 mid-year update for the actions and metrics associated with the Corporate Strategic Plan 2024-2027.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the CAO dated August 31, 2026 concerning the midyear update for the Corporate Strategic Plan 2024-2027 actions and metrics be received as information.

Respectfully submitted,

Tom Vair, CAO

705.759.5347

cao.vair@cityssm.on.ca

CORPORATE STRATEGIC PLAN

Actions and Metrics
2026 mid-year update



SAULT STE. MARIE

Focus Area 1: Community Development



Removing accessibility barriers and training staff by hosting

6 Events



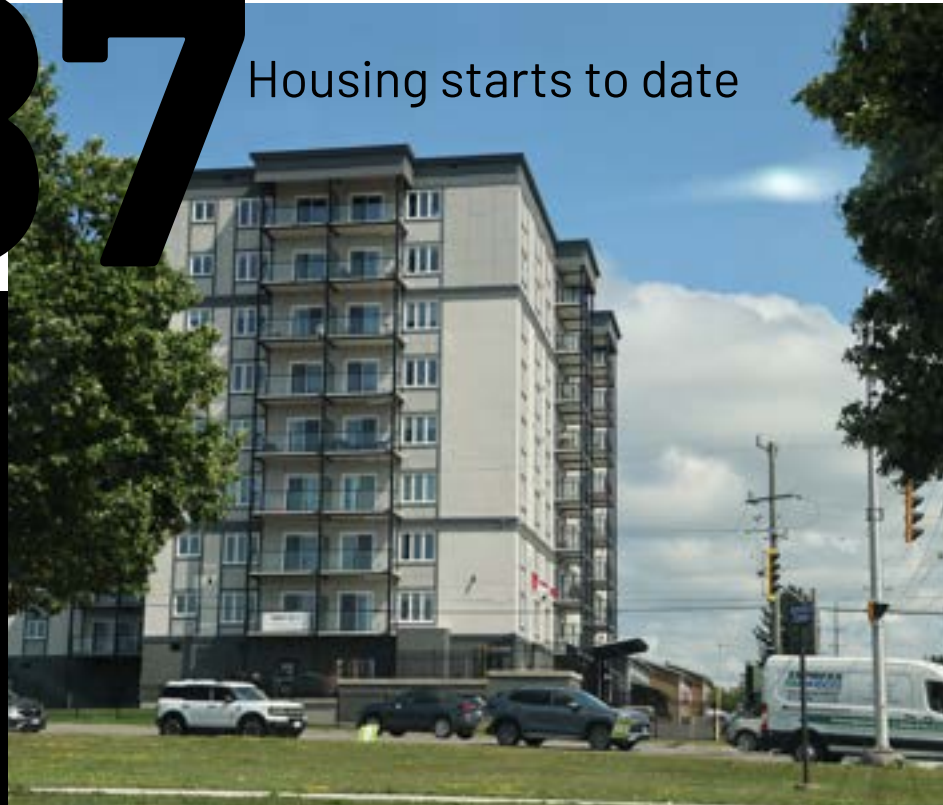
Cultural Competency Training

Local Immigration Partnership Festival of Cultures



87

Housing starts to date



Focus Area 1: Community Development

Support the growth of a diversified economy.



Goal	Actions	Metrics	Timeline	Comments
Develop shovel-ready projects to access available funding	Identify parcels for new industrial land development	Acres acquired/serviced - 40 acres	Q4 2026	Property currently under assessment.
Attract new business and ensure sufficient supply of industrial land	Business development	Investment Funnel Pending - \$840M	Q4 2026	\$740M current investment funnel.
	Funding acquired	\$500,000	Q4 2026	\$626,000 in funding acquired year-to-date.
	Planning applications	Target 70 applications	Q4 2026	27 - Lower application volumes are largely due to amendments introduced to reduce red tape, increase regulatory flexibility, and eliminate the need for Planning applications in certain circumstances.
	Planning applications processing time	Planning applications processed on time	Q4 2026	85.2% - This is largely due to Site Plan Control applications, in which timelines depend on consultant responses and owner signatures. Several applications were submitted and processed well in advance of building permit requirements. While staff finalized the applications promptly, some owners did not complete the signing process for several months.

Focus Area 1: Community Development

Support the growth of a diversified economy.



Goal	Actions	Metrics	Timeline	Comments
Support entrepreneurs	Support entrepreneurs through Millworks Centre	4,400 Client engagements and outreach	Q4 2026	1,883 to date.
	Business attraction	50 jobs created and/or pending	Q4 2026	407 jobs created/pending.
Increase tourism visitor spending and occupancy rates	Occupancy average	Target greater than 64% occupancy	Q4 2026	59.10%
	Municipal Accommodation Tax	Target \$2.1M revenue	Q4 2026	\$894,207 year-to-date.

Focus Area 1: Community Development

Take a collaborative approach toward a healthy and safe community.



Well-being

Goal	Actions	Metrics	Timeline	Comments
Advocate for addiction and mental health services	Monitor the impact and progress of HART Hub and Emergency Treatment Fund (ETF) funding	ETF-Staff hiring, vehicle procurement, training, and full-service launch by July 2026 HART Hub - metrics reported to include Individuals Served, Client Interactions, and number housed with HART Hub supportive housing	Q4 2026	Significant progress has been made, including hiring and training staff, and procuring vehicles. HART Hub (year to date): • 1,004 clients served • 2,037 visits • 4,236 service interactions were provided by all partners • 37 individuals housed in HART Hub supportive housing
Advocate for improved healthcare facilities and personnel	Advocate with Ministry of Health	Additional funding for Sault Area Hospital, Group Health Centre, Ontario Finnish Resthome, and Northern Ontario School of Medicine (NOSM) campus development	Q4 2026	Ongoing - Association of Municipalities of Ontario (AMO) delegations were completed with the Ministry of Health; the Ministry of Colleges, Universities, Research Excellence and Security; and the Ministry of Long Term Care.

Focus Area 1: Community Development

Take a collaborative approach toward a healthy and safe community.



Well-being

Goal	Actions	Metrics	Timeline	Comments
Foster collaboration and coordination of health and social services	Implementation of homelessness strategy by Social Services	Advocate for additional funding for supportive housing units. Indicators will be reported from the 10 year Housing and Homelessness Action Plan	Q4 2026	Ongoing - AMO delegations with relevant Ministries.
	Implement the Community Safety and Wellbeing Plan	Establish and hold a meeting with the Executive Leadership Table and report on metrics and indicators from the Community Safety and Wellbeing (CSWB) Plan.	Q4 2026	On track. CSWB Coordinator hired.
Invest in allied health care recruitment and innovative labour force solutions	Physician recruitment committee	8 doctors recruited	Q4 2026	9 doctors have been recruited year-to-date.

Focus Area 1: Community Development

Support equitable access and opportunities for everyone.



Social Equity

Goal	Actions	Metrics	Timeline	Comments
Implement a housing action plan to deliver affordable housing	Housing Accelerator Fund Round 2 funding programs roll-out	Implementation of the Housing Action Plan according to timelines	Q4 2026	Programs are implemented with ongoing administration.
	Monitor annual housing starts	150 annual housing starts per year	Q4 2026	87 housing starts to date.
Support the full participation of user groups of all abilities	Accessibility activities	3 significant barriers removed or accessibility enhancements installed	Q4 2026	6 barriers removed to date.
		5 accessibility ramps installed where full barrier curb exists	Q3 2026	4 ramps installed to date.
Support programs that foster a safe, welcoming and inclusive community	Local Immigration Partnership community engagement	Host 26 events	Q4 2026	6 events.

Focus Area 1: Community Development

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



Truth and Reconciliation

Goal	Actions	Metrics	Timeline	Comments
Implement Municipal Calls to Action from the Truth and Reconciliation Commission	Develop Truth and Reconciliation Commission Strategy document	Completed plan with Baawaating Advisory Committee endorsement	Q4 2026	In progress.
Expand Cultural Competency Training throughout the Corporation	Expand the Cultural Competency Training Program to the next level of staff within the organization	100 additional staff trained in Cultural Competency	Q3 2026	March 3–6, 2026: Return to Spirit in-person cultural competency training was delivered to staff. June 4, 2026: Waabanong – Anishinaabe Knowledge Sharing, an online training program developed through extensive collaboration by Kaitlyn Neveu, Anishinaabe E-Wiidoookaaged, was launched. The training content reflects knowledge shared by Elders and Knowledge Keepers. July 17, 2026: Ms. Neveu delivered Indigenous Knowledge Training to 34 summer students across three sessions during summer 2026.
Take a proactive approach to ‘reconciliation’	Engage meaningfully with each First Nation partner	Identify and prioritize projects and initiatives of importance	Q4 2026	In progress.

Focus Area 2: Quality of Life



NCC Indigenous artwork installation



Downtown Development

Council approval of Phase 1 design to refer to budget and seek funding

Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Promote Sault Ste. Marie as a municipality of choice	Continue with the Sault Ste. Marie promotional campaign	1.13M visits with 700k to Tourism Sault Ste. Marie (TSSM) website; 430K views on Welcome to Sault Ste. Marie's website (WTSSM)	Q4 2026	There have been 279,977 visits for TSSM and 106,199 visits for WTSSM year to date.
Exceed Provincial housing targets annually	Launch the Housing Action Plan and the Housing Community Improvement Plan	150 housing starts	Q4 2026	There have been 87 housing starts year-to-date.
Encourage and support sustainable transportation options	Continue with the expansion of the Hub Trail	Peoples Road -Phase 1 Second Line to Penno Road	Q3 2026	On track.
	Expand the multi-use trail system	Peoples Road Reconstruction Phase 2 Penno Road to Third Line	Q3 2027	On track.

Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Encourage and support sustainable transportation options	Expand cycling lanes within the City	Sackville Road extension with 800m trail	Q4 2026	Project delayed due to unforeseen slope stability issues.
		East Street (Bay to Wellington) cycle track (curb-separated bicycle facility)	Q4 2026	Project behind schedule due to rock excavation.
Invest in recreational infrastructure	Expansion of bike trails	1km of new biking trails at Wishart Park	Q4 2026	Completed.
	Upgrade of park equipment	Wilcox Park - rubber surfacing and court repairs Manitou Park - grand opening summer Rosedale Park - Kiwanis upgrades Wishart Park - rubber surfacing Snowdown Park - court upgrades Manzo Park accessibility features (Spring 2027)	Q3 2026/ Q2 2027	In progress.
	John Rhodes roof replacement	A new roof installed, extending asset life	Q4 2025	The timeline was updated from Q4 2025 to 2026. The project is 50% completed.

Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Invest in recreational infrastructure	John Rhodes roof replacement	A new roof installed, extending asset life	Q3 2026	50% Complete.
	John Rhodes HRV pool units	Replace pool units 1, 2, and 3	Q4 2026	Design Request for Proposal awarded, construction spring/summer 2027.
	Lighting Queen E Field B	Replace lighting	Q3 2026	Extended to October due to installation delays.
	Strathclair dog park upgrade	Install new solar lighting	Q4 2026	In progress - on target.
	Develop new dog park	New leash free dog park	Q4 2026	This is moved to spring 2027.
	John Rhodes Lighting Upgrade	Install new LED lighting	Q2 2026	On target.
	Upgrade outdoor rink facilities	Esposito rink shack	Q4 2027	Design complete, budget request for 2027 construction.
	Wishart Park	Bridge installation and park upgrades	Q3 2026	Ongoing.
	Accessible Washrooms/Change Area study	Manzo Park and Greco Pool	Q4 2026	The Greco Pool will be done in Q4 2026. The Manzo Pool will be done Q4 2027.

Focus Area 2: Quality of Life

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



Goal	Actions	Metrics	Timeline	Comments
Attract newcomers	Maximize our Rural Community Immigration Pilot allocation annually	Attract 300 newcomers to Sault Ste. Marie	Q4 2026	On track with 91 applicants processed year to date.
Promote multi-cultural events	Organize arts and culture events	12 standalone events	Q4 2026	On target - Forecasted to exceed target.
Establish diverse, equitable, inclusive and accessible community spaces	Engage seniors in community programming	55,000 program visits in Bay Street and Northern Community Centre Active Living Centres 55+	Q4 2026	On target, 47,986
	Manzo Park playground updates	Accessible features upgrades	Q4 2026	The pool ramp, accessible picnic tables, and communication board have been installed. Playground equipment installation is scheduled to begin in September 2026, with rubber safety surfacing to follow. Should weather conditions delay the work, the remaining installation will be completed in spring 2027.

Focus Area 2: Quality of Life

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



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase participation and grow the number of events in the Downtown year over year	Roberta Bondar Pavilion event programming	85 events and bookings	Q4 2026	On target with 15. Busy months of July and August yet to be recorded.
	Downtown Plaza programming	30,000 participants	Q4 2026	On target with 8,705. Months July and August are yet to be recorded.
	Broader downtown events	13 events	Q4 2026	On target.
	GFL Memorial Gardens programming	9 events with over 1,200 participants (not including Greyhound games)	Q4 2026	On target with 8.
	GFL number of visitors (including Soo Greyhound games)	195,000 annual visitors	Q4 2026	On target with 173,814.
	Ermatinger Clergue National Historic Site (ECNHS) programming	25,000 annual visitors	Q4 2026	On target 4,412. Events in July and August are yet to be recorded.

Focus Area 2: Quality of Life

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



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase assessment value and growth rate in the Downtown	Investment in the Downtown core	Increased Assessment Value on par with other areas of the community	Q4 2026	2024-2025 citywide increase of 0.7% 2024-2025 First Neighbourhoods increase of 2.9%
		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2026	Phase 1 and 2 Environmental Studies are complete.
		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2028	On track.
		Investigate funding alternatives to establish Facade grant program	Q1 2026	Currently unfunded.
	Downtown Ambassador Program	Report number of client interactions and calls for support	Q4 2026	Ongoing.
Continue to develop world-class waterfront destinations	Advance the City's Waterfront Development Master Plan	Council approval of Phase 1 design to refer budget and seek funding	Q4 2026	In progress.

Focus Area 2: Quality of Life

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



Arts and Culture

Goal	Actions	Metrics	Timeline	Comments
Celebrate diversity in public art	Commission new murals and public art as part of the Vivid Arts Festival	3 new murals	Q3 2026	On target.
	Commission an Indigenous artwork installation	1 new installation	Q4 2026	Northern Community Centre installation complete.
Promote and conserve heritage assets	Utilize existing heritage conservation program	\$103,000 in heritage tax rebates	Q1 2026	In progress.
	Number of heritage properties registered	42 properties registered under part of the Ontario Heritage Act	Q4 2026	42 current registrations.
	Install new windows in the Sault Ste. Marie Museum building	\$200,000 window upgrade project	Q4 2026	Delayed to 2027.
	Implementation of the Ermatinger Clergue National Historic Site digital strategy	Implement FedNor grant	Q4 2026	Extended to March 2027.
	Host heritage walks and Doors Open event	5 events and walks	Q4 2026	On target.

Focus Area 2: Quality of Life

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



Arts and Culture

Goal	Actions	Metrics	Timeline	Comments
Enhance funding support for cultural initiatives	Deploy increased budget through the Cultural Vitality Committee	\$170,000 distributed to community arts organizations	Q4 2026	Completed.

Focus Area 3: Infrastructure

Manzo Park updates



2EV's purchased



John Rhodes pool
roof replacement
50% complete



29%

of vehicles exceed
the recommended
replacement age

Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
Maintain a robust asset management plan	Monitor and utilize for capital projects expenditures	Use asset management plan to inform projects	Q3 2026	Updating pavement condition indices in 2026. Will report on more service levels in 2026.
	Maintain a functional public works fleet	Percentage of vehicles that exceed the recommended replacement age - currently 39% with goal of 32% by year end	Q4 2026	29% of vehicles exceed the recommended replacement age.
	Maintain a robust sidewalk network	1500m2 of sidewalk replaced yearly	Annually	831 sq.m completed to date.
	Maintain municipal drainage works	750 catchbasins (CB) cleaned per year	Annually	To date, 777 catchbasins have been cleaned.
	Maintain municipal drainage works	12km of ditches cleaned per year	Annually	To date, 3.8km of ditches have been cleaned.

Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
Transit fleet age is in line with the Provincial average	Invest in fleet	Average age of fleet less than 8 years to align with Ontario average	Q4 2026	On target.
Leverage funding opportunities	Submit Provincial and Federal applications	\$28M in funding support	Q4 2026	\$18,369,113 in funding support has been received
	Implement the Approved 2026 Capital Transportation Plan (TMP)	Design, award tenders and construct all road reconstruction projects for 2026.	Q4 2026	On track.
	Update the Five-Year Capital Transportation Plan	Revise and obtain Council approval for the 5-year plan to reflect the newest priorities and funding	Q2 2026	Completed. 2027-2031 Capital Transportation Plan approved at the July 13, 2026, Council meeting.
	Long-range planning through the Transportation Master Plan (TMP)	Review recommendations in TMP and update	Q4 2026	Procure a transportation planning consultant to update TMP in 2026.
	Update and Improve Asset Data	Keep data up to date - Pavement Condition Index (PCI) scores and sewer condition	Q4 2025	On track.

Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
Improvements to the transportation network	Improve wastewater infrastructure with long range planning through the Wastewater Master Plan (WWMP)	Review recommendations in Wastewater Master Plan (WWMP)	Q4 2026	On track.
Accessible and barrier-free	Manzo Park/Greco Pool accessible washrooms/changerooms	\$60,000 Manzo Park, \$35,000 for Greco Pool	Q4 2026	Manzo Park will be completed in 2027.
Upgrade assets for energy efficiency and climate resilience	Facility energy efficiency	Projects include JRCC LED lighting, JRCC replace cooling tower, Field B LED lighting, Roberta Bondar Pavilion parking lot lighting, Bay Street Active Living Centre rooftop unit, Bay Street LED lighting, 65 Old Garden River Road HVAC, 72 Tancred roof replacement, Library controls and electrical upgrade, PW Admin Building HVAC, JRCC roof replacement, HVAC,	Q4 2026	In progress.
	Electric vehicle charger installation	EV charge costing study completed	Q3 2026	Completed.

Focus Area 3: Infrastructure

Strategically build and acquire infrastructure to support a growing community.



Future Assets

Goal	Actions	Metrics	Timeline	Comments
Invest in maintaining an attractive and vibrant downtown core with a world-class waterfront	Advance the City's Waterfront Development Master Plan	Council approval of Phase 1 design to refer to budget and seek funding	Q4 2026	In progress.
Expand active transportation network	Expand hubtrail, multi use trails and cycling lanes	Peoples Road, Sackville Road, East Street	Q4 2026	Sackville and East Street will not be complete until 2027.
Ensure community parks, green spaces, and recreation infrastructure needs are met	Upgrade three parks	Wilcox Park - rubber surfacing and court repairs Manitou Park - grand opening summer Rosedale Park - Kiwanis upgrades Wishart Park - rubber surfacing Snowdown Park - court upgrades Manzo Park accessibility features (Spring 2027)	Q4 2026	Ongoing upgrade of Wilcox, Manitou and Kiwanis Park. Grand Openings of Manzo Park into 2027 Q2. Wishart Grand Opening is complete.

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Goal	Actions	Metrics	Timeline	Comments
Net zero emissions by 2050	Greenhouse Gas (GHG) Community Reduction Plan	Implementation of plan and report to Council annually	Q4 2026	In progress.
Enhance and protect our public green spaces	Greenhouse Gas Community Reduction Plan	Prioritization of Greenhouse Gas Action Items and Budget Process	Q4 2026	In progress.
Seek opportunities to implement sustainable solutions	Fleet transition to electric vehicles (EV)	4 electric vehicles purchased	Q3 2026	2 electric vehicles purchased to date.
		1 electric transit bus	Q4 2026	Hybrid options selected.
	Biosolid Management Facility	Complete design of new biosolids and household organics processing facility	Q4 2026	On track.
	Landfill waste diversion	2,500 tonnes of material diverted through recycling and composting programs	Q2 2027	To date, 1,020 tonnes have been diverted through recycling and composting programs at the landfill.

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Goal	Actions	Metrics	Timeline	Comments
Implement practices and technologies to improve air/water quality and enhance biodiversity	West End Wastewater Treatment Plant Phase 2 Upgrades	Design and prepare tender and contracts for 2026/27	Q4 2026	On track.
	East End Wastewater Treatment Plant Ultra Violet (UV System Upgrades	Construction of new Ultra Violet system	Q3 2026	On track.
	Wastewater system reliability and minimize number of sewage backups per year <10 due to main blockages	125km of sewers flushed per year	Q4 2026	90.5km of sewers flushed to date.
	Landfill compliance with Provincial legislation	Exceed provincial expectations on annual inspection	Annually	Inspection is scheduled for the fall.
	Review of waste collection options (Solid Waste, SSO, Recycling)	Review complete	Q4 2026	Underway.
	Expansion of Methane Collection System Emissions (Climate Change)	Expansion complete	Q4 2027	Ongoing.

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Goal	Actions	Metrics	Timeline	Comments
Implement practices and technologies to improve air/water quality and enhance biodiversity (continued)	Collection of Source-Separated Organics and Composting (SSO)	Collection established	Q2 2028	Ongoing.
	Continued Collection of Household Hazardous Waste (HHW) – Environment Stewardship	Ongoing operation of HHW facility	Ongoing	In-line with recent years.

Focus Area 4: Service Delivery



547,773
Transit rides



Crucial Conversations Learning Module



Staff participate in bead-making workshops hosted by Kaitlyn Neveu, Anishinaabe E-Wiidookaaged



Fire Safety demonstrations, lectures, and public events to date

Focus Area 4: Service Delivery

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



Customer Service

Goal	Actions	Metrics	Timeline	Comments
Standardize customer service practices and policies	Undertake review of current practices and policies	Finalize and implement recommendations of review	Q4 2026	Ongoing.
Regularly collect and review customer feedback for continuous improvement	Monitor participation in programs and identify opportunities for customer feedback:	1.5M Transit rides	Q4 2026	Below the target of 547,773, largely due to a decline in international student numbers.
		5,200 total participants in programs, John Rhodes Pool	Q4 2026	On target with 2,900 participants.
		Active Living 55+ (Bay Street and NCC locations) 1,050 programs	Q4 2026	On target with 47,986 participants.
		195,000 GFL Memorial Gardens visitors, including Greyhound games.	Q4 2026	On target.
	Maintain Fire Service average response time to calls	First arriving engine company on the scene in 4:00 minutes or less 90% of the time	Q4 2026	As of Q2 5:14 or less 90% of the time (average of 3:16)

Focus Area 4: Service Delivery

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



Customer Service

Goal	Actions	Metrics	Timeline	Comments
Regularly collect and review customer feedback for continuous improvement (continued)	Conduct proactive Fire Service training throughout the community	Over 240 fire safety demonstrations and speaking events	Q4 2026	There have been 119 fire safety demonstrations to date.
	Educate youth on fire prevention and safety	Reach 3,500 students with elementary and secondary school program	Q4 2026	Fire Service has met with 2,500 students to date.
Develop new methods of collecting and analyzing customer feedback	Implement customer surveys to obtain feedback	5 surveys per year	Q4 2026	4 surveys completed.

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Explore technologies that support innovation and efficiency	Develop RFI for ERP solution	RFI released	Q3 2026	Completed.
	Artificial Intelligence (AI) technology adoption	Develop AI Strategy and Roadmap - Identify pilot projects	Q3 2026	AI Strategy and Roadmap completed by December 2026.
Maximize investment in training	Use of in-house subject matter experts to deliver management skills training	Offer 3 workshop-style topics targeting new supervisors	Q4 2026	Training completed in 2026: Sick Leave, WSIB, Attendance Management, and best practices regarding accommodation and Return to Work for new Supervisors and Managers.
	Provide targeted training based on emerging trends and issues	2 additional de-escalation training sessions for front-line staff	Q4 2026	De-escalation sessions were held on November 19, 2025, and June 3, 2026, with 41 participants.
		Mental health & resilience training for all front-line staff	Q3 2026	"Resilient Me" online training has been completed by 799 employees to date.

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Implement strategies to attract and retain talent	Increase visibility as an employer of choice in the area	Participate in three job fairs	Q4 2026	Participated in the City's Job Fair at the GFL Memorial Gardens on February 3, 2026, and at the Sault College job fair on February 4, 2026. Scheduled to attend the Sault College Job Fair on September 29, 2026.
		Partner with local post-secondary career offices for enhanced advertising	Q4 2026	Partnered with Employment Solutions and Sault Community Career Centre. Continued sharing of our job opportunities and job postings.
		Feature employee testimonials with the community	Q4 2026	Communications has completed testimonials, podcasts, and features on employees which are available on the City's social media channels.

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Advance diversity, equity, and inclusion in the workplace	Internal awareness campaign of the "Financial Assistance for Training and Development Courses" benefit	5% increase in the utilization of the existing benefit	Q2 2026	Participation in this program has been limited, with an estimated three to five employees utilizing it in 2025. The Human Resources Department is currently exploring options to better track program usage through the existing Accounts Payable system. New for 2026, the program has been expanded to support employees in the Building and By-Law Division by helping to cover the cost of additional exam attempts required to complete mandatory training and certification.
	Development of DEI guiding policy for the Corporation	Draft to be submitted to the Senior Management Team (SMT) for feedback/approval	Q4 2026	The research process started.
	Training to roll out Diversity Equity and Inclusion (DEI) policy to all staff	In-person training for all existing employees on Respectful Workplace Policy – Human Rights / Harassment & Discrimination	Q2 2026	A total of 15 spaces were made available by Police Services for the Building a Respectful, Inclusive and Psychologically Safe Workplace workshop held on April 20 and 21, 2026. Nine City employees participated in the training.

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Foster civic pride and team building	Continue team-building events and activities throughout the corporation	Hold more than 12 staff team building and recognition events throughout the year	Q4 2026	8 staff team-building and recognition events have been held in 2026 to date. An additional 4 events have been led by the Employee Association.

Focus Area 4: Service Delivery

Identify obstacles that hinder growth and development and streamline processes.



Eliminate Barriers

Goal	Actions	Metrics	Timeline	Comments
Implement and enhance online tools for applications and permits	Phase one: Roll out of Sault Ste. Marie Innovation Centre's (SSMIC) Cerolink Online application platform	Live online planning application	Q2 2026	The portal will be ready to launch in September 2026.
	Ensure adherence to legislated timelines for Planning Act applications	Tracking and monitoring response times	Annual	This is primarily due to Site Plan Control applications, in which timelines often depend on consultants and property owners. In many cases, applications are reviewed and finalized by the City well in advance of building permit requirements, but the owner does not complete the final signing process for several months.
Review processes, policies, and procedures to identify efficiencies	Review and prioritization of policy document revision	Complete review and update more than two policies	Q4 2026	Completed Flexible Work Arrangements Program Policy reviews.
Reduce red tape and accelerate timelines for responses and approvals	Implement online application portal for planning applications	Training and launch of new portal solution	Q2 2026	The portal will be ready in September 2026, with training and launch on track for Q3.

Focus Area 4: Service Delivery

Build collaborative relationships to enhance service delivery options.



Community Partnerships

Goal	Actions	Metrics	Timeline	Comments
Remove physical and digital barriers to enhance accessibility	Adopting Accessibility friendly technology	Accessibility for Ontarians with Disabilities Act (AODA-W3C) Website, Video Remote Interpreting, Accessible PDF	Q3 2026	The installation of the new Council chambers virtual meeting system is scheduled to begin in October 2026, with completion by November 2026.
Facilitate collaboration with neighbouring communities and community groups to achieve shared goals	Maintain municipal and industry partnerships	Active participation in industry associations including AMO/OMAA/ROMA/ICSC/NOL UM/FCM/EDCO/TIAC/TIAO	Q4 2026	4 partnerships.
	Meet with Michigan & Chippewa County Economic Development Corporation colleagues	6 meetings annually: Eastern Upper Peninsula Planning Group, Chippewa County Economic Development Corporation, and Sault Ste. Marie, Michigan Economic Development Corporation.	Q4 2026	2 meetings complete.

Focus Area 4: Service Delivery

Build collaborative relationships to enhance service delivery options.



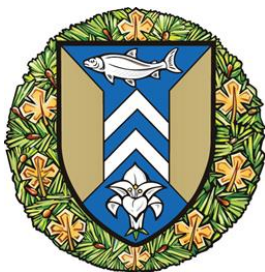
Community Partnerships

Goal	Actions	Metrics	Timeline	Comments
Liaise with community groups to improve communications	Local Not for Profits and Community Service Organizations	Hold meetings at least annually with key community stakeholder groups	Q4 2026	5 meetings complete.
Foster strategic partnerships with post-secondary education institutions for labour force and economic development	Implement a Bi-Annual Meeting with Post Secondary Institutions	Minimum 10 meetings/year	Q3 2026	6 meetings complete.

Where you belong.

saultstemarie.ca





The Corporation of the City of Sault Ste. Marie

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, CAO
DEPARTMENT: Chief Administrative Officer
RE: AMO Conference 2026 Report

Purpose

The purpose of this report is to provide Council a summary report of the City's attendance at the Association of Municipalities of Ontario (AMO) conference.

Background

The mandate of AMO is to support and enhance strong and effective municipal government in Ontario. It promotes the value of the municipal level of government as a vital and essential component of Ontario and Canada's political system. AMO works to make municipal governments stronger and more effective. The City is a member of AMO and, through AMO, Ontario's 444 municipalities work together to achieve shared goals and meet common challenges.

Each year, AMO holds a conference which provides an opportunity for municipalities to seek delegations with Provincial ministries, participate in knowledge exchange and education sessions, and learn about new municipal products and solutions.

Analysis

The City participated in fourteen delegations in total during the AMO conference. Attendees from City Council included Mayor Shoemaker, and Councillors Vezeau-Allen and Dufour. The delegations included three as part of the Northern Ontario Large Urban Mayors (NOLUM) group. The Provincial ministries the City held delegation meetings with include:

Provincial Ministry	Delegation Topic(s)
Ministry of Health	- NOSM U SSM campus - Sault Area Hospital - Physician recruitment support
Ministry of Long Term Care	Ontario Finnish Resthome Association project support

Ministry of Labour, Immigration, Training and Skills Development (direct and NOLUM delegation)	• Training support for Algoma Steel laid-off workforce • Proposed WSIB changes
Ministry of Northern Economic Development and Growth	• Port of Sault Ste. Marie
Ministry of Finance	• Port of Sault Ste. Marie • Support for policing costs • MPAC valuation update
Ministry of Transportation	• Highway 17 upgrade • Property matters
Ministry of Economic Development, Job Creation and Trade	• Port of Sault Ste. Marie
Ministry of Tourism, Culture and Gaming	• OLG job relocation • Tourism projects
Ministry of Sport	• Opportunities for Community Sport and Recreation Infrastructure Fund
Ministry of Colleges, Universities, Research Excellence and Security	• NOSM U SSM campus • Sault College support • Algoma University support
Ministry of the Solicitor General (direct and NOLUM delegation)	• Support for policing costs
Ministry of Environment, Conservation and Parks (NOLUM delegation)	• Conservation authority amalgamation process

Of special note, at this year's conference, Councillor Dufour was elected to serve on the AMO Board as a Director - Large Urban Caucus.

Brent Lamming, Deputy CAO, Community Development and Enterprise Services also participated as a panel member for a session entitled, "Resilience in the Age of Disruption", discussing the tariff impact on the steel communities of Hamilton and Sault Ste. Marie. Other panel members included Andrea Horvath, Mayor, City of Hamilton, Cameron Kroetsch, Councillor Ward 2, City of Hamilton, and Paul Blais, Managing Director of Economic Advisory, Deloitte.

Financial Implications

AMO membership, conference fees are travel are included in the approved City budget. There are no additional financial implications stemming from this report.

Strategic Plan / Policy Impact / Climate Impact

The Corporate Strategic Plan 2024-2027 includes advocacy to ensure the City receives the appropriate level of services and support.

Recommendation

It is therefore recommended that Council take the following action:

AMO Conference 2026 Report

August 31, 2026

Page 3.

Resolved that the report of the CAO dated August 31, 2026 concerning the AMO Conference 2026 be received as information.

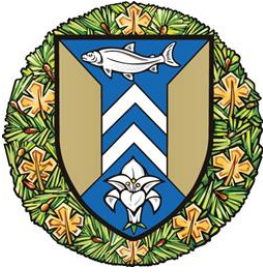
Respectfully submitted,

Tom Vair

CAO

705.759.5347

cao.vair@cityssm.on.ca



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Steve Facey, Chief Financial Officer & Treasurer
DEPARTMENT: Corporate Services
RE: Second Quarter Financial Report – June 30, 2026

Purpose

The purpose of this report is to provide Council with the second quarter financial report for 2026.

Background

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

Analysis

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

Winter control activities remain overspent for the first two quarters of 2026. Based on the exceptional snow accumulation this past winter season, staff anticipates overspending of \$2.7M to \$3.3M, primarily tied to snow removal and the equipment hired to perform the service. This estimate is highly variable and subject to change based on invoice timing and actual results. As a reminder to Council, the fiscal year includes half of each typical snow season (i.e., January-April and November-December). It is difficult to predict where the City will land with respect to its year-end position, as in previous years the City has been able to absorb over-expenditures corporately. Regardless, it's imperative that Council be made aware of the current situation. As always, staff will continue to attempt to mitigate these over-expenditures and will report back with third-quarter data to clarify the City's current position.

Also affecting the City's financial position is fuel price volatility. Based on developments in other parts of the world, the City has observed a 20-30% increase in fuel prices from the end of Q1 to the end of Q2. The two main services that consume significant amounts of fuel are Public Works and Transit. The fuel over-expenditure for Public Works is included within the range provided above,

however, Transit Services could realize an overexpenditure of \$320,000 based on the current level of spending. Staff will return in the third quarter with updated projections.

Fire Services is also anticipating over-expenditures related to overtime costs, primarily within the suppression section. For 2026, a significant portion of these costs is mitigated by various transfers, retirements, and leaves; however, if these vacancies had not materialized, Fire Services would be projecting a net over-expenditure. It is projected that the overtime costs line item will be over budget by approximately \$250,000 by the end of the year. The main contributing factors are the unprecedented number of significant fires to date and several leaves that require backfilling, which incur overtime rates (i.e., unanticipated parental leaves, sick leaves, retirement shortages, and unpaid leaves). This information is not apparent when looking at Fire Services due to the over- and under-expenditures; however, Council should still be made aware. Should these trends continue with a full complement, Fire Services may run deficits in future years.

Finally, Legal Services is also experiencing over-expenditures with respect to claims and litigation costs. Staff projects an over-expenditure of approximately \$500,000; however, this is offset by lower-than-anticipated insurance costs for the 2026 fiscal year, resulting in a zero-dollar net over-expenditure. This is based on information at the end of June, and the timing of this report, and staff will return with more fine-tuned information for the third quarter report.

In previous reports and in previous years, the Police Service year-end position has been highlighted for Council information. At the May 19, 2026 Sault Ste. Marie Police Service Board meeting, a projected surplus of approximately \$350,000 was provided for information. Staff will provide updates to Council as revised information is received from SSMPS staff.

Assessment growth shows a 0.15% change in the second quarter, as shown in Appendix B. Staff will include an update on the third-quarter results.

Lastly, Appendix C presents the amount spent or committed from the 2026 capital budget for the second quarter. This data reflects an actual expenditure or commitment of 51% 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.

Strategic Plan / Policy Impact / Climate Impact

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

Second Quarter Financial Report – June 30, 2026

August 31, 2026

Page 3.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Chief Financial Officer and Treasurer dated August 31, 2026 concerning Second Quarter Financial Report to June 30, 2026 be received as information.

Respectfully submitted,

Steve Facey, CPA, CMA

Chief Financial Officer &

Treasurer

705.759.5356

s.facey@cityssm.on.ca

City of Sault Ste. Marie - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	Budget
FISCAL YEAR REMAINING% :	Actual	2026		Budget-Rem 50%	Actual To: June	2025
REVENUE						
Taxation	(\$152,180,496)	(\$154,276,701)	(\$2,096,205)	1.36%	(\$146,777,648)	(\$148,521,347)
Payment in lieu of taxes	(\$2,442,537)	(\$5,156,373)	(\$2,713,836)	52.63%	(\$2,396,038)	(\$5,054,728)
Fees and user charges	(\$20,083,036)	(\$37,453,705)	(\$17,370,669)	46.38%	(\$21,673,573)	(\$35,889,081)
Government grants	(\$13,641,650)	(\$25,179,840)	(\$11,538,190)	45.82%	(\$11,556,603)	(\$22,845,149)
Interest and investment income	(\$3,334,229)	(\$6,638,836)	(\$3,304,607)	49.78%	(\$3,532,008)	(\$6,289,000)
Contribution from own funds	(\$16,272)	(\$2,164,083)	(\$2,147,811)	99.25%	(\$56,523)	(\$2,165,648)
Other income	(\$1,996,899)	(\$4,440,073)	(\$2,443,174)	55.03%	(\$1,630,659)	(\$3,034,622)
Change in future employee benefits			\$0	0.00%		
	(\$193,695,119)	(\$235,309,611)	(\$41,614,492)	17.68%	(\$187,623,051)	(\$223,799,575)
EXPENDITURES						
Salaries	\$28,633,967	\$60,715,723	\$32,081,756	52.84%	\$27,099,682	\$58,405,880
Benefits	\$8,381,364	\$18,185,569	\$9,804,205	53.91%	\$8,202,954	\$16,822,911
TOTAL SALARIES/BENEFITS	\$37,015,331	\$78,901,292	\$41,885,961	53.09%	\$35,302,636	\$75,228,791
Travel and training	\$213,896	\$534,717	\$320,821	60.00%	\$199,473	\$581,623
Vehicle allowance, maintenance and repairs	\$5,309,691	\$5,468,802	\$159,111	2.91%	\$4,040,270	\$4,053,785
Utilities and fuel	\$5,940,589	\$11,483,595	\$5,543,006	48.27%	\$5,489,595	\$12,053,512
Materials and supplies	\$3,406,677	\$7,509,575	\$4,102,898	54.64%	\$3,282,655	\$7,204,724
Maintenance and repairs	\$2,850,799	\$3,952,866	\$1,102,067	27.88%	\$2,617,623	\$3,614,852
Program expenses	\$779,632	\$1,309,902	\$530,270	40.48%	\$575,690	\$1,005,037
Goods for resale	\$548,918	\$775,255	\$226,337	29.20%	\$422,400	\$797,029
Rents and leases	\$177,669	\$172,557	(\$5,112)	(2.96%)	\$143,284	\$172,557
Taxes and licenses	\$2,229,287	\$3,111,888	\$882,601	28.36%	\$2,384,416	\$3,064,712
Financial expenses	\$1,275,349	\$2,862,042	\$1,586,693	55.44%	\$875,729	\$2,639,701
Purchased and contracted services	\$4,907,454	\$11,818,143	\$6,910,689	58.48%	\$5,146,563	\$11,263,719
Grants to others	\$37,221,352	\$75,355,932	\$38,134,580	50.61%	\$36,476,000	\$69,718,490
Long term debt	\$593,854	\$1,327,115	\$733,261	55.25%	\$589,736	\$1,327,115
Transfer to own funds	\$14,211,860	\$30,416,583	\$16,204,723	53.28%	\$14,886,108	\$30,843,011
Capital expense	\$292,546	\$429,347	\$136,801	31.86%	\$241,692	\$418,482
Less: recoverable costs	(\$80,893)	(\$120,000)	(\$39,107)	32.59%	(\$64,425)	(\$187,565)
TOTAL OTHER EXPENSES	\$79,878,681	\$156,408,319	\$76,529,638	48.93%	\$77,306,810	\$148,570,784
	\$116,894,012	\$235,309,611	\$118,415,599	50.32%	\$112,609,446	\$223,799,575
NET (REVENUE)/EXPENDITURE	(\$76,801,106)	\$0	\$76,801,106		(\$75,013,605)	\$0
Mayor and Council	\$350,106	\$729,336	\$379,230	52.00%		
Chief Administrative Officer	\$218,207	\$485,054	\$266,847	55.01%		
Corporate Services	\$4,267,536	\$8,198,525	\$3,930,989	47.95%		
Legal	\$3,933,060	\$6,374,580	\$2,441,520	38.30%		
Fire Services	\$8,659,840	\$18,005,064	\$9,345,224	51.90%		
Public Works and Engineering	\$27,722,974	\$53,848,532	\$26,125,558	48.52%		
Community Development & Enterprise Services	\$17,623,960	\$40,982,809	\$23,358,849	57.00%		
Levy Board	\$13,301,414	\$26,602,821	\$13,301,407	50.00%		
Outside Agencies	\$24,078,167	\$48,728,111	\$24,649,944	50.59%		
Corporate	(\$172,660,819)	(\$194,817,751)	(\$22,156,932)	11.37%		
Capital and Debt	\$4,364,288	\$8,867,983	\$4,503,695	50.79%		

Mayor & Council - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage Budget-Rem	2025 Actual To:	Budget
<i>FISCAL YEAR REMAINING% :</i>	Actual	2026		50%	June	2025
REVENUE						
EXPENDITURES						
Salaries	\$264,928	\$544,316	\$279,388	51.33%	\$258,108	\$521,701
Benefits	\$41,406	\$86,311	\$44,905	52.03%	\$41,739	\$78,501
TOTAL SALARIES/BENEFITS	\$306,333	\$630,627	\$324,294	51.42%	\$299,848	\$600,202
Travel and training	\$15,447	\$20,000	\$4,553	22.76%	\$16,879	\$20,000
Vehicle allowance, maintenance and repairs	\$16,924	\$36,389	\$19,465	53.49%	\$15,467	\$35,675
Materials and supplies	\$10,510	\$35,220	\$24,710	70.16%	\$6,784	\$23,220
Purchased and contracted services	\$891	\$2,100	\$1,209	57.57%	\$274	\$2,100
Grants to others		\$5,000	\$5,000	100.00%		\$5,000
TOTAL OTHER EXPENSES	\$43,773	\$98,709	\$54,936	55.65%	\$39,405	\$85,995
	\$350,106	\$729,336	\$379,230	52.00%	\$339,253	\$686,197
NET (REVENUE)/EXPENDITURE	\$350,106	\$729,336	\$379,230	52.00%	\$339,253	\$686,197

CAO's Office - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage Budget-Rem	2025 Actual To:	Budget
FISCAL YEAR REMAINING% :	Actual	2026		50%	June	2025
REVENUE						
Contribution from own funds			\$0	0.00%	(\$17,411)	
Other income	(\$19,003)		\$19,003	0.00%	(\$112,380)	
	(\$19,003)	\$0	\$19,003	0.00%	(\$129,791)	\$0
EXPENDITURES						
Salaries	\$168,949	\$359,280	\$190,331	52.98%	\$159,869	\$347,494
Benefits	\$42,927	\$87,243	\$44,316	50.80%	\$42,869	\$83,576
TOTAL SALARIES/BENEFITS	\$211,876	\$446,523	\$234,647	52.55%	\$202,738	\$431,070
Travel and training	\$6,591	\$5,430	(\$1,161)	(21.38%)	\$3,598	\$4,880
Vehicle allowance, maintenance and repairs	\$3,073	\$5,700	\$2,627	46.09%	\$2,910	\$5,700
Materials and supplies	\$15,670	\$27,251	\$11,581	42.50%	\$12,043	\$21,775
Program expenses			\$0	0.00%		
Purchased and contracted services			\$0	0.00%	\$101,313	\$26
Grants to others			\$0	0.00%	\$44,120	
Capital expense		\$150	\$150	100.00%		\$150
Depreciation			\$0	0.00%		
TOTAL OTHER EXPENSES	\$25,334	\$38,531	\$13,197	34.25%	\$163,984	\$32,531
	\$237,210	\$485,054	\$247,844	51.10%	\$366,722	\$463,601
NET (REVENUE)/EXPENDITURE	\$218,207	\$485,054	\$266,847	55.01%	\$236,931	\$463,601

Corporate Services - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2026		Budget-Rem 50%	Actual To: June	Budget 2025
REVENUE						
Taxation	\$23,880	(\$98,640)	(\$122,520)	124.21%	(\$170,032)	
Fees and user charges	(\$61,763)	(\$164,812)	(\$103,049)	62.53%	(\$71,485)	(\$160,543)
Government grants		(\$150,000)	(\$150,000)	100.00%		(\$150,000)
Contribution from own funds		(\$195,700)	(\$195,700)	100.00%		(\$48,829)
Other income	(\$85,879)	(\$114,460)	(\$28,581)	24.97%	(\$97,605)	(\$114,545)
	(\$123,762)	(\$723,612)	(\$599,850)	82.90%	(\$339,122)	(\$473,917)
EXPENDITURES						
Salaries	\$1,975,996	\$4,488,744	\$2,512,748	55.98%	\$1,888,932	\$4,262,210
Benefits	\$551,151	\$1,218,308	\$667,157	54.76%	\$543,743	\$1,103,704
TOTAL SALARIES/BENEFITS	\$2,527,147	\$5,707,052	\$3,179,905	55.72%	\$2,432,675	\$5,365,914
Travel and training	\$6,873	\$19,564	\$12,691	64.87%	\$9,525	\$19,564
Vehicle allowance, maintenance and repairs	\$75	\$790	\$715	90.45%		\$620
Materials and supplies	\$201,927	\$555,579	\$353,652	63.65%	\$202,361	\$427,706
Maintenance and repairs	\$1,329,725	\$1,621,847	\$292,122	18.01%	\$1,309,876	\$1,599,697
Goods for resale		\$19,200	\$19,200	100.00%		\$19,200
Rents and leases	\$41,177	\$3,000	(\$38,177)	(1,272.56%)	\$7,361	\$3,000
Financial expenses	\$3,131	\$30,500	\$27,369	89.73%	\$4,887	\$30,500
Purchased and contracted services	\$205,333	\$860,855	\$655,522	76.15%	\$210,517	\$754,487
Grants to others			\$0	0.00%		
Transfer to own funds			\$0	0.00%		\$70,000
Capital expense	\$75,909	\$103,750	\$27,841	26.83%	\$74,829	\$107,130
Depreciation			\$0	0.00%		
TOTAL OTHER EXPENSES	\$1,864,151	\$3,215,085	\$1,350,934	42.02%	\$1,819,356	\$3,031,904
	\$4,391,298	\$8,922,137	\$4,530,839	50.78%	\$4,252,030	\$8,397,818
NET (REVENUE)/EXPENDITURE	\$4,267,536	\$8,198,525	\$3,930,989	47.95%	\$3,912,909	\$7,923,901
IT	\$2,324,074	\$3,738,041	\$1,413,967	37.83%		
Finance	\$1,239,027	\$2,920,783	\$1,681,756	57.58%		
Clerk's	\$704,436	\$1,539,701	\$835,265	54.25%		

Legal Department - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2026		Budget-Rem 50%	Actual To: June	Budget 2025
REVENUE						
Fees and user charges	(\$558,625)	(\$1,535,837)	(\$977,212)	63.63%	(\$921,070)	(\$1,535,837)
Government grants			\$0	0.00%		(\$1,540)
Interest and investment income	(\$2,077)		\$2,077	0.00%	(\$27,246)	
Contribution from own funds			\$0	0.00%		
Other income	(\$6,000)		\$6,000	0.00%		
	(\$566,702)	(\$1,535,837)	(\$969,135)	63.10%	(\$948,316)	(\$1,537,377)
EXPENDITURES						
Salaries	\$1,161,216	\$2,445,891	\$1,284,675	52.52%	\$1,102,019	\$2,385,075
Benefits	\$835,599	\$1,738,966	\$903,367	51.95%	\$806,321	\$1,687,188
TOTAL SALARIES/BENEFITS	\$1,996,815	\$4,184,857	\$2,188,042	52.28%	\$1,908,340	\$4,072,263
Travel and training	\$22,273	\$112,856	\$90,583	80.26%	\$31,101	\$116,856
Vehicle allowance, maintenance and repairs		\$950	\$950	100.00%	\$161	\$950
Materials and supplies	\$59,239	\$117,043	\$57,804	49.39%	\$50,657	\$112,616
Maintenance and repairs	\$2,191	\$5,455	\$3,264	59.84%	\$2,237	\$5,389
Rents and leases	\$41,006	\$79,302	\$38,296	48.29%	\$40,568	\$79,302
Taxes and licenses	\$2,204,823	\$2,789,198	\$584,375	20.95%	\$2,110,398	\$2,789,198
Purchased and contracted services	\$167,960	\$590,056	\$422,096	71.53%	\$156,057	\$552,763
Capital expense	\$5,456	\$30,700	\$25,244	82.23%	\$4,270	\$30,700
Gain/Loss on disposal of capital assets			\$0	0.00%		
TOTAL OTHER EXPENSES	\$2,502,947	\$3,725,560	\$1,222,613	32.82%	\$2,395,449	\$3,687,774
	\$4,499,762	\$7,910,417	\$3,410,655	43.12%	\$4,303,788	\$7,760,037
NET (REVENUE)/EXPENDITURE	\$3,933,060	\$6,374,580	\$2,441,520	38.30%	\$3,355,472	\$6,222,660

Fire Services - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2026		Budget-Rem	Actual To:	Budget
				50%	June	2025
REVENUE						
Fees and user charges	(\$405,125)	(\$941,475)	(\$536,350)	56.97%	(\$675,078)	(\$781,319)
Government grants	(\$84,406)		\$84,406	0.00%	(\$82,642)	
Other income	(\$1,889)	(\$3,425)	(\$1,536)	44.85%	\$464	(\$3,375)
	<u>(\$491,419)</u>	<u>(\$944,900)</u>	<u>(\$453,481)</u>	<u>47.99%</u>	<u>(\$757,256)</u>	<u>(\$784,694)</u>
EXPENDITURES						
Salaries	\$6,218,098	\$13,240,574	\$7,022,476	53.04%	\$5,855,995	\$12,916,777
Benefits	\$1,995,678	\$3,899,001	\$1,903,323	48.82%	\$1,791,829	\$3,651,710
TOTAL SALARIES/BENEFITS	<u>\$8,213,776</u>	<u>\$17,139,575</u>	<u>\$8,925,799</u>	<u>52.08%</u>	<u>\$7,647,824</u>	<u>\$16,568,487</u>
Travel and training	\$57,996	\$96,700	\$38,704	40.03%	\$36,673	\$82,566
Vehicle allowance, maintenance and repairs	\$213,709	\$421,925	\$208,216	49.35%	\$210,066	\$300,100
Utilities and fuel	\$136,606	\$233,752	\$97,146	41.56%	\$77,286	\$232,310
Materials and supplies	\$164,551	\$382,275	\$217,724	56.95%	\$137,798	\$321,193
Maintenance and repairs	\$147,683	\$216,693	\$69,010	31.85%	\$113,130	\$197,989
Financial expenses	\$3,368	\$5,000	\$1,632	32.64%	\$3,858	\$4,000
Purchased and contracted services	\$9,533	\$25,080	\$15,547	61.99%	\$10,325	\$24,300
Transfer to own funds	\$184,199	\$368,398	\$184,199	50.00%	\$197,971	\$395,941
Capital expense	\$19,840	\$60,566	\$40,726	67.24%	\$33,160	\$60,566
Depreciation			\$0	0.00%		
TOTAL OTHER EXPENSES	<u>\$937,484</u>	<u>\$1,810,389</u>	<u>\$872,905</u>	<u>48.22%</u>	<u>\$820,266</u>	<u>\$1,618,965</u>
	<u>\$9,151,260</u>	<u>\$18,949,964</u>	<u>\$9,798,704</u>	<u>51.71%</u>	<u>\$8,468,090</u>	<u>\$18,187,452</u>
NET (REVENUE)/EXPENDITURE	\$8,659,840	\$18,005,064	\$9,345,224	51.90%	\$7,710,834	\$17,402,758

Public Works & Engineering - Second Quarter Ended June 30, 2026

FISCAL YEAR REMAINING% :	2026 YTD Actual	Budget 2026	Variance	Percentage Budget-Rem 50%	2025 Actual To: June	Budget 2025
REVENUE						
Fees and user charges	(\$2,215,099)	(\$4,071,107)	(\$1,856,008)	45.59%	(\$2,884,018)	(\$4,126,344)
Government grants	(\$29,303)	(\$145,270)	(\$115,967)	79.83%	(\$6,020)	(\$238,721)
Contribution from own funds		(\$308,303)	(\$308,303)	100.00%	(\$18,754)	(\$251,840)
Other income	(\$137,276)	(\$90,000)	\$47,276	(52.53%)	(\$101,984)	(\$90,000)
	<u>(\$2,381,678)</u>	<u>(\$4,614,680)</u>	<u>(\$2,233,002)</u>	<u>48.39%</u>	<u>(\$3,010,777)</u>	<u>(\$4,706,905)</u>
EXPENDITURES						
Salaries	\$10,493,371	\$22,350,053	\$11,856,682	53.05%	\$10,061,777	\$21,649,187
Benefits	\$2,831,679	\$6,376,184	\$3,544,505	55.59%	\$2,929,914	\$5,851,011
TOTAL SALARIES/BENEFITS	\$13,325,050	\$28,726,237	\$15,401,187	53.61%	\$12,991,691	\$27,500,198
Travel and training	\$58,052	\$138,190	\$80,138	57.99%	\$55,577	\$133,640
Vehicle allowance, maintenance and repairs	\$4,405,638	\$3,698,469	(\$707,169)	(19.12%)	\$3,056,955	\$2,530,649
Utilities and fuel	\$4,053,126	\$7,662,991	\$3,609,865	47.11%	\$3,486,633	\$7,815,969
Materials and supplies	\$1,855,587	\$4,703,493	\$2,847,906	60.55%	\$2,130,409	\$4,422,409
Maintenance and repairs	\$155,313	\$261,572	\$106,259	40.62%	\$168,007	\$256,671
Taxes and licenses	\$20,057	\$95,544	\$75,487	79.01%	\$81,346	\$95,544
Financial expenses	\$6,995	\$6,400	(\$595)	(9.29%)	\$41,377	\$6,400
Purchased and contracted services	\$3,671,248	\$8,130,596	\$4,459,348	54.85%	\$3,827,693	\$7,870,836
Transfer to own funds	\$2,508,725	\$5,017,450	\$2,508,725	50.00%	\$3,379,511	\$6,839,021
Capital expense	\$125,754	\$142,270	\$16,516	11.61%	\$86,006	\$139,356
Depreciation			\$0	0.00%		
Gain/Loss on disposal of capital assets			\$0	0.00%		
Less: recoverable costs	(\$80,893)	(\$120,000)	(\$39,107)	32.59%	(\$64,425)	(\$187,565)
TOTAL OTHER EXPENSES	\$16,779,601	\$29,736,975	\$12,957,374	43.57%	\$16,249,089	\$29,922,930
	<u>\$30,104,652</u>	<u>\$58,463,212</u>	<u>\$28,358,560</u>	<u>48.51%</u>	<u>\$29,240,780</u>	<u>\$57,423,128</u>
NET (REVENUE)/EXPENDITURE	\$27,722,974	\$53,848,532	\$26,125,558	48.52%	\$26,230,003	\$52,716,223
Public Works	20,064,217	38,006,866	17,942,649	47.21%		
Engineering	7,658,756	15,841,666	8,182,910	51.65%		

Public Works - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
FISCAL YEAR REMAINING% :	Actual	2026		Budget-Rem	Actual To:	Budget
				50%	June	2025
REVENUE						
Fees and user charges	(\$1,363,797)	(\$2,598,912)	(\$1,235,115)	47.52%	(\$1,486,557)	(\$2,687,206)
Government grants	(\$29,303)	(\$64,000)	(\$34,697)	54.21%	(\$6,020)	(\$64,000)
Contribution from own funds		(\$5,000)	(\$5,000)	100.00%	(\$18,754)	(\$5,000)
Other income	(\$147,747)	(\$90,000)	\$57,747	(64.16%)	(\$115,536)	(\$90,000)
	<u>(\$1,540,847)</u>	<u>(\$2,757,912)</u>	<u>(\$1,217,065)</u>	<u>44.13%</u>	<u>(\$1,626,868)</u>	<u>(\$2,846,206)</u>
EXPENDITURES						
Salaries	\$8,712,335	\$18,353,648	\$9,641,313	52.53%	\$8,388,269	\$17,766,927
Benefits	\$2,371,401	\$5,315,315	\$2,943,914	55.39%	\$2,448,720	\$4,875,505
TOTAL SALARIES/BENEFITS	\$11,083,736	\$23,668,963	\$12,585,227	53.17%	\$10,836,989	\$22,642,432
Travel and training	\$36,115	\$93,490	\$57,375	61.37%	\$37,613	\$89,990
Vehicle allowance, maintenance and repairs	\$4,388,204	\$3,555,770	(\$832,434)	(23.41%)	\$3,027,749	\$2,500,871
Utilities and fuel	\$1,268,216	\$1,925,926	\$657,710	34.15%	\$1,064,879	\$2,303,897
Materials and supplies	\$1,763,887	\$4,464,596	\$2,700,709	60.49%	\$2,031,571	\$4,182,005
Taxes and licenses	\$20,057	\$95,544	\$75,487	79.01%	\$81,346	\$95,544
Financial expenses	\$9,947	\$5,000	(\$4,947)	(98.94%)	\$9,875	\$5,000
Purchased and contracted services	\$894,523	\$2,563,434	\$1,668,911	65.10%	\$1,023,321	\$2,434,793
Transfer to own funds	\$2,216,228	\$4,432,455	\$2,216,228	50.00%	\$3,094,435	\$6,268,870
Capital expense	\$5,044	\$79,600	\$74,556	93.66%	\$18,190	\$76,600
Depreciation			\$0	0.00%		
Gain/Loss on disposal of capital assets			\$0	0.00%		
Less: recoverable costs	(\$80,893)	(\$120,000)	(\$39,107)	32.59%	(\$64,425)	(\$187,565)
TOTAL OTHER EXPENSES	\$10,521,329	\$17,095,815	\$6,574,486	38.46%	\$10,324,554	\$17,770,005
	<u>\$21,605,064</u>	<u>\$40,764,778</u>	<u>\$19,159,714</u>	<u>47.00%</u>	<u>\$21,161,543</u>	<u>\$40,412,437</u>
NET (REVENUE)/EXPENDITURE	\$20,064,217	\$38,006,866	\$17,942,649	47.21%	\$19,534,676	\$37,566,231

Operations					
Winter Control: Roadways and Sidewalks	9,923,610	9,429,767	493,843	5.24%	
Sanitary Sewers	780,016	3,253,580	2,473,564	76.03%	
Storm Sewers	153,534	795,075	641,541	80.69%	
Roadways and Sidewalks	773,114	4,696,767	2,935,967	62.51%	
Supervision and Overhead	1,674,271	4,038,517	2,364,246	58.54%	
Traffic & Communications	716,099	2,100,975	1,384,876	65.92%	
Carpentry	491,858	1,117,292	625,434	55.98%	
Administration	909,802	1,857,801	947,999	51.03%	
Equipment	574,163	888,269	314,106	35.36%	
Buildings	725,795	1,770,456	1,044,661	59.01%	
Waste Management	1,259,602	3,187,266	1,927,664	60.48%	
Parks	2,082,353	4,871,101	2,788,748	57.25%	
	<u>20,064,217</u>	<u>38,006,866</u>	<u>17,942,649</u>		

Engineering - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	Budget
<i>FISCAL YEAR REMAINING% :</i>	Actual	2026		Budget-Rem 50%	Actual To: June	2025
REVENUE						
Fees and user charges	(\$851,302)	(\$1,472,195)	(\$620,893)	42.17%	(\$1,397,461)	(\$1,439,138)
Government grants		(\$81,270)	(\$81,270)	100.00%		(\$174,721)
Contribution from own funds		(\$303,303)	(\$303,303)	100.00%		(\$246,840)
Other income	\$10,471		(\$10,471)	0.00%	\$13,552	
	(\$840,831)	(\$1,856,768)	(\$1,015,937)	54.72%	(\$1,383,909)	(\$1,860,699)
EXPENDITURES						
Salaries	\$1,781,036	\$3,996,405	\$2,215,369	55.43%	\$1,673,509	\$3,882,260
Benefits	\$460,278	\$1,060,869	\$600,591	56.61%	\$481,193	\$975,506
TOTAL SALARIES/BENEFITS	\$2,241,315	\$5,057,274	\$2,815,959	55.68%	\$2,154,702	\$4,857,766
Travel and training	\$21,936	\$44,700	\$22,764	50.93%	\$17,964	\$43,650
Vehicle allowance, maintenance and repairs	\$17,434	\$142,699	\$125,265	87.78%	\$29,207	\$29,778
Utilities and fuel	\$2,784,910	\$5,737,065	\$2,952,155	51.46%	\$2,421,753	\$5,512,072
Materials and supplies	\$91,700	\$238,897	\$147,197	61.62%	\$98,837	\$240,404
Maintenance and repairs	\$155,313	\$261,572	\$106,259	40.62%	\$168,007	\$256,671
Financial expenses	(\$2,953)	\$1,400	\$4,353	310.90%	\$31,502	\$1,400
Purchased and contracted services	\$2,776,725	\$5,567,162	\$2,790,437	50.12%	\$2,804,373	\$5,436,043
Transfer to own funds	\$292,498	\$584,995	\$292,498	50.00%	\$285,076	\$570,151
Capital expense	\$120,711	\$62,670	(\$58,041)	(92.61%)	\$67,816	\$62,756
Depreciation			\$0	0.00%		
Gain/Loss on disposal of capital assets			\$0	0.00%		
TOTAL OTHER EXPENSES	\$6,258,273	\$12,641,160	\$6,382,887	50.49%	\$5,924,535	\$12,152,925
	\$8,499,587	\$17,698,434	\$9,198,847	51.98%	\$8,079,237	\$17,010,691
NET (REVENUE)/EXPENDITURE	\$7,658,756	\$15,841,666	\$8,182,910	51.65%	\$6,695,328	\$15,149,992

Community Development & Enterprise Services - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
	Actual	2026		Budget-Rem	Actual To:	Budget
FISCAL YEAR REMAINING% :				50%	June	2025
REVENUE						
Fees and user charges	(\$6,349,431)	(\$10,899,133)	(\$4,549,702)	41.74%	(\$6,787,592)	(\$10,233,675)
Government grants	(\$2,205,201)	(\$2,046,518)	\$158,683	(7.75%)	(\$967,490)	(\$2,209,639)
Contribution from own funds	(\$16,272)	(\$639,260)	(\$622,988)	97.45%	(\$20,357)	(\$503,888)
Other income	(\$456,295)	(\$292,613)	\$163,682	(55.94%)	(\$244,355)	(\$130,077)
	(\$9,027,200)	(\$13,877,524)	(\$4,850,324)	34.95%	(\$8,019,794)	(\$13,077,279)
EXPENDITURES						
Salaries	\$14,569,508	\$30,527,439	\$15,957,931	52.27%	\$13,628,976	\$29,240,213
Benefits	\$4,078,602	\$8,678,557	\$4,599,955	53.00%	\$3,838,369	\$8,018,931
TOTAL SALARIES/BENEFITS	\$18,648,110	\$39,205,996	\$20,557,886	52.44%	\$17,467,345	\$37,259,144
Travel and training	\$104,660	\$238,677	\$134,017	56.15%	\$82,792	\$286,683
Vehicle allowance, maintenance and repairs	\$883,980	\$1,726,504	\$842,524	48.80%	\$964,776	\$1,480,191
Utilities and fuel	\$1,887,464	\$3,820,604	\$1,933,141	50.60%	\$2,002,963	\$4,237,543
Materials and supplies	\$817,102	\$1,466,375	\$649,273	44.28%	\$569,450	\$1,580,895
Maintenance and repairs	\$1,363,570	\$2,063,992	\$700,422	33.94%	\$1,137,502	\$1,753,095
Program expenses	\$250,731	\$252,100	\$1,369	0.54%	\$157,941	\$169,540
Goods for resale	\$548,918	\$756,055	\$207,137	27.40%	\$422,400	\$777,829
Rents and leases	\$95,487	\$90,255	(\$5,232)	(5.80%)	\$95,356	\$90,255
Taxes and licenses	\$4,408	\$227,146	\$222,738	98.06%	\$192,671	\$179,970
Financial expenses	\$220,942	\$214,066	(\$6,876)	(3.21%)	\$173,594	\$105,187
Purchased and contracted services	\$795,999	\$2,222,636	\$1,426,637	64.19%	\$848,829	\$2,072,507
Grants to others	\$153,119	\$105,000	(\$48,119)	(45.83%)	\$43,958	\$104,500
Transfer to own funds	\$791,245	\$2,318,450	\$1,527,206	65.87%	\$794,671	\$2,073,267
Capital expense	\$85,427	\$152,477	\$67,050	43.97%	\$76,588	\$141,146
TOTAL OTHER EXPENSES	\$8,003,050	\$15,654,337	\$7,651,287	48.88%	\$7,563,489	\$15,052,608
	\$26,651,160	\$54,860,333	\$28,209,173	51.42%	\$25,030,834	\$52,311,752
NET (REVENUE)/EXPENDITURE	\$17,623,960	\$40,982,809	\$23,358,849	57.00%	\$17,011,040	\$39,234,473
Fire Services	8,659,840	18,005,064	9,345,224	51.90%		
Humane Society	360,779	721,557	360,779	50.00%		
LIP	(633,962)	-	633,962	0.00%		
Economic Development	457,823	826,481	368,658	44.61%		
Tourism and Community Development	715,945	1,340,218	624,273	46.58%		
Planning	467,011	1,078,379	611,368	56.69%		
Parking	80,090	165,281	85,191	51.54%		
Cemetery	280,494	494,555	214,061	43.28%		
Transit	4,005,279	9,789,882	5,784,603	59.09%		
School Guards	222,615	363,978	141,363	38.84%		
Recreation & Culture	836,674	2,144,149	1,307,475	60.98%		
Locks	(26,562)	43,396	69,958	161.21%		
Community Centres						
John Rhodes Community Centre	636,233	1,868,573	1,232,340	65.95%		
Northern Community Centre Turf	(221,168)	(80,343)	140,825	-175.28%		
Northern Community Centre Arena	(179,534)	398,132	577,666	145.09%		
GFL Memorial Gardens	630,682	1,072,557	441,875	41.20%		
Downtown Plaza	145,967	475,247	329,280	69.29%		
Downtown Ambassador Program	229	-	(229)	0.00%		
Downtown Development Area	113,056	299,500	186,444	62.25%		
Outdoor Pools/Misc. Concessions	64,542	347,180	282,638	123.74%		
Facility Administration	395,459	816,975	421,516	120.03%		
Administration	612,471	812,048	199,577	24.58%		

Levy Boards - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2026		Budget-Rem	Actual To:	Budget
				50%	June	2025
REVENUE						
EXPENDITURES						
Grants to others	\$13,301,414	\$26,602,821	\$13,301,407	50.00%	\$12,690,108	\$25,380,215
TOTAL OTHER EXPENSES	\$13,301,414	\$26,602,821	\$13,301,407	50.00%	\$12,690,108	\$25,380,215
	\$13,301,414	\$26,602,821	\$13,301,407	50.00%	\$12,690,108	\$25,380,215
NET (REVENUE)/EXPENDITURE	\$13,301,414	\$26,602,821	\$13,301,407	50.00%	\$12,690,108	\$25,380,215

Outside Agencies - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
FISCAL YEAR REMAINING% :	Actual	2026		Budget-Rem	Actual To:	Budget
				50%	June	2025
REVENUE						
Fees and user charges		(\$95,000)	(\$95,000)	100.00%	(\$95,000)	(\$130,000)
Government grants	(\$96,696)	(\$200,000)	(\$103,304)	51.65%	(\$85,995)	(\$200,000)
Contribution from own funds			\$0	0.00%		
Other income			\$0	0.00%	(\$2,000)	
	(\$96,696)	(\$295,000)	(\$198,304)	67.22%	(\$182,995)	(\$330,000)
EXPENDITURES						
Materials and supplies	\$368,044	\$300,000	(\$68,044)	(22.68%)	\$244,308	\$320,000
Grants to others	\$23,766,819	\$48,643,111	\$24,876,292	51.14%	\$23,697,814	\$44,228,775
Transfer to own funds	\$40,000	\$80,000	\$40,000	50.00%	\$42,000	\$80,000
TOTAL OTHER EXPENSES	\$24,174,863	\$49,023,111	\$24,848,248	50.69%	\$23,984,122	\$44,628,775
	\$24,174,863	\$49,023,111	\$24,848,248	50.69%	\$23,984,122	\$44,628,775
NET (REVENUE)/EXPENDITURE	\$24,078,167	\$48,728,111	\$24,649,944	50.59%	\$23,801,127	\$44,298,775

Corporate Financials - Second Quarter Ended June 30, 2026

FISCAL YEAR REMAINING% :	2026 YTD	Budget	Variance	Percentage Budget-Rem	2025 Actual To:	Budget
	Actual	2026		50%	June	2025
REVENUE						
Taxation	(\$152,204,376)	(\$154,178,061)	(\$1,973,685)	1.28%	(\$146,607,616)	(\$148,521,347)
Payment in lieu of taxes	(\$2,442,537)	(\$5,156,373)	(\$2,713,836)	52.63%	(\$2,396,038)	(\$5,054,728)
Fees and user charges	(\$10,898,117)	(\$20,687,816)	(\$9,789,699)	47.32%	(\$10,914,407)	(\$19,702,682)
Government grants	(\$11,310,450)	(\$22,638,052)	(\$11,327,602)	50.04%	(\$10,497,099)	(\$20,045,249)
Interest and investment income	(\$3,332,151)	(\$6,638,836)	(\$3,306,685)	49.81%	(\$3,504,762)	(\$6,289,000)
Contribution from own funds		(\$1,020,820)	(\$1,020,820)	100.00%		(\$1,361,091)
Other income	(\$1,292,446)	(\$3,943,000)	(\$2,650,554)	67.22%	(\$1,072,335)	(\$2,700,000)
Change in future employee benefits			\$0	0.00%		
	<u>(\$181,480,078)</u>	<u>(\$214,262,958)</u>	<u>(\$32,782,880)</u>	<u>15.30%</u>	<u>(\$174,992,257)</u>	<u>(\$203,674,097)</u>
EXPENDITURES						
Benefits			\$0	0.00%		
TOTAL SALARIES/BENEFITS	\$0	\$0	\$0	0.00%	\$0	\$0
Materials and supplies	\$78,598	\$304,614	\$226,016	74.20%	\$66,645	\$296,103
Program expenses	\$528,901	\$1,057,802	\$528,901	50.00%	\$417,749	\$835,497
Financial expenses	\$1,044,281	\$2,611,076	\$1,566,795	60.01%	\$655,872	\$2,497,614
Purchased and contracted services	\$66,023	\$11,900	(\$54,123)	(454.81%)	\$1,880	\$11,000
Transfer to own funds	\$7,101,456	\$15,459,815	\$8,358,359	54.07%	\$6,987,026	\$14,414,921
TOTAL OTHER EXPENSES	\$8,819,259	\$19,445,207	\$10,625,948	54.65%	\$8,129,171	\$18,055,135
	<u>\$8,819,259</u>	<u>\$19,445,207</u>	<u>\$10,625,948</u>	<u>54.65%</u>	<u>\$8,129,171</u>	<u>\$18,055,135</u>
NET (REVENUE)/EXPENDITURE	(\$172,660,819)	(\$194,817,751)	(\$22,156,932)	11.37%	(\$166,863,086)	(\$185,618,962)

Capital Levy & Debenture Debt - Second Quarter Ended June 30, 2026

	2026 YTD	Budget	Variance	Percentage	2025	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2026		Budget-Rem	Actual To:	Budget
				50%	June	2025
REVENUE						
EXPENDITURES						
Long term debt	\$593,854	\$1,327,115	\$733,261	55.25%	\$589,736	\$1,327,115
Transfer to own funds	\$3,770,434	\$7,540,868	\$3,770,434	50.00%	\$3,682,901	\$7,365,802
TOTAL OTHER EXPENSES	\$4,364,288	\$8,867,983	\$4,503,695	50.79%	\$4,272,637	\$8,692,917
	\$4,364,288	\$8,867,983	\$4,503,695	50.79%	\$4,272,637	\$8,692,917
NET (REVENUE)/EXPENDITURE	\$4,364,288	\$8,867,983	\$4,503,695	50.79%	\$4,272,637	\$8,692,917

Appendix B

Net Assessment Growth to June 30, 2026

	2026 Total Assessment Based on Returned Roll	2026 Total Assessment to June 30, 2025	Difference Between Returned Roll and Year End	
Class	CVA	CVA	\$	%
Taxable				
Residential	5,720,526,597	5,727,305,997	6,779,400	0.12%
New Multi-residential	61,317,300	63,794,300	2,477,000	4.04%
Multi-residential	434,290,900	434,635,900	345,000	0.08%
Com. Occupied	712,355,666	713,838,431	1,482,765	0.21%
Com. Exc. Land	5,774,497	5,774,497	0	0.00%
Com. On-Farm Bus. 1	24,600	24,600	0	0.00%
Shopping Occ.	146,700,527	146,832,962	132,435	0.09%
Office Occupied	17,331,391	17,331,391	0	0.00%
Parking/Vac. Land	24,389,300	24,677,200	287,900	1.18%
Ind. Occupied	41,457,119	41,001,919		-1.10%
Ind. Exc. Land	774,100	774,100	-455,200	0.00%
Ind. Vac. Land	5,416,800	5,416,800	0	0.00%
Large Ind. Occ.	62,092,300	62,092,300	0	0.00%
Large Ind. Exc.	245,200	245,200	0	0.00%
Aggregate Extraction	2,454,800	2,454,800	0	0.00%
Pipelines	27,598,000	27,632,000	34,000	0.12%
Farm	2,685,400	2,432,600	-252,800	-9.41%
Managed Forests	3,125,200	3,125,200	0	0.00%
Commercial Total Taxable	906,575,981	908,479,081	1,903,100	0.21%
Industrial Total Taxable	109,985,519	109,530,319	-455,200	-0.41%
Total Taxable	7,268,559,697	7,279,390,197	10,830,500	0.15%

Appendix C - 2026 Q2 - Summary of Capital Projects

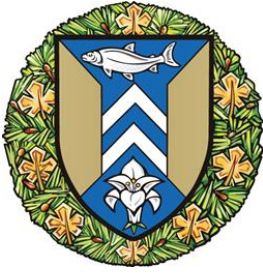
	2026 Approved Capital Budget	2026 Capital Budget Amendments (Note 1)	2026 Amended Capital Budget	% of Total	Council Approved/Costs Incurred to Date	Remaining	% Remaining
Roads/Bridges/Storm Sewer	28,388,708		28,388,708	41.57%	16,859,510	11,529,198	40.61%
Landfill Upgrades, Fleet & Equipment	6,710,831		6,710,831	9.83%	-	6,710,831	100.00%
Public Works Fleet & Equipment	2,762,796		2,762,796	4.05%	1,487,161	1,275,635	46.17%
Engineering Fleet & Equipment	60,000	22,000	82,000	0.12%	-	82,000	100.00%
Transit Fleet & Equipment	2,995,481		2,995,481	4.39%	-	2,995,481	100.00%
Community Services Fleet & Equipment	990,700		990,700	1.45%	421,982	568,718	57.41%
Building Capital Maintenance	3,574,100		3,574,100	5.23%	800,627	2,773,473	77.60%
Fire Fleet & Equipment	1,750,000	75,000	1,825,000	2.67%	-	1,825,000	100.00%
Corporate/Outside Agencies	462,500	360,000	822,500	1.20%	361,754	460,746	56.02%
Sanitary Sewer	19,962,266	171,709	20,133,975	29.48%	13,290,400	6,843,575	33.99%
Total	67,657,383	628,709	68,286,092	100.00%	33,221,433	35,064,659	51.35%

Appendix C - 2026 Q2 - Summary of Capital Projects (Continued)

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 2026 capital budget amendments as of June 30, 2026:

Capital Budget Item	2026 Approved Capital Budget	2026 Capital Budget Amendments	2026 Amended Capital Budget	Reference
Audio-Visual/Virtual Meeting System-Council Chambers		360,000	360,000	Approved on January 12, 2026 - funded by 2026 Fire Services NG-911 net operating budget \$133,300, remaining NG-911 capital commitments from previous budgets \$80,000 no longer required, and the IT Computer Reserve \$146,700.
Sewer Cleaning Bucket		171,709	171,709	Approved on February 23, 2026 - Council approved the purchase of a piece of equipment rather than continuously renting from the Sanitary Sewer Emergency Allocation.
Traffic Camera Replacement		22,000	22,000	Approved on June 22, 2026 - Council approved the purchase of engineering traffic equipment from the Engineering Equipment Reserve.
Extrication Tools		75,000	75,000	Approved on June 22, 2026 - Council approved the purchase of extrication tools from the Fire Capital Equipment Reserve.
Total Capital Budget Amendments		628,709		



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Karen Marlow, Manager of Purchasing
for Matthew MacDonald, CEO - Library

DEPARTMENT: Corporate Services

RE: Tender Building Controls and Mechanical/Electrical
Upgrades – Public Library

Purpose

The purpose of this report is to obtain Council approval to award the services for Building Management System (BMS) Controls and Mechanical/Electrical Upgrades at the Sault Ste. Marie Public Library 50 East Street.

Background

The tender was publicly advertised through the bidding system and notification issued through Sault Ste. Marie Construction Association Plan Room. Opening of the tenders took place after closing on August 11, 2026 within the e-bidding system.

Analysis

Submissions from two bidders were received prior to closing deadline.

The tenders received have been thoroughly reviewed by the Public Library CEO and City's consultant for the project, Nor Mech Engineering Inc. The low tendered price, meeting specifications, has been indicated on the summary attached.

In accordance with Municipal Buy Ontario Directive, a bidder with the highest domestic content proportion receives a 10% evaluation advantage applied to their bid. This advantage did not alter the bid selection.

Financial Implications

R.F. Contracting Inc. submitted pricing in the amount of \$216,164 including non-rebateable HST, to complete the requested BMS Controls Upgrades and the additional requested separate price option for Backup Generator Power Upgrade.

Funding is available within the approved 2026 Capital funding allocations, and the reallocation of \$90,000 from the Library Expansion Reserve Fund as approved by Council August 10, 2026.

Strategic Plan / Policy Impact / Climate Impact

Upgrades of existing infrastructure are included in the Infrastructure focus area of the Corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

The relevant By-law 2026-132 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Karen Marlow

Manager of Purchasing

705.759.5298

k.marlow@cityssm.on.ca

FINANCE DEPARTMENT
PURCHASING DIVISION

Received: August 11, 2026
File: 2026PWE-ENG-BS-01-T

SUMMARY OF TENDERS
Building Controls and Mechanical/Electrical Upgrades

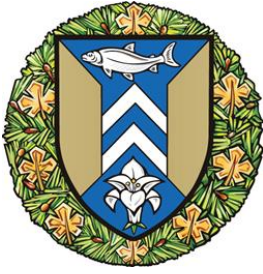
<u>Firm</u>	<u>Completion</u>	<u>Base Bid including Allowances</u>	<u>Separate Price Generator Power</u>	<u>Total Tendered Price (HST extra)</u>
R.F. Contracting Inc. Sault Ste. Marie, ON	11-Nov-26	\$199,900.00	\$12,525.00	\$212,425.00
S&T Electrical Contractors Limited Sault Ste. Marie, ON	11-Nov-26	\$316,227.00	\$16,200.00	\$332,427.00

Note: The low tendered price, meeting specifications, is boxed above.

The total cost to the City will be \$216,164 (including non-rebateable HST)

It is my recommendation that the tendered price, submitted by R.F. Contracting Inc., be accepted.

Karen Marlow
Manager of Purchasing



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Karen Marlow, Manager of Purchasing
for Dan Perri, Director of Public Works

DEPARTMENT: Corporate Services

RE: Maintenance and Repair Services, One Loader – Public
Works Landfill Division

Purpose

The purpose of this report is to obtain Council approval to continue a maintenance and repair service with Toromont-Cat for four-year/6,000-hours on one 2020 950GC CAT Loader, as required by Public Works and Engineering Services – Landfill Division.

Background

The current five-year/10,000-hour maintenance and repair service on this equipment expired July 2026.

The service program has been beneficial in keeping equipment safe, lowering operating costs, preventing sudden breakdowns that could be expensive repairs and extending the total working life.

Analysis

This unit has proven reliable, and Public Works staff confirms a continuation of Toromont's maintenance and repair service option is valuable to the City over the expected useful life of the asset both financially and operationally.

This request is in accordance with Purchasing By-law section 22 3)a) to maintain product by the manufacturer / representative.

Financial Implications

Toromont has quoted a rate per usage hour of \$22.88 for an upset limit of \$139,696 including the non-rebatable portion of HST over the 4-year service term.

This request can be accommodated within the Waste Management operating account for Landfill equipment

Strategic Plan / Policy Impact / Climate Impact

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

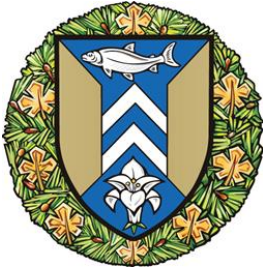
Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Purchasing dated August 31, 2026 concerning Maintenance and Repair Services on Loader as required by Public Works – Landfill Division be received and that service from Toromont Industries Ltd. at \$137,280 plus HST be approved.

Respectfully submitted,

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



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council

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

DEPARTMENT: Community Development and Enterprise Services

RE: Pointe des Chenes Subsequent RFP

Purpose

The purpose of this report is to seek Council direction to issue a new Request for Proposal (RFP) for the future use of the former trailer park area located at Pointe des Chenes. Following the previous RFP process, several interested parties have approached the City expressing interest in developing and operating complementary tourism and recreation-based uses on the site. Issuing a new RFP will provide an open, transparent, and competitive process to evaluate these proposals and ensure that the property's future use aligns with Council's objectives for the site.

Background

Council has considered the future of the Pointe des Chenes property on several occasions over the past number of years, including reports presented in April 2021, November 2021, and August 2025. These reports examined the long-term viability of the former campground and explored opportunities to transition the property toward a sustainable use that complements the existing municipal day park.

Historically, the campground operated under an agreement with the Sault Ste. Marie Lions Club beginning in 1985. Over time, Council identified rising operating and capital costs associated with maintaining the campground and directed staff to explore alternative long-term uses for the property to reduce municipal financial obligations while maintaining public access to this significant waterfront asset.

In August 2025, Council authorized staff to issue a Request for Proposals (RFP) seeking an operator for a complementary tourism or recreation-based use within the former campground lands. The objective was to encourage private investment while enhancing the recreational value of Pointe des Chenes.

Although the previous RFP generated interest, the City received only one submission, which was not recommended.

At a Council meeting dated May 4, 2026, the following resolution was passed.

Resolved that the report of the Manager of Purchasing dated May 4, 2026, concerning Update – RFP Pointe des Chenes Operator for Park Space be received and that staff continue to explore various approaches to activate this space with a report to appear on a future Council Agenda.

Analysis

Staff have since been contacted by several organizations and private proponents expressing interest in the site and seeking information regarding future development opportunities. Rather than considering individual requests independently, staff believe it is appropriate to undertake a new competitive procurement process that provides all interested parties with an equal opportunity to submit proposals.

Pointe des Chenes remains one of the City's premier waterfront recreational destinations and continues to experience increased public use. Recent municipal investments, including accessibility improvements, the disc golf course, shade structures, enhanced beach amenities, and the Summer Beach Bus program, have further strengthened the site's value as a community and tourism asset.

The former campground area (Appendix A) is not to be confused with the Pointe des Chenes day park area. The day park area is not part of the RFP. Issuing an RFP for the former campground area presents a significant opportunity for compatible redevelopment that complements these existing amenities while encouraging tourism, supporting economic development, and enhancing visitor experiences.

Staff recommends issuing a Request for Proposals again to invite qualified proponents to submit innovative concepts that align with the Council's vision for the property. Potential uses may include, but are not limited to:

- Seasonal or year-round campground;
- Boutique cabins or glamping accommodations;
- Wellness or nature retreat;
- Destination resort;
- Outdoor recreation and adventure tourism;
- Eco-tourism experiences;
- Equipment rentals or recreational services;
- Other tourism or recreation-based developments that complement the day-use park.

The successful proponent would be responsible for all capital investment requirements, leasehold improvements, operational costs, maintenance, and regulatory approvals associated with the proposed development.

Consistent with the previous Council direction, staff recommends that flexibility remain within the RFP to allow consideration of multiple complementary uses should proposals demonstrate that more than one development could successfully coexist on the property. Water servicing requirements, including any approvals required by Algoma Public Health, will continue to be addressed as part of the development approval process. Future proponents will be responsible for satisfying all applicable regulatory requirements before commencing operations.

Financial Implications

There is no immediate operating budget implication associated with issuing a new Request for Proposals.

Strategic Plan / Policy Impact / Climate Impact

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

- Under Economic Activity, it supports the growth of a diversified economy with entrepreneurs and increases tourism visitor spending.
- It exemplifies communication and stakeholder consultation to create an environment that encourages engagement and the exploration of mutual goals to grow our community. Collaboration with community partners and stakeholders is essential to our success.
- Monitor, maintain, and redevelop existing infrastructure.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated August 31, 2026 concerning Pointe des Chenes Request for Proposals be received and that an RFP for an operator(s) of a complementary business adjacent to the Pointe des Chenes day park identified in Appendix A be approved.

Respectfully submitted,

Brent Lamming. PFP, CPA, CMA

Deputy CAO, Community Development & Enterprise Services

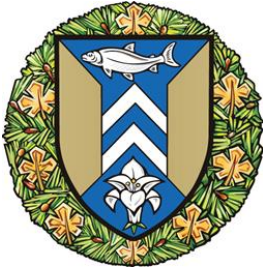
705.759.5314

b.lamming@cityssm.on.ca



Appendix A: Pointe Des Chenes Park





The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Virginia McLeod, Manager of Recreation and Culture
DEPARTMENT: Community Development and Enterprise Services
RE: City Awards 2026

Purpose

The purpose of the report is to recommend recipients of the Community Development Award, Community Recognition Award, Sports Hall of Fame Award, and the Heritage Award.

Background

The City of Sault Ste. Marie has five active community awards outlined below:

Community Development Award

The Community Development Award was initiated by City Council in 1998. The purpose of this program is to recognize significant achievement in community development, highlight successful development ideas, and inspire other projects to meet the standards set by successful practices.

Community development is an all-encompassing term. Eligible projects may positively benefit the community in one or more of the following ways:

- Enhance the visual quality of the built environment;
- Pursue sustainable development and protect the natural environment;
- Promote equity and accessibility to a variety of people, income groups, and abilities;
- Maximize employment and earning opportunities; or
- Facilitate heritage protection.

Community Recognition Award

The Community Recognition Award is presented annually for contribution and commitment in the field of culture as defined in the Cultural Policy for Sault Ste. Marie.

Municipal Heritage Award

The Municipal Heritage Award is presented annually to recognize contributions to the preservation, restoration, and enhancement of the City's Heritage Resources as defined in the City's Cultural Policy.

Sports Hall of Fame Award

The Sault Ste. Marie Sports Hall of Fame recognizes exceptional achievements in the athletic community. Athletes, coaches, builders, and teams are honoured for their accomplishments and the recognition they have brought to Sault Ste. Marie through sport.

On January 9, 2023 Council approved that one awards ceremony be held on a go-forward basis to honour recipients annually. An awards ceremony is planned for mid-September.

Analysis

Community Development Award

On May 14, 2026 the Community Development Award Committee considered 15 nominations. The Committee recommends that the 2026 Community Development Award be presented to Shoppes on TransCanada for their commercial shopping centre located at 625 Trunk Road.

The Committee recognizes the outstanding transformation of the former Wellington Square Mall into the Shoppes on TransCanada, a vibrant plaza-style commercial destination in the east end of the city. Once an indoor mall with significant vacant space, the site has been reimagined into a thriving retail hub that has restored vitality to the area, attracted new businesses, and supports the growth of the surrounding area. By converting a long-underused commercial property into an active and attractive retail destination, Shoppes on TransCanada is a strong example of redevelopment and economic renewal.

Community Recognition Award

On June 17, 2026, the Cultural Vitality Committee considered five unique nominations. The Committee recommends that the 2026 Community Recognition Award be presented to one recipient.

Indigenous Friendship Centre

Since 1972, the Indigenous Friendship Centre in Sault Ste. Marie has been a trusted place of connection and support for urban Indigenous people, grounded in kindness, consistency, and the belief that stronger communities are built together. The Centre honours Indigenous knowledge and traditions through programs that support spiritual, emotional, mental, and physical well-being, from cultural gatherings and community meals to advocacy that connects families with essential services. Partnerships with the municipality and community organizations have extended its impact and created pathways for healing. Looking to the future, the Friendship Centre continues to build on its legacy by nurturing wholistic well-being and creating spaces where Indigenous people in Sault Ste. Marie feel connected, supported, and a sense of belonging. Guided by relationships, collaboration, and shared purpose, the Indigenous Friendship Centre in Sault Ste. Marie continues to strengthen community well-being and move forward in a good way.

Municipal Heritage Award

On June 3, 2026, the Municipal Heritage Committee considered two nominations. The Committee recommends that the 2026 Heritage Award be presented to one recipient.

Myril Lynn Brason Ledielt has made an exceptional contribution to heritage preservation in Sault Ste. Marie through more than two decades of volunteer service at the Ermatinger Clergue National Historic Site. A founding member of the Friends of ECNHS, she helped establish the organization, secured its non-profit and charitable status, and continues to serve as Chair. Her leadership has supported the growth of the Fall Rendezvous festival, an innovative heritage event that attracts thousands of residents, students, and visitors each year. Myril Lynn is also a dedicated historical interpreter and re-enactor, sharing local history through storytelling, artifact displays, and living history presentations. Her deep knowledge of Sault Ste. Marie's people, places, and events, along with her tireless advocacy, has strengthened community understanding, appreciation, and preservation of local heritage.

Sports Hall of Fame

On June 16, 2026, the Parks and Recreation Advisory Committee reviewed 19 nominations. The Committee is recommending the induction of two nominees into the Sports Hall of Fame for 2026:

Don Martone – Golfer

Don Martone is an accomplished golfer with a competitive career spanning over thirty years. His numerous accomplishments range from the local to the national level. In 1998, 1999, and 2000, Mr. Martone played on the Canadian Tour, competing professionally and gaining a wealth of experience. In 2025, he achieved a defining moment in his golf career by winning the Canadian Men's Senior Championship. In addition to his competitive success, Don has been an ambassador of the sport through his involvement in local clubs. As a co-partner of the Up & Down Lounge, Don has contributed to the growth of indoor golf, providing year-round access through the use of golf simulators. Don's accomplishments and passion for the sport have made him a predominant figure in the local golf community.

Brent Fryia – Wrestling & Mixed Martial Arts

Brent Fryia's dedication to wrestling and mixed martial arts can be seen not only as an athlete but as a coach and builder of the sport. As an athlete, he has achieved many accomplishments, including an 8-4 professional MMA Record (2008-2014), a silver medal at the 2023 World Grappling Championship (40+), and the 2023 and 2024 National Grappling Championships. Aside from competing himself, he has many years of experience sharing his knowledge as a coach. From coaching high school wrestling to being head coach for Team Canada at the 2024 GAMMA World Championship, Brent has mentored many athletes to achieve their

best. His contribution to the growth of combat sports is seen locally through the establishment of Steel City MMA. It is here that he continues to coach and be an impactful leader within the combat sport community.

Financial Implications

There are no financial implications related to this report.

Strategic Plan / Policy Impact / Climate Impact

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

There are no impacts on climate mitigation / adaptation.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Recreation and Culture dated August 31, 2026, concerning City Awards 2026 be received and that:

1. The Community Development Award be awarded to the Shoppes on TransCanada;
2. The Community Recognition Award be awarded to the Indigenous Friendship Centre;
3. The Heritage Award be awarded to Myril Lynn Brason Lediett; and
4. The Sports Hall of Fame be awarded to Don Martone and Brent Fryia.

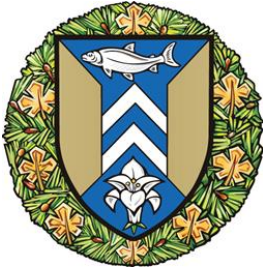
Respectfully submitted,

Virginia McLeod

Manager of Recreation and Culture

705.759.5311

v.mcleod@cityssm.on.ca



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Emily Cormier, Sustainability Coordinator
DEPARTMENT: Community Development and Enterprise Services
RE: Sault Ste. Marie Charging Infrastructure Roadmap

Purpose

The purpose of this report is to seek Council approval to adopt the Sault Ste. Marie Charging Infrastructure Costing Roadmap Report (the Roadmap) as a planning document to guide future light-duty fleet electrification and charging infrastructure decisions.

Staff are also seeking Council's direction to use the Roadmap's lower-cost scenarios to guide future implementation where operationally feasible, with any future municipal funding requirements to be brought forward through the annual budget process, external funding applications, or subsequent Council reports.

Background

The City retained PowerON Energy Solutions to complete the Roadmap, which provides planning-level cost estimates to support the installation of electric vehicle charging infrastructure for the City's light-duty fleet.

This work supports the City's long-term greenhouse gas reduction objective of achieving net-zero emissions by 2050. Fleet electrification represents one such opportunity, particularly as light-duty vehicles become due for replacement through the City's transition to the Enterprise Fleet Management leasing program. The Roadmap provides a framework to assess where electric vehicles may be operationally suitable and what charging infrastructure would be required to support future replacements.

The Roadmap assessed eleven municipal facilities and approximately 110 light-duty fleet vehicles. It also reviewed the feasibility of public electric vehicle charging at the Northern Community Centre.

The project included assessment of existing electrical capacity and site readiness, conceptual charging designs, a phased implementation plan aligned with fleet replacement timing, financial analysis comparing fleet electrification to continued

gasoline and diesel operation, public charging feasibility analysis, technology recommendations, and potential delivery and financing models.

The Roadmap is a planning tool and does not commit the City to full implementation at this time. Any future implementation requiring new municipal funding would be brought forward through the annual budget process, external funding applications, or a subsequent Council report.

Analysis

The Roadmap identifies the charging infrastructure required to support future light-duty electric vehicle fleet replacements. It includes site-specific implementation considerations, planning-level capital cost estimates, and opportunities to reduce costs through phased deployment, load management, reduced charger-to-vehicle ratios, and right-sized infrastructure.

The original infrastructure concept was based on a one-to-one charger-to-vehicle model using 80A Level 2 chargers. Under this approach, the full municipal build-out would include approximately 111 charger ports at an estimated capital cost of \$3,667,485, excluding HST. The most complex and infrastructure-intensive sites are the Ronald A. Irwin Civic Centre, Fire Hall 1, and Public Works, which together represent a significant portion of future fleet charging demand and would require service or transformer upgrades under a full build-out scenario.

Following discussions with PowerON, staff requested additional lower-cost scenarios to better align infrastructure investment with operational needs and site constraints. These scenarios demonstrate that substantial savings may be achieved by using load management, adjusting charger-to-vehicle ratios, and right-sizing infrastructure based on actual site requirements.

Table 1: Charging Infrastructure Cost and Savings Scenario

Scenario	Infrastructure Approach	Estimated Infrastructure Cost	Estimated Infrastructure Savings	Estimated 15-year fleet savings ¹	Operational Considerations
Baseline infrastructure scenario	1:1 80A Level 2 charger-to-vehicle model	\$3.67M	N/A	\$5.9M to \$10.6M	
Low-Cost Scenario A	Lower-cost design adjustments while maintaining broader charger availability	\$2.98M	\$690K (19%)	\$7.7M to \$11.3M	Slower charging speeds → less headroom for future demand growth
Low-Cost Scenario B	Reduced charger-to-vehicle ratios based on operational needs	\$2.47M	\$1.2M (32%)	\$8.2M to \$11.8M	Fewer chargers than vehicles → requires rotating charging schedules

Based on this analysis, staff recommend that the City proceed with a phased, low-cost implementation approach, using the lower-cost scenarios to guide future site-specific decisions where operationally feasible. Low-Cost Scenario B provides the

¹ Estimated 15-year savings account for energy and infrastructure costs compared to continued gasoline and diesel operation. Higher savings ranges assume load management and Clean Fuel Regulation revenue.

greatest potential savings; however, final implementation at each site would need to consider operational requirements, vehicle dwell time, charger sharing, electrical capacity, emergency service needs, and available funding.

The Roadmap identifies several strategies to reduce implementation costs, including load management, phased deployment, service right-sizing, reduced charger ratings where operationally appropriate, reduced charger-to-vehicle ratios, and alternative delivery or contract strategies. Load management is one of the most important cost-control measures, as it can reduce peak demand and may defer or reduce the need for some electrical upgrades. It is recommended or required at several sites, including Cemetery, Transit, Ronald A. Irwin Civic Centre, Public Works and Parks, Fire Hall 1, and facilities at the GFL Arena.

The Roadmap also identifies technology requirements to guide future procurement. Chargers should be compatible with Open Charge Point Protocol (OCPP) 2.0.1 and integrated through a City-wide charge management system. This would support monitoring, reporting, load management, charger uptime, and Clean Fuel Regulation credit data collection. Confirming charge management system requirements and refining charger specifications will be important preparatory steps before broader implementation.

The financial analysis indicates that, when coordinated with planned fleet replacement, fleet electrification has the potential to reduce total fleet expenditures over 15 years compared to business-as-usual gasoline and diesel operation. Under the baseline infrastructure scenario, estimated savings range from approximately \$5.9 million without load management or Clean Fuel Regulation revenue to approximately \$10.6 million with load management and Clean Fuel Regulation revenue. Under the lower-cost scenarios, savings increase due to reduced infrastructure costs, with estimated 15-year savings ranging from \$7.7 million to \$11.3 million under Low-Cost Scenario A and \$8.2 million to \$11.8 million under Low-Cost Scenario B.

Clean Fuel Regulation credits are another potential financial lever. The Roadmap identifies opportunities under Canada's Clean Fuel Regulation for entities that dispense electricity to charge light-duty and medium-duty on-road vehicles. For the light-duty fleet, the report estimates potential revenue of approximately \$1,268 per vehicle per year, or approximately \$1,300 per vehicle per year on a rounded basis. The City may be eligible to collect credits on fleet chargers, including existing ChargePoint units, subject to registration, reporting, and verification requirements. Staff note that claiming these credits may affect the City's ability to claim the associated emissions reductions toward its net-zero target due to double-counting considerations.

The Roadmap also reviewed potential public charging at the Northern Community Centre. This analysis should be considered separately from fleet charging because public charging has different pricing, utilization, revenue, and service objectives.

At a public charging price of approximately \$0.32/kWh, the site approaches financial viability with Clean Fuel Regulation credits at approximately three to four hours per day of utilization. Without credits, approximately six hours per day would be required. Any future recommendation for public charging should consider utilization risk, pricing strategy, community service objectives, and revenue requirements separately from fleet charging needs.

Potential future funding and delivery options include municipal capital funding, grants, third-party financing, Charging-as-a-Service, Build-Transfer-Operate delivery, and Clean Fuel Regulation credit revenue. The Roadmap identifies Natural Resources Canada's Zero Emission Vehicle Infrastructure Program as a relevant funding stream, although new intakes were closed at the time of the Roadmap. Staff will continue to monitor future funding opportunities.

The Roadmap identifies two potential alternative delivery models. A Charging-as-a-Service model would avoid upfront capital costs and replace the estimated capital requirement with recurring service fees estimated at approximately \$600,000 to \$750,000 per year over a 10-year term. A Build-Transfer-Operate model would involve third-party construction and commissioning, transfer of ownership to the City, and ongoing operation and maintenance under agreement. Any future implementation recommendation should compare these options against available grants, municipal capital funding, operating budget impacts, procurement requirements, asset ownership preferences, and risk allocation.

Near-term preparatory actions can be pursued in the interim. These include continued coordination with PUC on critical sites, monitoring future grant opportunities, exploring the Clean Fuel Regulation registration process, confirming charge management system requirements, refining charger specifications, assessing lower-rated chargers or shared charger-to-vehicle ratios, and coordinating future procurement across departments.

Financial Implications

There are no immediate financial implications associated with receiving and adopting the Roadmap as a planning document.

The Roadmap identifies planning-level capital requirements for future consideration. The estimated full build-out cost under the original baseline infrastructure scenario is \$3,667,485, excluding HST. Lower-cost implementation scenarios could reduce this cost to approximately \$2,977,485 under Low-Cost Scenario A or \$2,467,485 under Low-Cost Scenario B.

Staff recommend that future implementation be guided by the lower-cost scenario and phased in subject to available funding, Council approval, fleet replacement timing, external funding opportunities, and utility coordination. All cost estimates are planning-level figures and would require refinement through detailed design,

utility coordination, and competitive procurement before any construction commitment.

Strategic Plan / Policy Impact / Climate Impact

The Roadmap supports the City's long-term net-zero greenhouse gas emissions objective and aligns with the Strategic Plan's Infrastructure Pillar of responsible asset management, long-term capital planning, and cost-effective infrastructure investment.

It also provides a practical implementation tool to GHG reduction by identifying the charging infrastructure, site constraints, cost drivers, and phasing considerations needed to support future light-duty fleet electrification.

By recommending a phased, lower-cost implementation approach, staff is seeking to balance climate action objectives with financial responsibility, operational feasibility, and infrastructure readiness.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Sustainability Coordinator dated August 31, 2026 concerning the Sault Ste. Marie Charging Infrastructure Roadmap be received and that Council:

- Approve the Sault Ste. Marie Charging Infrastructure Costing Roadmap Report as a planning document;
- Direct staff to use the Roadmap's lower-cost scenarios to guide future implementation, where operationally feasible, and to phase in charging infrastructure over time, subject to available funding, Council approval, fleet replacement timing, utility coordination, and procurement requirements; and
- Direct that any implementation requiring new municipal funding be brought forward through the annual budget process, external funding applications, or a subsequent Council report.

Respectfully submitted,

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



**SAULT
STE. MARIE**

Sault Ste. Marie Charging Infrastructure Roadmap

Light-Duty Fleet EV Charging Costing Study

Presented By: Emily Cormier, City of Sault Ste. Marie

Supported by: PowerON

Monday August 31, 2026, City Council Meeting; 5:00 PM

Project Overview

- Identifies charging infrastructure needed to support future light-duty EV fleet replacements
- Provides capital cost estimates and site-specific implementation considerations
- Establishes a phased roadmap so infrastructure can be installed as vehicles are replaced
- Supports long-term capital planning, grant readiness, procurement, and utility coordination

Scope of Assessment

- 11 facilities and 110 light-duty vehicles assessed
- The study included site visits, electrical infrastructure review, concept charging layouts, costing, and phasing
- Public charging feasibility was also assessed for the Northern Community Centre

Core Technical Findings

- No assessed facility was found to be technically infeasible for EV charging
- Three high-volume sites require the most significant electrical upgrades:
 - Civic Centre - new transformer requirement
 - Fire Hall 1 - service upgrade to be sized with PUC; load management importance (Note: Phase 1 can proceed without service upgrade)
 - Public Works - major service upgrade for full build-out (Note: Phase 1 can proceed without service upgrade)
- Phasing and load management are key to reducing risk and avoiding premature overbuilding

Base Capital Estimate

\$3.67M

Estimated full build-out capital cost, excluding HST

- 15-year financial model
- Original assessment used a 1:1 80A Level 2 charger-to-vehicle model
- Costs are heavily concentrated at 3 sites: Public Works (128 Sackville Rd (~45%); Civic Centre 99 Foster Drive (~26%) ; and Fire Hall 1 72 Tancred St) (~15%)
- Approximately 86% of total cost is concentrated at the three major upgrade sites
- Cost estimate is budgetary and requires refinement through detailed design and procurement

This is a planning-level estimate, not an immediate capital approval request for the full program



Charging Infrastructure Cost and Savings Scenarios

Scenario	Infrastructure Approach	Estimated infrastructure Cost	Estimated infrastructure savings	Estimated 15-year fleet savings*	Operational Considerations
Baseline	1:1 80A Level 2 charger-to-vehicle model	\$3.67M	N/A	\$5.9M to \$10.6M	
Low-Cost A	Lower-cost design adjustments while maintaining broader charger availability	\$2.98M	\$690K (19%)	\$7.7M to \$11.3M	Slower charging speeds → less headroom for future demand growth
Low-Cost B	Reduced charger-to-vehicle ratios based on operational needs	\$2.47M	\$1.2M (32%)	\$8.2M to \$11.8M	Fewer chargers than vehicles → requires rotating charging schedules

**Estimated 15-year savings account for energy and infrastructure costs compared to continued gasoline/diesel operation. Higher ranges assume load management and Clean Fuel Regulation revenue*

Implementation Roadmap

- Phase installations with Enterprise Fleet Management replacement schedules
- Priority early sites include Civic Centre, Public Works & Parks, Fire Hall 1, and Parks
- Transit and Fire Hall 2 are identified as lower-complexity 2027 opportunities
- Later phases depend on confirmed vehicle timing, especially for vehicle classes where suitable BEV replacements are still emerging

2026

- Planning, procurement, PUC coordination



2027

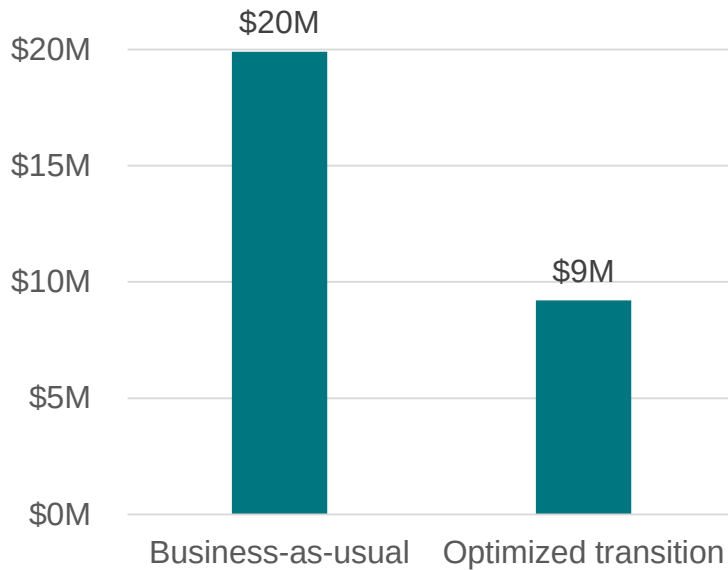
- Initial chargers aligned to confirmed EVs



2028-2030 +

- Scale by site, budget, grants, and fleet timing

Financial Case



15-year fleet savings ranges

- Baseline infrastructure scenario \$5.9M to \$10.6M
- Low-Cost Scenario A \$7.7M to \$11.3M
- Low-Cost Scenario B \$8.2M to \$11.8M
- Savings account for energy and infrastructure costs compared to business-as-usual gasoline/diesel operation
- Higher ranges assume load management and CFR revenue

Clean Fuel Regulation Opportunity

- Canada's Clean Fuel Regulation (CFR) can create credits for eligible entities dispensing electricity for on-road EV charging
- The Roadmap estimate for light-duty fleet, approximately \$1,268 per vehicle per year
- Credits require appropriate metering, data collection, reporting, and registration processes (3rd Party)
- Selling/claiming CFR credits will affect the City's ability to claim the same emissions reductions toward net-zero accounting due to double-counting considerations
- Staff should explore CFR monetization against corporate GHG accounting objectives before implementation

Public Charging at Northern Community Centre

- Roadmap includes feasibility review for public EV charging at the Northern Community Centre
- Special pricing request and utilization assumptions are key to financial viability
- Public charging has different objectives than fleet charging: public access, pricing, utilization risk, and revenue monitoring
- Treat public charging as a service and revenue decision, not simply as fleet infrastructure

Cost-Saving and Delivery Strategies

Reduce peak demand and avoid unnecessary electrical capacity costs through **load management**

Size infrastructure through **service right sizing** to confirmed operational needs rather than worst-case assumptions

Bundled procurement / master agreement to improve consistency and reduce delivery complexity

Reduce charger ratings by assessing whether lower amperage chargers are sufficient at some sites

Reduced charger-to-vehicle ratios by sharing chargers where dwell time and operations allow

Key Risks and Mitigation

Risk	Mitigation
Utility upgrade lead times	Begin early PUC coordination for major sites
Capital funding constraints	CaaS converts all infrastructure CapEx into fixed annual OpEx, resulting in eg. 15-20% estimated reduction in overall OpEx relative to BAU over a 10-year timeline for Low-Cost B
Unmanaged demand changes	Implement load management from day one
Technology interoperability	Require OCPP 2.0.1 and city-wide charge management
Fleet timing uncertainty	Update roadmap annually with confirmed replacements

Next Steps

- The Roadmap confirms charging infrastructure is feasible across assessed City facilities
- Use the Roadmap as a planning document to inform future fleet replacement, charging infrastructure, grant applications, utility coordination, and capital planning
- Phase implementation using lower-cost scenarios where operationally feasible and subject to available funding
- Bring any future implementation requiring new municipal funding forward through the annual budget process, funding applications, or a subsequent Council report
- Continue PUC coordination, CFR registration review, charge management requirements, and charger specifications

Thank You. Questions?

Emily Cormier, MIB, PMP

Sustainability Coordinator

Community Development & Enterprise Services

705-989-8748 e.cormier2@cityssm.on.ca

CITY OF SAULT STE. MARIE

99 Foster Drive, Sault Ste. Marie, ON P6A 5X6

saultstemarie.ca



Appendices

Appendix 1: Baseline Cost Scenario

Year	Site	Phase	Recommended Chargers	Total Hdwr & Install Excl. Utility Upgrades	Utility Upgrade Cost	Total Hdwr & Install Incl. Utility Upgrades	Notes
By Q1 2027							
	Civic Centre – 99 Foster Dr	Single Phase	28 × 80A	\$ 641,532.00	\$ 323,498.00	\$ 965,030.00	Conduit and charger hardware for 23 of the 28 chargers can
	PW & Parks – 128 Sackville Rd	Phase 1	16 × 80A	\$ 381,371.00	\$ -	\$ 381,371.00	
	Fire Department – 72 Tancred St	Phase 1	6 × 80A	\$ 166,660.00	\$ -	\$ 166,660.00	
	Parks – 41 Lake St	Single Phase	1 × 80A	\$ 33,724.00	\$ -	\$ 33,724.00	
Q1 2027 Subtotal	—		51 × 80A	\$ 1,223,287.00	\$ 323,498.00	\$ 1,546,785.00	
2027							
	Transit – 111 Huron St	Single Phase	5 × 80A (+1 existing)	\$ 112,210.00	\$ -	\$ 112,210.00	Assume public chargers installed in 2027; exact timing to
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 80A	\$ 16,966.00	\$ -	\$ 16,966.00	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$ 172,930.00	\$ -	\$ 172,930.00	
2027 Subtotal	—		11 × 80A	\$ 302,106.00	\$ -	\$ 302,106.00	
2028							
	Fire Department – 72 Tancred St	Phase 2	6 × 80A	\$ 139,000.00	\$ 223,844.00	\$ 362,844.00	Full cost of 2027–2028 multi-year installation allocated to
	Facilities – 269 Queen St E	Single Phase	2 × 80A	\$ 60,097.00	\$ -	\$ 60,097.00	
	Facilities – 260 Elizabeth St	Single Phase	1 × 80A	\$ 37,597.00	\$ -	\$ 37,597.00	
2028 Subtotal	—		9 × 80A	\$ 236,694.00	\$ 223,844.00	\$ 460,538.00	
2029							
	PW & Parks – 128 Sackville Rd	Phase 2	22 × 80A	\$ 714,760.00	\$ 284,430.00	\$ 999,190.00	Full cost of 2028–2029 multi-year installation allocated to
2029 Subtotal	—		22 × 80A	\$ 714,760.00	\$ 284,430.00	\$ 999,190.00	
2030+							
	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$ 31,273.00	\$ -	\$ 31,273.00	Timing per roadmap is 2031+; included in 2030+ planning
	PW & Parks – 128 Sackville Rd	Phase 3	14 × 80A	\$ 275,652.00	\$ -	\$ 275,652.00	
	Fire Department – 72 Tancred St	Phase 3	1 × 80A	\$ 36,105.00	\$ -	\$ 36,105.00	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$ 15,836.00	\$ -	\$ 15,836.00	
2030+ Subtotal	—		15 × 80A + 4 × 32A	\$ 358,866.00	\$ -	\$ 358,866.00	
All Years	—	—	107 × 80A + 4 × 32A	\$ 2,835,713.00	\$ 831,772.00	\$ 3,667,485.00	

Appendix 2: Low-Cost Scenario A

Year	Site	Phase	Recommended Chargers	Total Hdwr & Install Excl.	Utility Upgrade Cost	Total Hdwr & Install Incl. Utility Upgrades	Notes
By Q1 2027							
	Civic Centre – 99 Foster Dr	Single Phase	28 × 32A	\$ 566,129.44	\$ 222,023.00	\$ 788,152.44	Load management applied across all chargers; 500 kVA
	PW & Parks – 128 Sackville Rd	Phase 1	16 × 32A	\$ 337,101.32	\$ -	\$ 337,101.32	
	Fire Department – 72 Tancred St	Phase 1	6 × 32A	\$ 148,167.20	\$ -	\$ 148,167.20	
	Parks – 41 Lake St	Single Phase	1 × 32A	\$ 30,166.08	\$ -	\$ 30,166.08	
Q1 2027 Subtotal	—		51 × 32A	\$ 1,081,564.04	\$ 222,023.00	\$ 1,303,587.04	
2027							
	Transit – 111 Huron St	Single Phase	4 × 32A + 1 × 48A	\$ 99,333.20	\$ -	\$ 99,333.20	
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 32A	\$ 14,748.72	\$ -	\$ 14,748.72	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$ 172,930.00	\$ -	\$ 172,930.00	Assume public chargers installed in 2027; exact timing to
	Fire Department – 72 Tancred St	Phase 2 (2027)	6 × 32A	\$ 61,360.00	\$ -	\$ 61,360.00	50% of 2027–2028 multi-year installation cost distributed
2027 Subtotal	—		11 × 32A + 1 × 48A + 4 × 80A	\$ 348,371.92	\$ -	\$ 348,371.92	
2028							
	Fire Department – 72 Tancred St	Phase 2 (2028)	6 × 32A	\$ 61,360.00	\$ -	\$ 61,360.00	50% of 2027–2028 multi-year installation cost distributed
	Facilities – 269 Queen St E	Single Phase	2 × 32A	\$ 53,569.24	\$ -	\$ 53,569.24	
	Facilities – 260 Elizabeth St	Single Phase	1 × 32A	\$ 33,729.24	\$ -	\$ 33,729.24	
	PW & Parks – 128 Sackville Rd	Phase 2 (2028)	22 × 32A	\$ 319,329.60	\$ 104,908.00	\$ 424,237.60	50% of 2028–2029 multi-year installation cost distributed
2028 Subtotal	—		31 × 32A	\$ 467,988.08	\$ 104,908.00	\$ 572,896.08	
2029							
	PW & Parks – 128 Sackville Rd	Phase 2 (2029)	22 × 32A	\$ 319,329.60	\$ 104,908.00	\$ 424,237.60	50% of 2028–2029 multi-year installation cost distributed
2029 Subtotal	—		22 × 32A	\$ 319,329.60	\$ 104,908.00	\$ 424,237.60	
2030+							
	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$ 31,273.00	\$ -	\$ 31,273.00	
	PW & Parks – 128 Sackville Rd	Phase 3	6 × 32A + 8 × 80A	\$ 250,359.84	\$ -	\$ 250,359.84	
	Fire Department – 72 Tancred St	Phase 3	1 × 32A	\$ 32,356.60	\$ -	\$ 32,356.60	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$ 15,836.00	\$ -	\$ 15,836.00	Timing per roadmap is 2031+; included in 2030+ planning
2030+ Subtotal	—		11 × 32A + 8 × 80A	\$ 329,825.44	\$ -	\$ 329,825.44	
All Years	—	—	98 × 32A + 1 × 48A + 12 × 80A	\$ 2,547,079.08	\$ 431,839.00	\$ 2,978,918.08	

Appendix 3: Low-Cost Scenario B

Year	Site	Phase	Recommended Chargers	Total Hdwr & Install Excl.	Utility Upgrade Cost	Total Hdwr & Install Incl. Utility Upgrades	Notes
By Q1 2027							
	Civic Centre – 99 Foster Dr	Single Phase	12 × 80A (3:7)	\$ 274,942.29	\$ 222,023.00	\$ 552,281.12	Load management applied across all chargers; 500 kVA
	PW & Parks – 128 Sackville Rd	Phase 1	12 × 80A (3:4)	\$ 286,028.25	\$ -	\$ 316,031.64	
	Fire Department – 72 Tancred St	Phase 1	3 × 80A (1:2)	\$ 83,330.00	\$ -	\$ 92,249.60	
	Parks – 41 Lake St	Single Phase	1 × 80A (1:1)	\$ 33,724.00	\$ -	\$ 33,724.00	
Q1 2027 Subtotal	—		28 × 80A	\$ 678,024.54	\$ 222,023.00	\$ 994,286.36	
2027							
	Transit – 111 Huron St	Single Phase	3 × 80A (3:5)	\$ 67,326.00	\$ -	\$ 74,325.12	
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 80A (1:1)	\$ 16,966.00	\$ -	\$ 16,966.00	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$ 172,930.00	\$ -	\$ 172,930.00	Assume public chargers installed in 2027; exact timing to
	Fire Department – 72 Tancred St	Phase 2 (2027)	3 × 80A (1:2)	\$ 34,750.00	\$ -	\$ 38,380.00	50% of 2027–2028 multi-year installation cost distributed
2027 Subtotal	—		11 × 80A	\$ 291,972.00	\$ -	\$ 302,601.12	
2028							
	Fire Department – 72 Tancred St	Phase 2 (2028)	3 × 80A (1:2)	\$ 34,750.00	\$ -	\$ 38,380.00	50% of 2027–2028 multi-year installation cost distributed
	Facilities – 269 Queen St E	Single Phase	1 × 80A (1:2)	\$ 30,048.50	\$ -	\$ 33,294.32	
	Facilities – 260 Elizabeth St	Single Phase	1 × 80A (1:1)	\$ 37,597.00	\$ -	\$ 37,597.00	
	PW & Parks – 128 Sackville Rd	Phase 2 (2028)	16 × 80A (8:11)	\$ 259,912.73	\$ 104,908.00	\$ 405,719.21	50% of 2028–2029 multi-year installation cost distributed
2028 Subtotal	—		21 × 80A	\$ 362,308.23	\$ 104,908.00	\$ 514,990.53	
2029							
	PW & Parks – 128 Sackville Rd	Phase 2 (2029)	16 × 80A (8:11)	\$ 259,912.73	\$ 104,908.00	\$ 405,719.21	50% of 2028–2029 multi-year installation cost distributed
2029 Subtotal	—		16 × 80A	\$ 259,912.73	\$ 104,908.00	\$ 405,719.21	
2030+							
	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$ 31,273.00	\$ -	\$ 31,273.00	
	PW & Parks – 128 Sackville Rd	Phase 3	10 × 80A (5:7)	\$ 196,894.29	\$ -	\$ 216,921.60	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$ 15,836.00	\$ -	\$ 15,836.00	Timing per roadmap is 2031+; included in 2030+ planning
2030+ Subtotal	—		10 × 80A + 4 × 32A	\$ 244,003.29	\$ -	\$ 264,030.60	
All Years	—	—	67 × 80A + 4 × 32A	\$ 1,836,220.78	\$ 431,839.00	\$ 2,481,627.83	



Charging Infrastructure Assessment and RoadMap: Report

City of Sault Ste. Marie

July 21, 2026

Prepared By: Danika Eamer

Electrification Lead

Reviewed By: Ben Cresdee

Electrical E.I.T.

Reviewed By: Usman Kazi

Electrical Engineer

Reviewed By: Derek Oppedisano

Principal, Infrastructure Strategy & Solutions

Approved By: Christoph Moeglich

Head of Solutions and Engineering

Revision	Date	Reviewer	Revision Details
01	February 12, 2026	Usman Kazi	Initial draft covering phases 1-4
02	June 22, 2026	Ben Cresdee	Full report draft with Ben Cresdee's review
03	June 29, 2026	Chris Moeglich, Derek Oppedisano	Updated with revisions from Chris and Derek's review
04	July 3, 2026	Cole Lemette, Tyler Seed	Added content on contract structures and preliminary low-cost budgets
05	July 21, 2026	City of SSM	Wording update for procurement lead

Table of Contents

Table of Contents	4
Key Terms & Acronyms	11
Executive Summary	14
Infrastructure Assessment.....	14
Financial Analysis	14
Public Charging at the Northern Community Centre	14
Technology Recommendations	15
Implementation Roadmap.....	15
1 Introduction.....	16
1.1 Report Structure	16
2 Summary of Key Findings	18
2.1 Site Infrastructure Assessment	18
2.2 Infrastructure Costs	18
2.3 Fleet Charging Financial Analysis	21
2.3.1. Fleet-wide Results	21
3 Methodology	23
3.1 Load Calculation Framework.....	23
3.2 BEV Replacement Plan Methodology	23
3.3 Concept Design Development.....	25
3.4 Phased Infrastructure Implementation Plan	26
3.5 Cost Analysis and Financial Modelling	26
3.5.1. Infrastructure Cost Estimation Procedure	26
3.5.2. Financial Model.....	28
4 Replacement Plans and Infrastructure Assessments	34
4.1 Current Vehicle Inventory.....	34
4.2 Cemeteries – 27 4th Line E and 1504 Peoples Road	36
4.2.1. Site Overview	36
4.2.2. Current Electrical Infrastructure.....	38
4.2.3. EV Charging Demand	38

4.2.4.	Concept Design	41
4.3	Transit – 111 Huron St.	43
4.3.1.	Site Overview	43
4.3.2.	Current Electrical Infrastructure.....	44
4.3.3.	EV Charging Demand	45
4.3.4.	Cost Reduction Opportunities	46
4.3.5.	Concept Design: Single Phase (2027)	47
4.4	Civic Centre – 99 Foster Drive	48
4.4.1.	Site Overview	48
4.4.2.	Current Electrical Infrastructure.....	50
4.4.3.	EV Charging Demand	50
4.4.4.	Cost Reduction Opportunities	52
4.4.5.	Concept Design: Single Phase (2026)	52
4.5	Public Works and Parks – 128 Sackville Road	56
4.5.1.	Site Overview	56
4.5.2.	Current Electrical Infrastructure.....	57
4.5.3.	EV Charging Demand	57
4.5.4.	Cost Reduction Opportunities	59
4.5.5.	Concept Design: Three Phases	59
4.6	Fire Department – 72 Tancred St	62
4.6.1.	Site Overview	62
4.6.2.	Current Electrical Infrastructure.....	63
4.6.3.	EV Charging Demand	63
4.6.4.	Cost Reduction Opportunities	64
4.6.5.	Concept Design: Three Phases	65
4.7	Fire Department – 65 Old Garden River Road	68
4.7.1.	Site Overview	68
4.7.2.	Current Electrical Infrastructure.....	69
4.7.3.	EV Charging Demand	69
4.7.4.	Cost Reduction Opportunities	70
4.7.5.	Concept Design: Single Phase (2027)	70
4.8	Northern Community Centre – 556 Goulais Avenue.....	71

4.8.1.	Site Overview	72
4.8.2.	Current Electrical Infrastructure.....	72
4.8.3.	EV Charging Demand	73
4.8.4.	Concept Design: Single Phase.....	73
4.9	Parks – 41 Lake St.....	74
4.9.1.	Site Overview	74
4.9.2.	Current Electrical Infrastructure.....	75
4.9.3.	EV Charging Demand	76
4.9.4.	Cost Reduction Opportunities	76
4.9.5.	Concept Design	77
4.10	Facilities – 269 Queen St E (GFL Memorial Gardens).....	78
4.10.1.	Site Overview	78
4.10.2.	Current Electrical Infrastructure.....	79
4.10.3.	EV Charging Demand	80
4.10.4.	Cost Reduction Opportunities	81
4.10.5.	Concept Design	81
4.11	Facilities – 260 Elizabeth St (John Rhodes Community Centre).....	82
4.11.1.	Site Overview	82
4.11.2.	Current Electrical Infrastructure.....	83
4.11.3.	EV Charging Demand	84
4.11.4.	Cost Reduction Opportunities	85
4.11.5.	Concept Design	86
5	EV Charging Technology Review	87
5.1	Level 2 Charging	87
5.1.1.	Recommended Standard: 80A (16.7kW)	87
5.1.2.	Equipment Requirements	87
5.1.3.	Mounting and Installation Configuration.....	88
5.1.4.	Indicative Hardware Options	89
5.2	DC Fast Charging Considerations.....	90
5.2.1.	When DCFC May Be Warranted	90
5.2.2.	Indicative Hardware Options	90
5.3	Charge Management System (CMS).....	91

5.3.1.	Existing ChargePoint Agreement.....	91
5.3.2.	Key CMS Capabilities.....	92
5.3.3.	Procurement Considerations	93
6	Implementation Strategy	93
6.1	Phased Deployment Plan.....	94
6.1.1.	Procurement and Installation Process	94
6.1.2.	Stage 1: 2026 – Q1 2027	94
6.1.3.	Stage 2: 2027–2029.....	97
6.1.4.	Stage 3: 2030 and Beyond.....	100
6.2	Programme Risks and Mitigation.....	102
6.3	Site and Phase Prioritization	103
6.4	Cost-saving Opportunities.....	106
6.4.1.	Load management	106
6.4.2.	Phased deployment and service right-sizing	106
6.4.3.	Charger rating and charger-to-vehicle ratio reduction	107
6.5	Contracting Strategies for Programme Delivery.....	107
6.5.1.	Recommended Approach: Programme Delivery via a Program-Level Master Agreement	110
6.5.2.	Relationship to Financing Models.....	112
6.5.3.	Illustrative Financial Benefits of Programmatic Delivery	112
7	Financial Analysis.....	113
7.1	Infrastructure Cost Estimation	113
7.1.1.	Baseline Design Options	113
7.1.2.	Year-by-year Capital Budget	119
7.1.3.	Alternative Design Options.....	122
7.2	Financial Modeling	123
7.2.1.	Model Inputs and Assumptions.....	123
7.2.2.	Fleet Charging.....	126
7.2.3.	Public Charging at the Northern Community Centre (556 Goulais).....	131
7.3	Financing Strategies	134
7.3.1.	Charging-as-a-Service (CaaS).....	135
7.3.2.	Build-Transfer-Operate (BTO)	137

7.4	Revenue Strategies	138
7.4.1.	Public Charging Revenue.....	138
7.4.2.	Clean Fuel Regulations (CFR) Revenue	140
7.5	Incentives	142
8	Conclusion and Recommendations.....	143
8.1	Key Findings	143
8.1.1.	Infrastructure Assessment	143
8.1.2.	Financial Analysis	143
8.1.3.	Public Charging at the Northern Community Centre.....	144
8.1.4.	Technology Recommendations	144
8.1.5.	Implementation Roadmap	144
8.2	Key Recommendations	144
8.2.1.	Designate a single City lead for charger procurement and installation.....	145
8.2.2.	Coordinate with PUC early on transformer and service upgrades	145
8.2.3.	Select a financing model aligned with the City's capital budget.....	145
8.2.4.	Apply for available infrastructure incentive funding	146
8.2.5.	Select and procure a charge management system before Phase 1 commissioning	146
8.2.6.	Assess and optimize cost-saving opportunities during detailed engineering design	146
8.2.7.	Register for Clean Fuel Regulation (CFR) credits at all fleet charging sites.....	146
8.2.8.	Proceed with Phase 1 deployments targeting Q1 2027	147
8.2.9.	Deploy Transit – 111 Huron St and Fire Hall 2 – 65 Old Garden River Rd in 2027	147
8.2.10.	Proceed with public EV charging at Northern Community Centre	147
8.2.11.	Enable load management at applicable sites from day one.....	148
8.2.12.	Phase remaining sites through 2028–2030+.....	148
APPENDIX A:	Detailed Load Calculations	149
A.1.	Cemeteries – 27 4th Line E	149
A.2.	Transit – 111 Huron St.	150
A.3.	Civic Centre – 99 Foster Dr.....	151
A.4.	Public Works and Parks – 128 Sackville Road	153
A.5.	Fire Department – 72 Tancred St.....	154

A.6. Northern Community Centre – 556 Goulais Ave	155
A.8. GFL Memorial Gardens – 269 Queen St E	155
A.9. John Rhodes Community Centre – 260 Elizabeth St.....	156
APPENDIX B: Cost Estimate Assumption Details	157
B.1 Charger Hardware and Operating Costs	157
B.1.1. Hardware cost.....	157
B.1.2 Network and connectivity fees	158
B.1.3 Load management software (if using).....	158
B.2 Blended Time-of-Use Electricity Rates	158
B.3 Clean Fuel Regulation (CFR) Credit Rate Schedule	159
APPENDIX C: Sample Total Cost of Ownership Analysis.....	160
C.1 Methodology	160
C.1.1 Site-specific Effective Electricity Rate	161
C.1.2 Effective Annual CFR Revenue	161
C.2 Inputs and Assumptions.....	162
C.3 Results.....	163
C.3.1 Vehicle Lease + Infrastructure Purchase (Without Load Management).....	163
C.3.2 Vehicle Lease + CaaS (Without Load Management).....	165
C.3.3 Vehicle Lease + Infrastructure Purchase (With Load Management).....	166
C.3.4 Vehicle Lease + CaaS (With Load Management).....	168
APPENDIX D: Replacement Plans.....	169
D.1 Key Assumptions.....	169
D.2 Cemeteries – 27 4th Line E	170
D.3. Cemeteries – 1504 Peoples Rd	171
D.4 Transit – 111 Huron St.	171
D.5 Civic Centre – 99 Foster Drive.....	172
D.6 Public Works and Parks – 128 Sackville Road	173
D.7 Fire Department – 72 Tancred St.....	175
D.8 Fire Department – 65 Old Garden River Rd.....	175
D.9 Parks – 41 Lake St	175
D.10 Facilities – 269 Queen St E	176
D.11 Facilities – 260 Elizabeth St	176

APPENDIX E: Charging Time Estimates.....	176
E.1 Cemeteries – 27th 4th Line Rd and 1504 Peoples Rd.....	176
E.2 Transit – 111 Huron St.....	177
E.3 Civic Centre – 99 Foster Drive	177
E.4 Public Works and Parks – 128 Sackville Road.....	178
E.5 Fire Department – 72 Tancred St.....	178
E.6 Fire Department – 65 Old Garden River Rd	179
E.7 Parks – 41 Lake St.....	179
E.8 Facilities – 269 Queen St East	179
E.9 Facilities – 260 Elizabeth St.....	180
APPENDIX F: Detailed Installation Cost Breakdowns.....	180
F.1 Cemeteries – 27 4th Line E	180
F.2 Cemeteries – 1504 Peoples Rd.....	181
F.3 Transit – 111 Huron St.....	183
F.4 Civic Centre – 99 Foster Dr	184
F.5 Public Works and Parks – 128 Sackville Rd.....	188
F.6 Fire Department – 72 Tancred St	191
F.7 Fire Department – 65 Old Garden River Rd	195
F.8 Northern Community Centre – 556 Goulais Ave.....	196
F.9 Parks – 41 Lake St.....	197
F.10 Facilities – 269 Queen St E (GFL Memorial Gardens).....	198
F.11 Facilities – 260 Elizabeth St (John Rhodes Community Centre).....	199
APPENDIX G: Preliminary Low-Cost Budget Estimates	200
G.1 Base Plan	200
G.2 Load Management	201
G.3 Low-Cost Scenario A: Load Management + Reduced Charger Ratings.....	202
G.4 Low-Cost Scenario B: Load Management + Reduced Charger-to-Vehicle Ratio	206

Key Terms & Acronyms

Acronym / Key Term	Definition / Description
AC	Alternating Current: the form of electricity delivered by the grid and used by Level 2 chargers
ANL	Argonne National Laboratory
BAU	Business-as-Usual: baseline scenario in the financial model representing continued ICE vehicle operation with no electrification
BCB	Branch Circuit Breaker
BEV	Battery Electric Vehicle: a 100% electric vehicle that never uses gasoline or diesel and must be plugged in to recharge its battery
BTO	Build-Transfer-Operate: a project delivery model in which a partner finances and constructs infrastructure, then transfers ownership to the municipality once operational
CaaS	Charging-as-a-Service: a financing model in which PowerON provides, installs, and maintains EV charging infrastructure in exchange for a fixed monthly fee, eliminating upfront capital cost for the City
CAO	Chief Administrative Officer
CCS1	Combined Charging System Type 1: DC fast charging connector standard used in North America (SAE J1772 extension)
CCS2	Combined Charging System Type 2: DC fast charging connector standard used in Europe
CEC	Canadian Electrical Code: the national standard governing electrical installations in Canada
CFR	Clean Fuel Regulations: federal regulations administered by ECCC that create a market for carbon credits; EV charging operators can earn credits for displacing liquid fossil fuels
CI	Carbon Intensity: a measure of greenhouse gas emissions per unit of energy (gCO ₂ e/MJ), used in CFR credit calculations
CMS	Charge Management System: software platform used to monitor, control, and optimize EV charger operation across a fleet; enables load management and reporting
CO₂e	Carbon Dioxide Equivalent: a unit expressing the global warming potential of greenhouse gas emissions relative to CO ₂ (e.g., tCO ₂ e = tonnes CO ₂ equivalent; gCO ₂ e = grams CO ₂ equivalent)
CPF50	Canadian Pricing Factor at 50th percentile: cost estimation metric representing median construction pricing conditions
CSA	Canadian Standards Association: Canadian standards development organization; CSA certification confirms a product meets Canadian safety and performance requirements
DC	Direct Current
DCFC	Direct Current Fast Charging
ECCC	Environment and Climate Change Canada: federal department responsible for administering the Clean Fuel Regulations and publishing carbon credit pricing data

EMT	Electrical Metallic Tubing: a lightweight steel conduit used for interior electrical wiring runs
ESA	Electrical Safety Authority: Ontario regulatory body responsible for enforcing the Ontario Electrical Safety Code and issuing permits for electrical work
EV	Electric Vehicle
FLO	FLO: Canadian EV charging network operator
HST	Harmonized Sales Tax: combined federal and provincial sales tax applied in Ontario (currently 13%)
ICE Vehicle	Internal Combustion Engine Vehicle: a vehicle that uses only gasoline or diesel
kV	Kilovolt: unit of electrical potential equal to 1,000 volts; used to describe utility distribution voltages (e.g., 13.8 kV)
kVA	KiloVolt Ampere: measure of apparent power
kW	Kilowatt: unit of electrical power (1 kW = 1,000 W)
kWh	Kilowatt-hour: unit of energy or electrical consumption
L2	Level 2: AC charging, typically 7.2–19.2 kW; the standard for fleet overnight charging
L3	Level 3: DC Fast Charging; see also DCFC
LM	Load Management: the use of software controls to schedule and throttle charger output, limiting peak demand and avoiding electrical upgrades
MCCB	Molded Case Circuit Breaker: a type of overcurrent protection device used in electrical panels and switchboards
MJ	Megajoule: unit of energy (1 MJ = 1,000,000 J); used in CFR carbon intensity calculations
MSRP	Manufacturer's Suggested Retail Price
NACS	North American Charging Standard: the connector and protocol standard developed by Tesla and adopted by SAE (SAE J3400); increasingly the dominant DC fast charging standard in North America
NEMA	National Electrical Manufacturers Association: US standards body; NEMA enclosure ratings define equipment weatherproofing levels
NRCan	Natural Resources Canada: federal department administering EV infrastructure funding programs including ZEVIP
OCPP	Open Charge Point Protocol: an open communication standard between EV chargers and a Charge Management System; OCPP compliance prevents vendor lock-in and ensures CMS portability
OESC	Ontario Electrical Safety Code: the provincial code governing electrical installations in Ontario, enforced by the ESA
PBCB	Panel Branch Circuit Breaker
PF	Power Factor: the ratio of real power (kW) to apparent power (kVA); a measure of electrical efficiency
PUC	Public Utilities Commission (PUC Services Inc.): the local electric utility serving Sault Ste. Marie
RFID	Radio Frequency Identification: a wireless access control technology; RFID card readers on chargers allow only authorized users to initiate charging sessions
RPVC	Rigid Polyvinyl Chloride: a rigid plastic conduit used for outdoor or underground electrical wiring runs
SAE	Society of Automotive Engineers: international standards body; publisher of EV connector standards including J1772 (Level 2) and J3400 (NACS)
SSM	Sault Ste. Marie

TCO	Total Cost of Ownership: a lifecycle cost methodology that combines vehicle purchase/lease costs, fuel/electricity costs, and maintenance over a defined period to compare ICE and BEV scenarios
TOU	Time-of-Use: an electricity pricing structure in which rates vary by time of day; overnight (off-peak) rates are substantially lower, making overnight fleet charging cost-effective
ZEVIP	Zero Emission Vehicle Infrastructure Program: NRCan's federal funding program providing up to 50% of eligible EV charging infrastructure costs for public and workplace sites

Executive Summary

The City of Sault Ste. Marie engaged PowerON Energy Solutions to conduct a Light Duty EV Charger Costing Study covering eleven (11) municipal facilities across ten (10) departments and 110 light-duty fleet vehicles. PowerON conducted site visits in January 2026, developed conceptual charging infrastructure designs in coordination with the Public Utility Commission (PUC), and produced a phased implementation roadmap and 15-year financial analysis. A public charging feasibility assessment for the Northern Community Centre (NCC) – 556 Goulais Ave is also included. This report presents the complete findings.

Infrastructure Assessment

Infrastructure installation to support full fleet electrification was found to be feasible at all eleven sites. Most facilities can accommodate initial charger deployments within their existing electrical capacity; full electrification at three sites will require targeted electrical upgrades:

- The Civic Centre (99 Foster Dr) will require a new 750 kVA transformer
- The Public Works & Parks facility at 128 Sackville Rd will require a new 1,000 kVA utility service
- The fire station at 72 Tancred will require a utility service upgrade, with the size of the upgrade to be determined in coordination with the PUC.

In particular, the Civic Centre upgrade is on the critical path for Q1 2027 commissioning, and PUC coordination for this upgrade should begin as soon as possible (Q3 2026). The total estimated capital cost for charging infrastructure across all sites is approximately **\$3.67 million (excluding HST)** over at least four years, covering 107 new charger ports at ten fleet sites and four public charging ports at the NCC.

Financial Analysis

Fleet electrification delivers meaningful cost savings relative to the Business-as-Usual (BAU) scenario of maintaining the current ICE fleet. Under the optimal configuration, with load management software at applicable sites and Clean Fuel Regulation (CFR) credits, the fleet-average annualized transition cost is approximately **\$5,757/vehicle/year** versus a BAU cost of approximately **\$12,380/vehicle/year**, a saving of approximately **53%**. Nine of ten fleet sites achieve lower annualized costs than BAU under this scenario. Load management and CFR credits are the two primary cost levers: load management reduces peak demand charges by approximately \$1,920/vehicle/year at applicable sites, while CFR credits contribute approximately \$1,267/vehicle/year on average fleet-wide.

Public Charging at the Northern Community Centre

Public EV charging at the Northern Community Centre (NCC) – 556 Goulais Ave is evaluated as a financially viable investment. At a public charging rate of approximately \$0.32/kWh and average daily utilization of approximately 4 hours per charger, the installation falls just short of cost recovery without CFR credits, but shifts to a modest net surplus when CFR revenue is included. The 4h/day utilization benchmark sits near the financial breakeven threshold, with CFR credits as the determining factor. Viability improves significantly at higher utilization rates or higher charging rates.

Technology Recommendations

The standard fleet charger specification is an 80A (16.7 kW) Level 2 charger, selected to guarantee overnight recharge for all vehicles including heavier-duty ¾-ton trucks, support mid-shift top-ups and other ad hoc charging requirements, and preserve load-limiting flexibility for future operational changes without hardware replacement. DC fast charging was considered but found unnecessary across the fleet. All chargers procured should support OCPP 2.0.1, which is required for interoperability with the charge management system (CMS), load management controls, and CFR credit metering. The City currently holds a 5-year ChargePoint CMS agreement, with ChargePoint confirmed to support third-party OCPP 2.0.1-compliant hardware. Establishment of a single city-wide CMS platform is strongly recommended to consolidate monitoring and reporting across all sites as fleet electrification scales.

Implementation Roadmap

The phased deployment plan presented in [Section 6](#) spans 2026 through 2030+ across approximately 15 installation phases, aligned with Enterprise Fleet Management vehicle lease cycles. Four sites are prioritized for Phase 1 commissioning by Q1 2027:

- Civic Centre – 99 Foster Dr
- PW & Parks – 128 Sackville Rd (Phase 1)
- Fire Hall 1 – 72 Tancred St (Phase 1), and
- Parks – 41 Lake St.

[Section 6.5](#) discusses contracting approaches to manage the full multi-phase programme.

Key Next Steps

The study identifies twelve key recommendations, detailed in Section 8. The most time-sensitive actions are:

- 1) designating a single cross-departmental lead for charger procurement and installation;
- 2) initiating PUC coordination for electrical upgrades at Civic Centre and PW & Parks by no later than Q3 2026;
- 3) establishing a programme-wide CMS before Phase 1 commissioning; and
- 4) registering for CFR credits and establishing a monetization plan.

1 Introduction

The City of Sault Ste. Marie (the City) is committed to achieving net-zero greenhouse gas emissions by 2050 and has identified municipal fleet electrification as a key lever in meeting this target while reducing costs over time. With nearly half of the City's light-duty fleet exceeding ten years of age, the City's recent transition to Enterprise Fleet Management's leasing program creates a structured and time-bound opportunity for systematic battery-electric vehicle (BEV) adoption: as vehicles reach end of lease, they can be replaced with BEVs provided the necessary charging infrastructure is in place.

To support this transition, the City engaged PowerON Energy Solutions (PowerON) to assess the electrical infrastructure at each City facility, prepare conceptual charging infrastructure designs, develop a phased implementation roadmap aligned with vehicle replacement schedules, and evaluate the financial case for fleet electrification relative to a Business-as-Usual (BAU) scenario. The engagement also included a public charging feasibility assessment for the Northern Community Centre – 556 Goulais Ave.

PowerON conducted facility site visits in January 2026, covering nine sites. Detailed electrical load calculations were performed for each facility, and conceptual charging infrastructure designs were developed in coordination with the Public Utilities Commission (PUC). Two additional Facilities sites, 260 Elizabeth Street and 269 Queen Street East, were incorporated into the study following the site visits, based on detailed photographs and drawings provided by the City. The study encompasses eleven (11) facilities in total, ten (10) City departments, and a total of 110 light-duty fleet vehicles. The City's existing charging infrastructure was inventoried and incorporated into the analysis.

This report presents the complete findings of the study. It documents the infrastructure assessment results for each facility, presents hardware and technology recommendations, outlines a phased deployment plan, and provides a full financial analysis comparing the Transition and BAU scenarios at both fleet-wide and per-site levels. The report is intended to equip the City with the technical, financial, and procurement information needed to make informed decisions on the scope, timing, and structure of its fleet electrification programme.

1.1 Report Structure

This report is organized as follows:

[Section 2](#) (Summary of Key Findings) provides a consolidated overview of the infrastructure assessment results, financial analysis, and implementation priorities for readers seeking a high-level summary.

[Section 3](#) (Methodology) describes PowerON's approach to load calculations, BEV replacement planning, concept design development, phased implementation planning, and financial modelling.

Section 4 (Replacement Plans and Infrastructure Assessments) presents detailed facility assessments for each of the eleven sites, including a review of existing electrical capacity, proposed BEV replacement schedule and aligned charger counts, and conceptual designs for new charging infrastructure, along with required electrical upgrades.

Section 5 (EV Charging Technology Review) covers charger specifications along with charge management system (CMS) selection guidance, including OCPP 2.0.1 requirements and CMS capabilities.

Section 6 (Implementation Strategy) presents the phased deployment plan, procurement and installation process guidance, programme risk considerations, cost-saving opportunities, and contracting strategies for managing multi-phase programme delivery.

Section 7 (Financial Analysis) presents the full 15-year financial model comparing Transition and BAU scenarios at fleet-wide and per-site levels, public charging viability analysis for the NCC, financing model options, CFR credit revenue modelling, and available incentive programs.

Section 8 (Conclusion and Recommendations) consolidates the study's key findings into twelve prioritized recommendations with indicative timing for each.

2 Summary of Key Findings

This section summarizes the principal findings of the Sault Ste. Marie EV Infrastructure Study across its four main workstreams: site infrastructure assessment, infrastructure cost estimation, fleet charging financial analysis, and public charging viability at the Northern Community Centre (NCC).

2.1 Site Infrastructure Assessment

Eleven City facilities were assessed for EV charging readiness, covering ten fleet charging sites and the NCC public charging site at 556 Goulais Avenue. The assessment evaluated:

- existing electrical capacity,
- site layout,
- utility coordination requirements, and
- each site's BEV fleet replacement timeline.

Key findings:

- All eleven sites can accommodate EV charging infrastructure. No site was found to be technically infeasible.
- Three sites require significant utility service upgrades to support full fleet electrification: *Civic Centre (99 Foster Dr)*, *Fire Hall 1 (72 Tancred St)*, and *PW & Parks (128 Sackville Rd)*. These three sites host approximately 94% of the fleet and represent approximately 86% of the total program infrastructure budget.
- At 128 Sackville Rd, the PUC confirmed that a new high-voltage service can be established from existing distribution lines. A near-term Phase 1 deployment of 16 chargers is feasible within the existing service capacity, with subsequent phases contingent on the full service upgrade.
- At 72 Tancred St, a new PUC-supplied padmount transformer on City property is required to support full electrification. A phased approach is recommended, with Phase 1 chargers installed within the existing capacity before the transformer upgrade is undertaken.
- A phased implementation strategy is recommended at 128 Sackville Rd and 72 Tancred St, allowing the City to gain operational experience with an initial charger installation before committing to larger service upgrade investments. For sites with significant numbers of 3/4-ton pickup trucks (which currently lack BEV equivalents), additional phases isolate the infrastructure needed for those vehicles until suitable BEV models become commercially available.

2.2 Infrastructure Costs

Budget-level infrastructure cost estimates were developed for each site based on the concept designs and phasing plans, using 2026 material and labour pricing with program-level markups

for engineering, project management, and contingency. All estimates are indicative in nature and should be refined through detailed engineering design and competitive procurement.

Table 2-1 summarizes the baseline infrastructure cost budget at each site; a more detailed breakdown can be found in [Table 7-1](#) in [Section 7.1](#). In addition, two year-by-year budgets are provided for the baseline recommendation in [Section 7.1](#) (Tables [7-2](#) and [7-3](#)) to support annual capital planning.

Table 2-1: Summary of charger hardware and installation costs at full buildout (excl. HST). Costs do not include vehicle purchase.

Site	Phase	Year	Recommended Chargers per Roadmap	Charger Hardware Cost	Charger Installation Cost	Total
Cemeteries – 27 4th Line E	Single Phase	2030+	3 x 32A	\$5,700	\$25,573	\$31,273
Cemeteries – 1504 Peoples Rd	Single Phase	2031+	1 x 32A	\$1,900	\$13,936	\$15,836
Transit – 111 Huron St	Single Phase	2027	5 x 80A (+1 existing)	\$15,000	\$97,210	\$112,210
Civic Centre – 99 Foster Dr	Single Phase	By Q1 2027	28 x 80A	\$84,000	\$881,030	\$965,030
Public Works and Parks – 128 Sackville Rd	Phase 1	By Q1 2027	16 x 80A	\$48,000	\$333,371	\$1,656,214
	Phase 2	2028-2029	22 x 80A	\$66,000	\$933,190	
	Phase 3	2030+	14 x 80A	\$42,000	\$233,652	
Fire Department – 72 Tancred St	Phase 1	By Q1 2027	6 x 80A	\$18,000	\$148,660	\$565,609
	Phase 2	2027-2028	6 x 80A	\$18,000	\$344,844	
	Phase 3	2030+	1 x 80A	\$3,000	\$33,105	
Fire Department – 65 Old Garden River Rd	Single Phase	2027	1 x 80A	\$3,000	\$13,966	\$16,966
Northern Community Centre – 556 Goulais Ave	Single Phase	2027	4 x 80A	\$12,000	\$160,930	\$172,930
Parks – 41 Lake St	Single Phase	By Q1 2027	1 x 80A	\$3,000	\$30,724	\$33,724
Facilities – 269 Queen St E (GFL Memorial Gardens)	Single Phase	2028	2 x 80A	\$6,000	\$54,097	\$60,097
Facilities – 260 Elizabeth St (John Rhodes Community Centre)	Single Phase	2028	1 x 80A	\$3,000	\$34,597	\$37,597
All Sites and Phases	—	Q1 2027 – 2031+	107 x 80A + 4 x 32A	\$328,600	\$3,338,885	\$3,667,485

Total infrastructure investment across all eleven sites is approximately \$3.67 million (excluding HST), covering 111 charger ports across ten fleet sites and the NCC public charging site. Costs are heavily concentrated at three sites: PW & Parks at 128 Sackville Rd (~45% of total), Civic Centre at 99 Foster Dr (~26%), and Fire Hall 1 at 72 Tancred St (~15%) together represent approximately 86% of the programme budget.

A range of cost-saving measures was assessed across all sites. The most significant opportunities are summarized below; full analysis is presented in [Sections 4](#), [6.4](#), and [7.1.2](#).

- **Load management (LM):** Recommended at six of the eleven sites: Cemetery 1 (27 4th Line E), Civic Centre (99 Foster Dr), Transit (111 Huron St), PW & Parks (128 Sackville Rd), Fire Hall 1 (72 Tancred St), and Facilities (269 Queen St E). LM caps simultaneous peak demand to the minimum level needed for reliable overnight recharging, reducing utility demand charges and, at capacity-constrained sites (27 4th Line E, 128 Sackville Rd Phase 1, and 99 Foster Dr), allowing the full build-out to proceed within the current electrical service. LM also offers service right-sizing opportunities to be confirmed at detailed design: a 750→500 kVA transformer reduction at 99 Foster Dr (~\$75,000 savings), a 1,000→500 kVA reduction at 128 Sackville Rd, and elimination of the Phase 2 service upgrade at 72 Tancred St.
- **Phased deployment and service right-sizing:** The two multi-phase sites (128 Sackville Rd and 72 Tancred St) are implemented in phases aligned with vehicle replacement arrivals. This defers a combined ~\$1.6M in capital at 128 Sackville Rd and 72 Tancred St by one to four years, reducing net present cost.
- **Charger rating reduction:** Most vehicle types in the replacement fleet could fully recharge overnight at 32A under typical operations, with two exceptions: the Kia EV9 at Transit (111 Huron St) requires a minimum of 48A, and future heavy-duty EV trucks at PW & Parks (128 Sackville Rd) require 80A. Lower charger ratings enable modest reductions in charger hardware costs, and can unlock further infrastructure savings: at 99 Foster Dr, switching from 80A to 48A reduces unmanaged peak demand from 468 kW to approximately 280 kW, enabling a 500 kVA transformer with smaller-gauge distribution components throughout, saving approximately \$190,000 (20% of site budget) versus approximately \$75,000 (8%) achievable with LM alone. Full details in [Sections 4.4.5](#) and [7.1.2](#).
- **Charger-to-vehicle ratio reduction:** At sites where vehicles have sufficient overnight dwell time, deploying fewer charger ports than fleet vehicles is operationally viable and reduces both hardware procurement and installation cost. This option was assessed at all multi-vehicle sites. The most favourable ratios identified are: 1:2.2 at 72 Tancred St, 1:2.3 at 99 Foster Dr, 1:1.7 at 111 Huron St, 1:2 at 269 Queen St E, and 1:1.4 at 128 Sackville Rd. Single-vehicle sites (65 Old Garden River Rd, 41 Lake St, and 260 Elizabeth St) cannot benefit from this measure.
- **Procurement bundling:** Where sites have similar installation timing, bundling procurement and construction into a single contract reduces mobilization costs and simplifies contract management. For example, the 2027 Fire department installation at 65 Old Garden River Rd could be coordinated with the 72 Tancred St Phase 2 construction; the two Facilities sites (269 Queen St E and 260 Elizabeth St) could similarly be bundled.

Note: The 32A charger specification at both cemetery sites (27 4th Line E and 1504 Peoples Rd) is a structural infrastructure requirement, not a cost-saving design choice. At Cemetery 1 (27 4th Line E), the existing 100A single-phase service cannot support 80A chargers without a utility service upgrade, making 32A the only feasible option within the current service capacity.

2.3 Fleet Charging Financial Analysis

A 15-year financial model was developed to compare the annualized cost of electrifying the City's fleet against the Business-as-Usual (BAU) scenario of maintaining the current predominantly ICE fleet. Costs are expressed on a per-vehicle-per-year basis, incorporating amortized infrastructure capital, electricity consumption, demand charges, load management software costs (where applicable), and estimated Clean Fuel Regulation (CFR) credit revenue (where applicable). Vehicle purchase and maintenance costs are excluded from the analysis.

2.3.1. Fleet-wide Results

Table 2-2: Fleet-wide annualized net cost per vehicle under BAU and Transition scenarios

Scenario	Fleet-Wide Transition (\$/veh/yr)	BAU (\$/veh/yr)	Net Saving vs BAU (\$/veh/yr)
No load management, no CFR credits	\$8,731	\$12,420	+\$3,689
With load management, no CFR credits	\$7,024	\$12,420	+\$5,396
With load management + CFR credits (best case)	\$5,757	\$12,380	+\$6,623

Under the optimal configuration, with load management enabled where cost-beneficial and CFR credits included, the Transition scenario reduces fleet-wide annualized costs from approximately \$12.4K/vehicle/year (BAU) to approximately \$5.8K/vehicle/year, a saving of approximately \$6.6K/vehicle/year (53%).

These results are sensitive to two key cost levers:

- **Load management (LM):** LM software curtails peak site demand to the minimum level needed to fully recharge all vehicles overnight, which reduces the annualized demand charge component from approximately \$2,690/vehicle/year to approximately \$770/vehicle/year fleet-wide and saves approximately \$1,920/vehicle/year after the \$240/vehicle/year LM software subscription cost. Load management is found to be cost-beneficial at six of the ten fleet sites.
- **Clean Fuel Regulation (CFR) credits:** CFR credits, generated by displacing gasoline and diesel with electricity, contribute approximately \$1,300/vehicle/year on average.

Per-site Results

[Table 2-3](#) presents per-site results under the optimal scenario for each site, with load management enabled where it is cost-beneficial and CFR credits included throughout. Full three-scenario breakdowns (no LM/no CFR, LM/no CFR, LM+CFR) for each site are presented in [Section 7.4 \(Table 7-11\)](#).

Table 2-3: Per-site annualized net cost per vehicle under the optimal scenario (with LM where cost-beneficial, including CFR credits) (\$/vehicle/year, 15-year horizon)

Site	LM Recommended or Required?	Transition (\$/veh/yr)	BAU (\$/veh/yr)	Net Saving vs BAU
Cemetery 1 – 27 4th Line E	Yes	\$6,524	\$17,010	+\$10,486 (+62%)
Cemetery 2 – 1504 Peoples Rd	No	\$4,854	\$13,803	+\$8,949 (+65%)
Transit – 111 Huron St	Yes	\$5,125	\$10,383	+\$5,258 (+51%)
Civic Centre – 99 Foster Dr	Yes	\$4,088	\$4,920	+\$832 (+17%)
PW & Parks – 128 Sackville Rd	Yes	\$6,795	\$18,498	+\$11,703 (+63%)
Fire 1 – 72 Tancred St	Yes	\$5,143	\$5,144	+\$1 (on par)
Fire 2 – 65 Old Garden River Rd	No	\$5,475	\$7,538	+\$2,063 (+27%)
Parks – 41 Lake St	No	\$8,524	\$16,096	+\$7,572 (+47%)
Facilities – 269 Queen St E	Yes	\$4,874	\$6,048	+\$1,174 (+19%)
Facilities – 260 Elizabeth St	No	\$6,528	\$5,665	-\$863 (-15%)

The majority of sites show meaningful cost savings relative to BAU under the optimal scenario. The largest reductions at Cemetery 1 (27 4th Line E), PW & Parks (128 Sackville Rd), and Parks (41 Lake St) are primarily driven by relatively high daily driving distances, which increase annual BAU fuel expenditures and amplify the energy cost benefit of electrification, while also generating above-average CFR credits proportional to higher electricity consumption. These sites also benefit from relatively modest per-vehicle infrastructure costs: 128 Sackville Rd spreads significant capital across a large fleet, while Cemetery 1 and 41 Lake St have simple, low-cost installations with no service upgrades required.

Load management is cost-beneficial at six of the ten sites:

- Cemetery 1 (27 4th Line E)
- Transit (111 Huron St)
- Civic Centre (99 Foster Dr),
- PW & Parks (128 Sackville Rd),
- Fire Hall 1 (72 Tancred St), and
- Facilities (269 Queen St E)

where the demand charge reduction outweighs the \$240/vehicle/year software cost. At the remaining five sites, load management does not generate sufficient demand savings to justify its cost, and the no-LM result represents the cost baseline.

One site – Facilities (260 Elizabeth St) – remains above BAU cost in the optimal scenario at –\$863/vehicle/year. This is a small single-charger site where per-vehicle infrastructure and demand costs exceed the BAU fuel benchmark even with CFR credits applied. Load management eliminates the cost gap at Civic Centre (99 Foster Dr), Facilities (269 Queen St E), and Fire Hall 1 (72 Tancred St), which otherwise show above-BAU costs without LM; Fire Hall 1 becomes cost-neutral at +\$1/vehicle/year in the optimal scenario.

3 Methodology

The methodology for this assessment follows PowerON’s established installer-informed approach, combining technical analysis with practical constructability insights from our portfolio of charging infrastructure projects.

3.1 Load Calculation Framework

Interval electricity load data from the Public Utility Commission (PUC) that serves the City of Sault Ste Marie was analyzed to determine existing peak demand at each facility at which this data was available. Building service capacity was calculated based on main breaker ratings, transformer sizes, and service voltages documented during site visits.

Available capacity for EV charging was determined using the following approach, detailed in Appendix A:

1. Calculate usable building capacity based on service rating, continuous loading factor (80%), and power factor (0.9 assumed where data was unavailable)
2. Apply a 20% building capacity buffer to peak demand as a conservative design practice;
3. Determine available capacity by subtracting the buffered peak demand from usable capacity
4. Calculate the number of chargers supportable at 32A, 48A, and 80A configurations. The 80A configuration was selected as the baseline for most sites as it represents the highest-power Level 2 charger widely available from major manufacturers and maximizes charging speed within standard level 2 limits. The 32A and 48A configurations are lower-power Level 2 charger options that are also widely available, and are presented where site electrical constraints limit available capacity below what 80A chargers would require.

3.2 BEV Replacement Plan Methodology

The BEV replacement plan simulates the City's light-duty fleet transition from internal combustion engine (ICE) vehicles to battery electric vehicles (BEV) across a 10-year horizon

spanning 2026 to 2036 (“Transition scenario”) and compares it with a “Business-as-Usual” (BAU) scenario in which the fleet retains its current powertrain composition (primarily ICE) at each site. The simulation draws on the City's fleet inventory and Enterprise Fleet Management replacement schedule, with electrification timelines governed by vehicle lifecycle dates and BEV market availability by vehicle class.

The baseline fleet state is established as of 2026. Scheduled replacements occurring in 2026 are assumed to result in ICE vehicles unless the City has specifically confirmed a BEV acquisition. The following confirmed BEV acquisitions are incorporated into the 2026 baseline:

Table 3-1: Confirmed BEV acquisitions accounted for in the roadmap

Location / Department	Vehicle	Quantity	Notes
Transit – 111 Huron St	Volkswagen ID.4	1	In service 2025
Transit – 111 Huron St	BEV Truck	1	Ordered 2026
Public Works – 128 Sackville Rd	Chevrolet Silverado EV	2	1 in 2025, 1 in 2026
Building – 99 Foster Dr	Chevrolet Equinox EV	2	Ordered 2026

For each subsequent replacement event, the model applies the following logic in the Transition scenario: if a commercially available BEV equivalent exists for that vehicle class at the time of the scheduled replacement, the vehicle is replaced by its assumed BEV equivalent; otherwise, the replacement is modelled as an ICE vehicle. The table below summarizes the assumed earliest year for BEV replacement by vehicle class based on either the first year that replacements can begin (2027), or the assessed market availability of suitable equivalents in the Canadian market as of the study date (2031 for ¾ ton Pickup truck).

Table 3-2: Assumed earliest year of BEV replacement by vehicle class for the replacement plan

Vehicle Class	Assumed BEV Equivalent(s)	Assumed Earliest Year for Replacement
Sedan	Hyundai Ioniq 6, Chevrolet Bolt	2027
Compact / Mid SUV	Chevrolet Bolt, Chevrolet Equinox EV, Kia EV9, VW ID.4	2027
Full-Size SUV	Chevrolet Blazer EV, Kia EV9	2027
1/2-Ton Pickup	Chevrolet Silverado EV	2027
Cargo Van	Ford E-Transit	2027

3/4-Ton Pickup	Future Heavy Duty EV Truck (market TBD)	2031
-----------------------	---	------

** "Future Heavy Duty EV Truck" is a placeholder representing an anticipated BEV equivalent for 3/4-ton and larger pickup trucks (e.g., a Chevrolet Silverado HD EV or equivalent), assumed available from 2031.*

After a vehicle's first replacement, subsequent replacement cycles are modelled at five-year intervals. Once a BEV equivalent is available for a given vehicle class, all future replacements in that class are assumed to be BEV. Vehicles with no replacement date in the City's plan remain in their current powertrain state for the full simulation period.

The full mapping of each ICE vehicle's make and model in the City's fleet to its assumed BEV equivalent is provided in [Appendix D](#).

3.3 Concept Design Development

Charger locations were selected to minimize civil excavation costs, avoid tree protection zones, and optimize cable routing distances from electrical distribution points. Designs assume 1:1 charger-to-vehicle ratios as a baseline. This approach reflects two factors:

1. A 1:1 ratio ensures that all vehicles can be plugged in and fully recharge during their overnight dwell time.
2. The city has expressed a preference for evaluating the full 1:1 scenario as a planning baseline to inform future budget and infrastructure decisions. Where a 1:1 ratio exceeds available capacity or operational need, power-sharing and load management options can be considered as alternatives (details in [Section 6.4](#)).

PUC Coordination

Direct coordination with Sault Ste. Marie's Public Utility Commission (PUC) was conducted throughout the concept design phase to inform key technical assumptions underpinning the infrastructure designs. Four sites required utility-side input to determine the feasibility and scope of service upgrades: 99 Foster Drive (Civic Centre), 72 Tancred St (Fire 1), 128 Sackville Road (Public Works and Parks), and 65 Old Garden River Road (Fire 2). Together, these sites collectively represent the majority of the fleet and the most complex electrical upgrade scenarios.

Coordination was carried out through a series of meetings and email exchanges with the City's PUC representative.

The PUC's input informed three key areas of the study:

1. Transformer upgrade requirements and ownership responsibilities, including confirmation that a new PUC-supplied padmount transformer on City property would be required at 72 Tancred St and feasibility of a 750 kVA transformer upgrade at 99 Foster Drive
2. The service upgrade options and phasing strategy for 128 Sackville Road, where PUC confirmed that a new high-voltage service could be established from existing distribution lines in the area to

support full fleet electrification, complementing a near-term option using the existing service for an initial deployment of 16 chargers, and

3. Metering and connection requirements, including feasibility of separately metered charging services.

3.4 Phased Infrastructure Implementation Plan

An infrastructure implementation plan was developed for each site to align the installation of charging infrastructure with the timing of BEV replacements based on the replacement plan discussed in [Section 3.2](#). Each phase of infrastructure installation is timed to complete the year before the infrastructure is needed to support new BEV additions to allow for buffer in case of procurement and installation delays.

For facilities at which the existing electrical service is determined to be insufficient to support the peak charging load at full fleet electrification, the charging infrastructure buildout is in general divided into multiple phases, where the charging infrastructure installed in Phase 1 can support a peak charging load that stays within the building's existing service, and Phase 2 requires upgrades to the building's electrical service to support the remaining chargers and associated charging load. This phased approach offers an opportunity for the City to start with a low-complexity and relatively low-cost installation of chargers at these facilities in Phase 1 to gain experience with their operation and usage patterns before investing in significant electrical upgrade work for further buildout.

At facilities whose fleets include a significant number of $\frac{3}{4}$ ton pickup trucks, which do not currently have BEV equivalents on the market, additional phasing is included to isolate the infrastructure needed to support the $\frac{3}{4}$ ton pickup trucks when their replacements become available, as the timing associated with this investment depends on the timing of BEV equivalents for these higher tow capacity trucks entering the market, which is currently uncertain (estimated at 2031 for modeling).

3.5 Cost Analysis and Financial Modelling

3.5.1. Infrastructure Cost Estimation Procedure

All budget estimates presented in this report are budgetary in nature. They are intended to provide the City with indicative pricing to complete the described works and should not be interpreted as firm or fixed-price commitments. Costs will be refined through detailed engineering design and competitive procurement.

Step 1: Concept Design and Phasing Plan

The infrastructure concept design and phasing plan ([Section 4](#)) form the basis for the detailed cost estimate. A site-specific concept design is developed that defines the proposed electrical distribution infrastructure (new transformers, panels, switchgear, and feeder routes) and the proposed charging infrastructure layout (charger locations, conduit routing, civil scope, and bollard placement). The

phasing plan aligns the timing of the proposed electrical distribution and charging infrastructure installation with the BEV replacement plan.

Step 2: Base Construction Cost Estimate

Base construction costs are estimated using industry-standard estimation software and current (2026) material and labour pricing, and include a 15% assumed markup to cover the construction contractor's contingency and profit margin. Each line item in the estimate carries two cost components:

- **Material cost:** priced using 2026 market rates for electrical and civil materials (conduit, conductors, transformers, panels, concrete, etc.).
- **Labour hours:** assigned using competitive efficiency, with union labour rates assumed.

Material and labour costs are summed to produce the base construction budget for each phase.

Step 3: Program-level Markups and Contingency

The following program-level markups and contingencies are applied to the total construction cost at every site:

Table 3-3: Summary of markups and contingencies applied on top of the base construction budget

Markup/Contingency	Amount	Description
Engineering Cost	7-15% (site-dependent)	Covers detailed electrical engineering, protection coordination, and issued-for-construction drawing preparation. A 15% engineering cost is assigned for small sites (<20 vehicles). The engineering cost is reduced to 7% for larger sites (>20 vehicles) to account for economies of scale.
Project Management	5-10%	Accounts for project management costs through design, procurement, construction, and commissioning. A 10% project management cost is assigned for small sites (<20 vehicles). The project management cost is reduced to 5% for larger sites (>20 vehicles) to account for economies of scale.
Contingency	Maximum of 5-10% or \$2,000	Program-level contingency applied to account for scope changes, unforeseen site conditions, and estimating uncertainty inherent in concept-level budgets. A 10% contingency (or \$2,000 if larger) is assigned for small sites (<20 vehicles). The contingency is reduced to 5% for larger sites (>20 vehicles) to account for the reduced likelihood of large, unexpected costs relative to the size of the installation at larger sites.
Markup	5-10%	Accounts for the project manager's markup. A 10% markup is assigned for small sites (<20 vehicles). The markup is reduced to 5% for larger sites (>20 vehicles) to account for economies of scale.

Utility Service Upgrades

Where the concept design identifies a requirement for a new or upgraded utility transformer service – typically in Phase 2 at sites where EV charging demand exceeds existing service capacity – the associated cost is estimated based on level of effort and industry benchmarks the required utility service work.

3.5.2. Financial Model

The financial analysis quantifies the annualized cost of installing and operating EV charging infrastructure at each site on a per-vehicle basis across a 15-year horizon (starting in the first year that BEVs are added at a given site) according to the transition scenario, and compares it against the equivalent cost of maintaining the current (primarily ICE) composition of powertrains at the site. Site-specific inputs – including charger configurations, site electrical parameters, and the fleet replacement plan described in [Section 3.2](#) – are combined with utility tariff data and Clean Fuel Regulation parameters to produce the outputs. All cost components are expressed as annualized values in dollars per vehicle per year (or per charger per year at the NCC public charging site), enabling direct comparison across sites with different fleet sizes and charger configurations.

The overall model architecture showing the key input parameters, calculation steps, and output metrics is illustrated in [Figure 3-1](#) below.

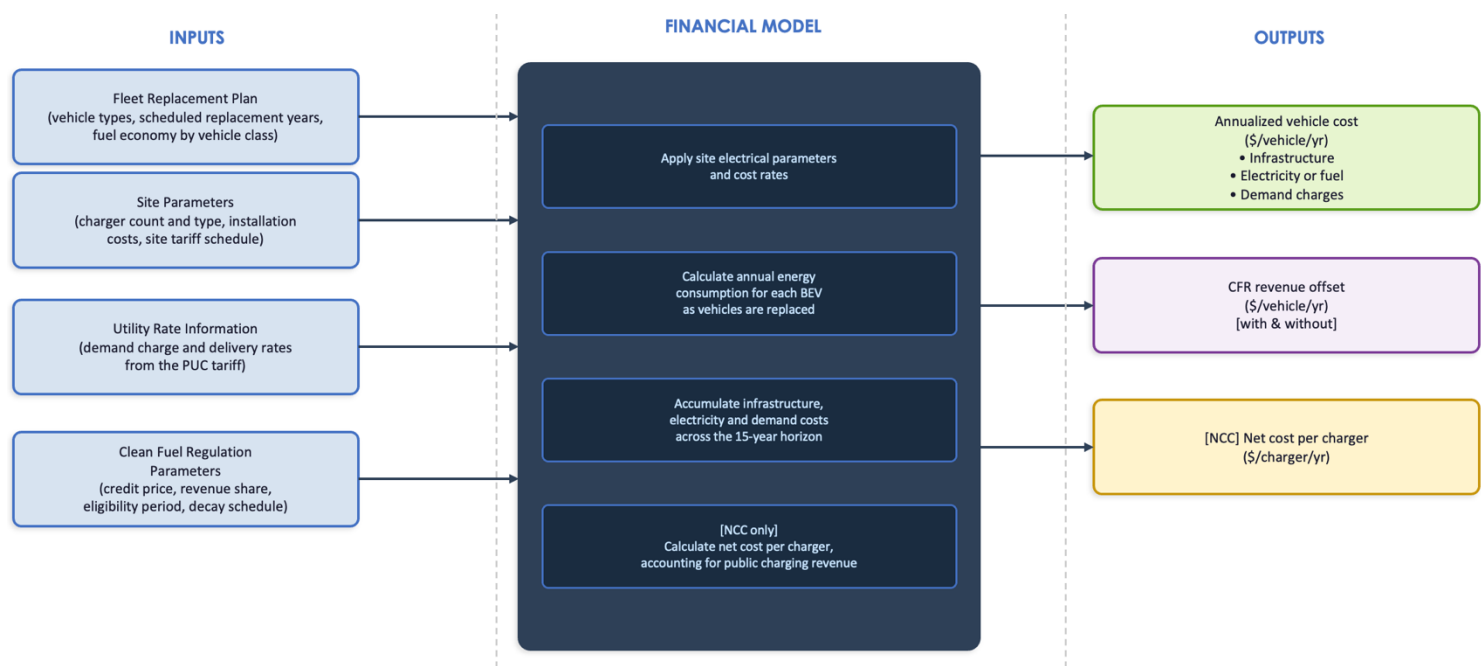


Figure 3-1: Financial model architecture: key input parameters, calculation steps, and output metrics.

The model treats fleet sites and the NCC public charging site at 556 Goulais Ave separately, as the two cases have different cost structures: fleet sites compare the cost per vehicle between the

Transition and BAU scenarios, whereas the NCC site accounts for public charging revenue as a cost offset and does not have a BAU scenario to compare with.

Fleet Site Cost Components

For each fleet site, total annualized cost per vehicle is decomposed into three components: infrastructure, base electricity, and demand charges (note that vehicle purchase and maintenance costs are excluded from the analysis). Costs are accumulated year-by-year over the 15-year horizon as vehicles transition from ICE to BEV according to the replacement plan, then divided by the total vehicle-years to yield annualized values. The year-by-year calculation sequence is illustrated at a high level in [Figure 3-2](#). Note that vehicle acquisition costs (lease payments or purchase price) are excluded from this analysis; [Appendix C](#) provides a vehicle-level TCO comparison that incorporates acquisition costs alongside the infrastructure and energy components modelled here.

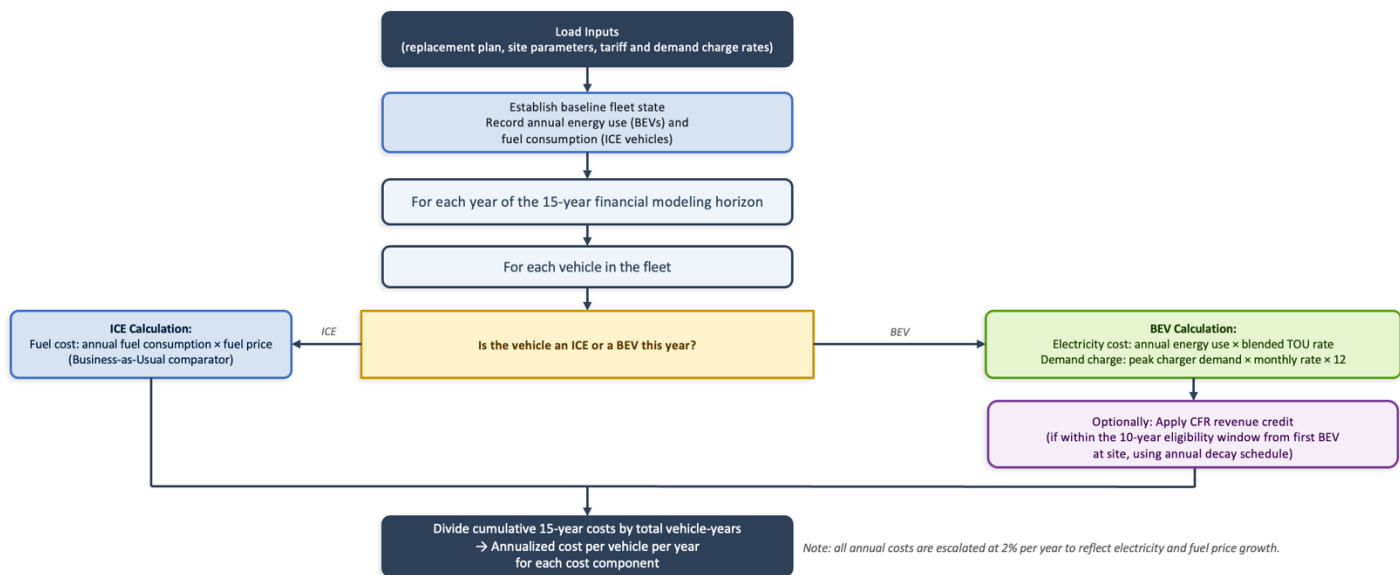


Figure 3-2: Year-by-year cost calculation sequence for the fleet transition scenario.

BEV cost components

Infrastructure captures all capital and recurring non-energy costs over the 15-year horizon, spread across the fleet. It includes the up-front hardware and installation cost, one replacement cycle at the end of the charger's 10-year service life (hardware cost plus 10% of installation cost as replacement labour), and annual network and maintenance fees per charger. Where load management is enabled, a software subscription of \$20/charger/month is included.

Infrastructure

The annualized infrastructure cost per vehicle C_{infra} at a given site is given by:

$$C_{\text{infra}} = \frac{\frac{(C_{\text{hw}} + C_{\text{install}})}{\text{(charging infrastructure CapEx)}} + \frac{n_{\text{repl}}(C_{\text{hw}} + \lambda C_{\text{install}})}{\text{(charger replacements)}} + \frac{\sum_{i=1}^{15} N_{i,r} C_{\text{op},r}}{\text{(15-yr OpEx)}}}{15 \cdot N_{\text{veh}}}$$

where N_{veh} is the total number of vehicles at the site; $n_{\text{repl}} = 1$ reflects the single replacement cycle within the 15-year horizon under the assumed 10-year charger lifetime; $\lambda = 0.10$ is the replacement labour fraction (the majority of initial installation cost is new electrical distribution infrastructure, which does not require replacement); $N_{i,r}$ is the number of chargers of type r in service in year i ; and $C_{\text{op},r}$ is the total annual operating cost per charger of type r (details in Appendix B.2).

Base Electricity

Base electricity is the cost of electricity consumed by a BEV charging at the site. Energy consumption is derived from the fleet replacement plan: as each vehicle transitions to BEV at its scheduled replacement date, its annual kWh draw is computed from vehicle-specific energy consumption rates (kWh/km, sourced from the EPA's fuelconomy.gov database) applied to the vehicle's maximum daily travel distance and fleet operating days per year. Note that because daily driving distance data was unavailable for the fleet vehicles, PowerON conservatively models vehicles driving the maximum daily driving distances reported by site representatives during the site visit.

The electricity price applied is a blended Time-of-Use (TOU) rate, computed as the weighted average of the PUC's tier rates across the site's charging window. All energy costs are escalated at 2% per year. The blended rate r_{blend} is evaluated as follows:

where $r_{\text{weekday}}(h)$ and $r_{\text{weekend}}(h)$ are the weekday and weekend rates, respectively, in hour h and N_{weekend} is the number of weekend days in which vehicles are operated (*eg.* $N_{\text{weekend}} = 1$ for Cemeteries, which operates Monday-Saturday, 0 for Fire, which operates Monday-Friday, and 2 for Transit, which operates 24/7). The blended rate is evaluated over the days and the hours of day in which charging is assumed to occur, which varies by site. [Table B-1](#) lists the assumed operating hours and days at each site, along with the evaluated blended electricity rate. The annual cost of electricity to charge a given BEV v at a given site in year i is given by:

$$C_{\text{elec}, i, v} = r_{\text{blend}} \cdot E_v \cdot (1 + \varepsilon)^i$$

where $E_v = e_v d_{\text{annual},v}$ is the annual electricity consumed to charge a BEV v that travels d_v (km) in one year at an average electricity consumption e_v (kWh/km).

Demand Charges

Demand charges reflect the monthly peak-demand levy on the site's electrical service account under the [PUC's General Service \(GS\) tariff](#). The combined distribution and transmission demand charge rate is $r_{\text{demand}} = \$12.89/\text{kW/month}$, applied to the peak demand attributed to EV chargers. The key variable is whether load management (LM) is enabled: without it, peak site demand $P_{\text{peak},i}^{\text{no LM}}$ in a given year i is given by the number of simultaneously active chargers (equal to the number of BEVs $N_{\text{BEV},i}$ assuming a 1:1 ratio) multiplied by the rated charger power P_{rated} :

$$P_{\text{peak},i}^{\text{no LM}} = N_{\text{BEV},i} \cdot P_{\text{rated}}$$

With load management, peak demand in year i is capped at either the minimum site power draw $P_{\text{min},i}$ needed to fully recharge all BEVs during their overnight dwell time T_{dwell} :

$$P_{\text{min},i} = \sum_{v \in \{\text{BEV}\}_i} \frac{e_v \cdot d_{\text{daily},v}}{T_{\text{dwell}}}$$

or the demand of a single charger operating at its full rated power (whichever is larger):

$$P_{\text{peak},i}^{\text{LM}} = \max(P_{\text{rated}}, P_{\text{min},i})$$

For sites with more than one or two chargers, LM can substantially reduce the peak load. For a given peak load $P_{\text{peak},i}$, the average demand charge per vehicle in year i is given by:

$$C_{\text{demand},i} = \frac{r_{\text{demand}} \cdot 12 \cdot P_{\text{peak},i} (1 + \varepsilon)^i}{N_{\text{veh}}}$$

where $\varepsilon = 2\%$ is the annual electricity price escalation rate, which is assumed to apply to demand charges as well.

ICE cost components

The ICE cost accounts for the annual cost to fuel a vehicle that remains ICE in a given year. Fuel cost is calculated from model-averaged fuel consumption rates (L/100km, from EPA data) applied to each vehicle's daily travel distance and fleet operating days, priced at \$1.50/L and escalated at $\varepsilon=2\%$ per year. The annual fuel cost for an ICE vehicle v in year i is given by:

$$C_{\text{fuel},i,v} = r_{\text{fuel}} \cdot F_i \cdot (1 + \varepsilon)^i$$

where $F_i = \frac{f_v}{100} \cdot d_{\text{annual},v}$ is the vehicle's annual fuel consumption based on its average fuel consumption f_v (in L/100km) and its estimated annual driving distance $d_{\text{annual},v}$ (also based on the maximum daily driving distances reported during the site visit, following the same approach used for annual electricity consumption).

NCC Public Charging Site

The Northern Community Centre (NCC) at 556 Goulais Ave is modelled as a standalone public charging facility with four level 2 charging ports operating 365 days per year. The infrastructure, electricity, and demand charge components are computed using the same methodology as fleet sites, with the blended electricity rate evaluated assuming that charging can happen in any hour of the day. In addition, the model includes gross public charging revenue: drivers are billed at a per-kWh public rate, and the resulting revenue is subtracted from total costs to yield the net annual cost or revenue per charger. Both the electricity costs and per-kWh public rate are assumed to escalate at 2% per year.

Clean Fuel Regulation (CFR) Revenue

The model provides the option to account for estimated revenue from the federal Clean Fuel Regulation (CFR). Under the CFR, entities that dispense electricity for use in light- or medium-duty on-road transportation can generate compliance credits under Compliance Category 3 (CC3) and sell them to obligated parties (fossil fuel producers and importers).

Credit generation is proportional to the carbon intensity differential between the electricity supplied and the fossil fuel baseline it displaces. For Ontario light- and medium-duty vehicles in 2026, the relevant parameters are: a carbon intensity ratio (R_{ee}) of 4.1, a reference CI for petroleum gasoline (CI_{ref}) of 85.3 gCO_{2e}/MJ, and an electricity CI (CI_e) of 14 gCO_{2e}/MJ for the Ontario grid. This yields a net CI differential of $CI_{diff} = R_{ee} \cdot CI_{ref} - CI_e = 335.73$ gCO_{2e} per MJ of electricity generated, or (converting units) 0.001209 tCO_{2e} per kWh dispensed.

At the 2023 average credit price of \$127.30/tCO_{2e} ([ECCC Clean Fuel Regulations Credit Market Report, June 2024](#), Table 1), this yields a gross revenue of $(\$127.30/\text{tCO}_2\text{e}) \cdot (0.001209 \text{ tCO}_2\text{e}/\text{kWh}) = \$0.154/\text{kWh}$. Applying a 90% fleet net revenue share based on PowerON's CFR monetization offering (see [Section 7.4.2](#)), the present-day CFR revenue rate used in the model is $r_{CFR,2026} = \$0.139/\text{kWh}$, rounded to \$0.14/kWh.

It is worth noting that CFR credit prices have risen significantly since the regulation came into force, with prices as high as \$400/tCO_{2e} seen in 2026. Therefore, the use of the 2023 average credit price from the ECCC Market report as the present-day benchmark is considered a conservative choice. Additionally, the current CFR schedule tightens CI_{ref} by approximately 1.5 gCO_{2e}/MJ per year through 2030, which compresses the CI_{diff} and reduces per-kWh credit generation over time (assuming a constant credit price); this effect is captured in the decay schedule applied in the model ([Table B-2](#)). Lastly, CFR credits can only be collected for a given charger for at most 10 years from first operation; credits are modelled from the first year of BEV operation at each site.

Note: An important distinction applies to publicly accessible chargers versus private fleet chargers. Under the CFR, credit revenue generated from publicly accessible EV charging is subject to an EV Adoption Fund obligation: a prescribed portion of proceeds must be directed to support EV adoption activities (such as EV infrastructure investment or public education programs) rather than general operating revenue. No such restriction applies to fleet or employer-owned charging sites. In practice, this does not affect the magnitude of the CFR figures modelled for the NCC public charging site, but it

does constrain how that revenue can be deployed. The City should confirm the current fund contribution requirements with ECCC or a qualified regulatory advisor prior to finalizing any CFR monetization arrangement for the NCC.

The modelled CFR revenue for a given vehicle v charging at fleet-owned chargers in year i is given by:

$$C_{\text{CFR},i,v} = \begin{cases} E_v \cdot r_{\text{CFR},i} & y_0 \leq i < y_0 + 10 \\ 0 & \text{otherwise} \end{cases}$$

where $E_v = e_v d_{\text{annual},v}$ is the annual electricity consumed to charge the vehicle, and $r_{\text{CFR},i}$ is the CFR revenue rate in year i from [Table B-2](#).

The quantified impact of CFR revenue on the financial results, and PowerON's offerings for managing and monetizing CFR credits on the City's behalf, are discussed in [Section 7.4](#).

Summary: Cost Comparison

The total annualized cost per vehicle at each site during years in which the vehicle is simply the annual fuel cost for ICE vehicles. For BEVs at the site, the annualized cost is the sum of the three cost components, less CFR revenue if considering. For a given scenario (Transition or BAU), the annualized cost per vehicle at a site is given by:

$$C_{\text{annualized}} = \frac{\sum_{i=1}^{15} [\sum_{v \in N_{\text{BEV},i}} (C_{\text{infra}} + C_{\text{elec},i,v} + C_{\text{demand},i} - C_{\text{CFR},i,v}) + \sum_{v \in N_{\text{ICE},i}} C_{\text{fuel},i}] }{15 \cdot N_{\text{fleet}}}$$

where N_{fleet} is the total number of fleet vehicles at the site.

All results are presented separately for the load management enabled and disabled cases, and with vs. without CFR revenue.

4 Replacement Plans and Infrastructure Assessments

The following sections summarize the fleet replacement plans and assessment of charging infrastructure needed to support BEV replacements at each site. Detailed electrical load calculations are provided in [Appendix A](#), replacement plans in [Appendix D](#), and charging time estimate tables in [Appendix E](#). While the concept designs and associated budgets assume a 1:1 charger to vehicle ratio and 80A charger rating as a planning baseline to inform future budget and infrastructure decisions (unless limited by infrastructure constraints in the case of Cemeteries), opportunities to reduce costs through reduced charger to vehicle ratios or power ratings are discussed where applicable.

4.1 Current Vehicle Inventory

Table 4-1: Summary of the current vehicle inventory, with incoming vehicles discussed in the Notes column

Department	Address	# of BEVs	# of ICE Vehicles	Notes
Transit	111 Huron St	1	5	1 charger already installed for the Volkswagen ID.4 BEV. Transit will be ordering 1 EV truck in 2026 to replace the 2013 GMC Sierra.
Parks	128 Sackville Rd	0	15	
	41 Lake St	0	1	
	99 Foster Dr	0	1	
Cemeteries	27 4 th Line East	0	4	Two replacement ICE vehicles (Chevrolet Silverado work trucks) coming in 2026 Assume one vehicle won't be replaced with BEV due to underutilization based on replacement plan.
	1504 Peoples Road	0	1	
Facilities	99 Foster Dr	0	2	1 truck planned for purchase in 2026, will be used by Plaza staff (assume additional, not replacement)
	269 Queen St East	0	2	Added in change order. Assume 2029 replacement year ("not planned for replacement anytime soon")
	260 Elizabeth St	0	1	Added in change order ("not planned for replacement anytime soon")

Department	Address	# of BEVs	# of ICE Vehicles	Notes
Public Works	128 Sackville Rd	1	37	Already have a dual-port ChargePoint charger for the existing two Chevrolet Silverado EVs (one already arrived, the other on order). The 2017 F-250 is not included in the ICE vehicles count, as it was noted as a poor candidate for electrification during the site visit.
Fire	72 Tancred St	0	13	
	65 Old River Garden Rd	0	1	F-250 could transition to ½-ton at replacement
Building	99 Foster Dr	2	5	Two chevy Equinox EVs ordered
Building - Bylaw		0	4	
Central Admin		0	1	
Engineering		0	13	

Table 4-2: Summary of existing chargers at each site and additions needed to support full electrification with a 1:1 charger to vehicle ratio

Site	Current Chargers	Added Chargers Needed for Full Electrification	Notes
27 4 th Line East	0	3	Assume one vehicle won't be replaced due to underutilization based on replacement plan.
1504 People Rd	0	1	
111 Huron St	1	5	Concept design assumes existing ChargePoint is retained.
128 Sackville St	2 (dual-port ChargePoint)	50	Concept design assumes existing dual-port ChargePoint is replaced.
41 Lake St	0	1	
99 Foster Dr	2 (dual-port ChargePoint)	26	Concept design assumes existing dual-port ChargePoint is replaced.
72 Tancred St	0	14	

Site	Current Chargers	Added Chargers Needed for Full Electrification	Notes
65 Old River Garden Rd	0	1	
269 Queen St East	0	2	Added in change order
260 Elizabeth St	0	1	Added in change order

4.2 Cemeteries – 27 4th Line E and 1504 Peoples Road

4.2.1. Site Overview

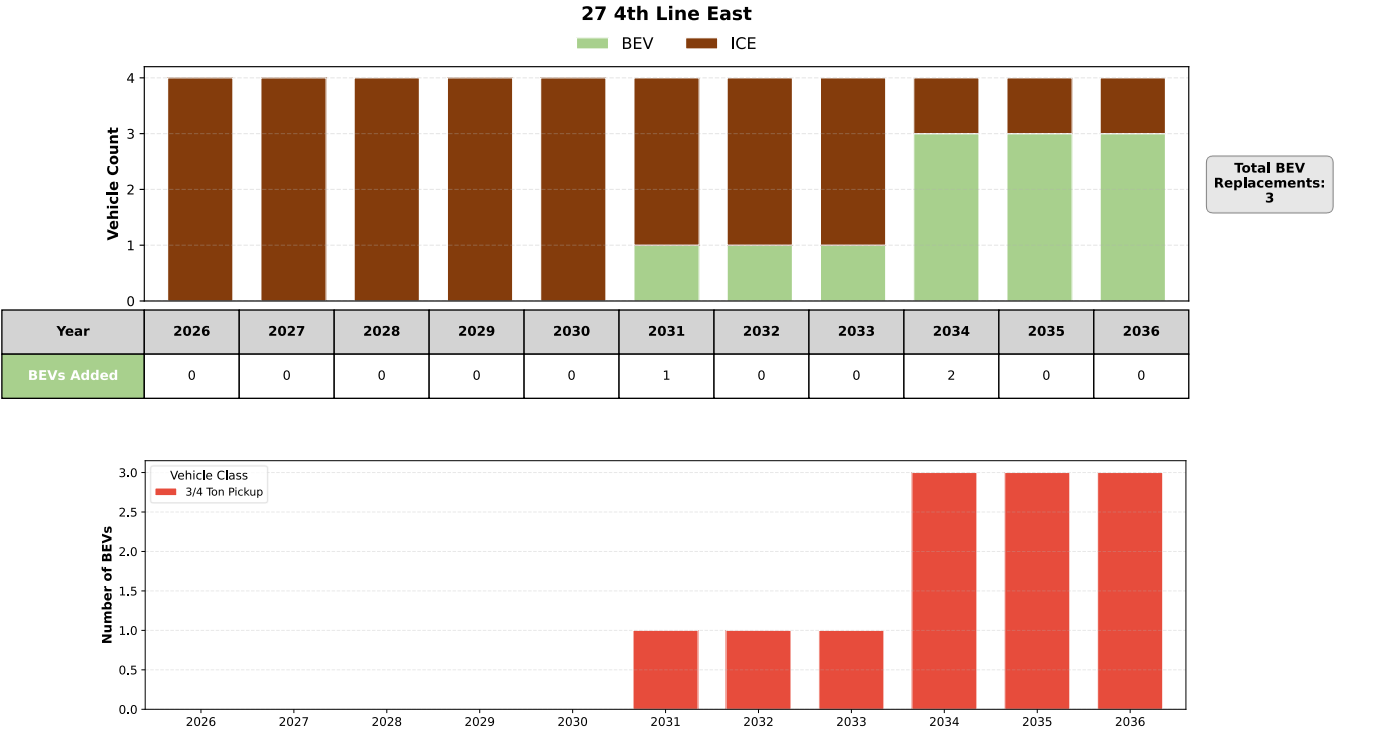
The Cemeteries department is served by five (5) pickup trucks (two Chevrolet Silverado 1500s and three Ford F-250s) shared between two cemetery sites (27 4th Line East and 1504 Peoples Road). Staff operate on an 8:00 AM to 4:30 PM schedule, Monday to Saturday, with a rotation of 9 employees. Vehicles are primarily used for grounds maintenance, snow plowing with sanders in winter, and travel approximately 100 km per trip with opportunities to plug in during 2-hour return periods. The two Chevrolet Silverados are scheduled for ICE replacements this year (2026).

Based on information provided by the City, one truck typically overnights at 1504 Peoples Road, and the other four at 27 4th Line E.

The fleet replacement plan – summarized in [Table D-2](#) for the four (4) vehicles assigned to 27 4th Line E and [Table D-3](#) for the one (1) vehicle assigned to 1504 Peoples Rd – recommends replacing the three trucks at 27 4th Line Rd E and the one truck at 1504 Peoples Rd with future $\frac{3}{4}$ ton BEV pickup trucks once these BEV replacements are available (currently expected by 2031). Note that $\frac{3}{4}$ ton pickup truck replacements are selected for all Cemeteries vehicles due to their sanding and snow plowing requirements

The Enterprise replacement plan, which was prepared before the two 2026 ICE replacements were scheduled, did not recommend replacing the 2014 Chevrolet Silverado 2500HD with a BEV due to underutilization. For the purpose of this work, it is assumed that its 2026 ICE Chevrolet Silverado WT replacement at 27 4th Line E will also be a poor candidate for BEV replacement for the same reason.

The 27 4th Line E facility features an indoor garage where trucks park. The 1504 Peoples Rd site has significant capacity constraints and older electrical infrastructure. As a result, it is recommended to delay the installation of charging infrastructure at 1504 Peoples Rd until it is needed to support the eventual BEV replacement of one of the two trucks that are scheduled for ICE replacement in 2026, which is assumed will take place in approximately 2032 based on the ~5 year replacement timeline of the other three trucks.



Vehicle Class

3/4 Ton Pickup

Figure 4-1: Replacement plan for Cemeteries vehicles parked at 27 4th Line East. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

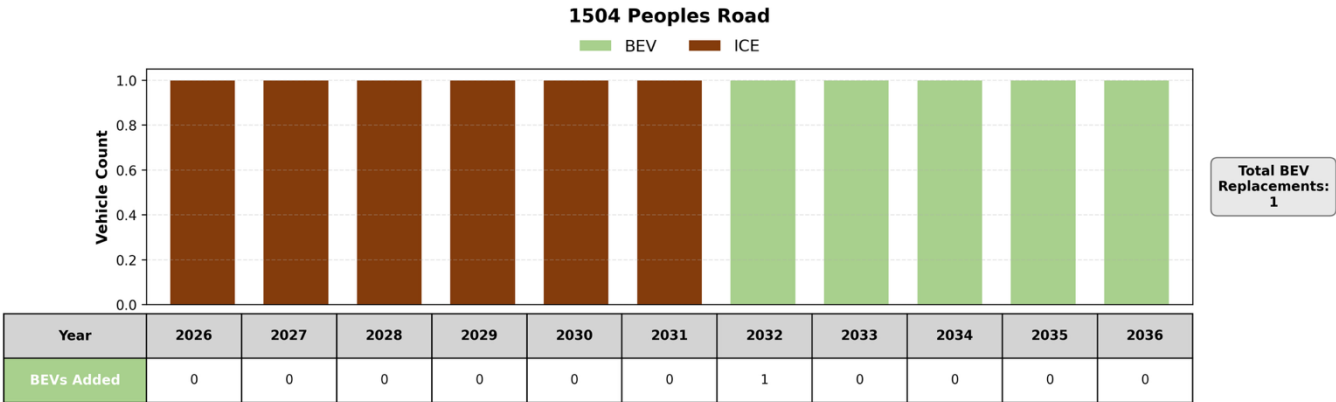


Figure 4-2: Replacement plan for Cemeteries vehicles parked at 1504 Peoples Road. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

4.2.2. Current Electrical Infrastructure

27 4th Line E

The 27 4th Line E facility is fed from a 100A, 120/240V, single-phase panel. The panelboard is located indoors on the opposite side of the building from the indoor parking garage. Conduit and cable routing must traverse the full width of the facility from the panelboard to the charger locations inside the garage.

[Table 4-3](#) summarizes the building capacity, peak load, available capacity, and the resulting maximum chargers it can support with its present service, considering 32A, 48A, and 80A ratings. Detailed load calculations can be found in [Appendix A.1](#). While the building's service can support up to four (4) 32A (7.7 kW) chargers, the 100A panel is expected to be able to support at most three (3) 32A chargers without triggering an upgrade, provided they are load managed to 19.2 kW.

Table 4-3: Summary of present building service and maximum chargers that can be supported at 27 4th Line East

Service Type	Available Capacity	Peak Load	Available Capacity (Including Buffer)	Maximum Chargers that can be Supported with Present Service		
				32A	48A	80A
Building	96 kVA	28.8 kW	35 kW	4	3	1
100A Panel	24 kVA	0 kW	19.2 kW	2 (3 with load management)	1	1

1504 Peoples Road

The facility is also fed from a 100A, 120/240V, single-phase panel. The panelboard is believed to be fed from a 60A-2P circuit breaker from the main building panel, and as a result is limited to 60A current. The panel is aged and the existing distribution equipment has reached the end of its useful life. Only a single 32A (7.7 kW) charger can be accommodated on the existing service. A utility service upgrade or panelboard replacement is not recommended at this site: (1) a utility upgrade would incur significant cost per kW relative to the limited single-charger requirement, as the majority of cemetery fleet vehicles can be served within existing infrastructure across both sites; and (2) any modifications to the existing panelboard would trigger an inspection, requiring the panel to be brought into compliance with current electrical code and potentially surfacing additional remediation costs.

A single 32A charger can be connected via a new breaker in the existing sub-panel without requiring panel modifications, avoiding these risks.

4.2.3. EV Charging Demand

Current reports of the Chevrolet Silverado EV's reported energy economy range from 0.25-0.4 kWh/km, with [Challa et al. \(2025\)](#) finding that snowplowing can increase energy consumption of winter maintenance vehicles by up to 23%. It is further assumed that tow class trucks (defined as $\frac{3}{4}$ ton or above) could be required to tow loads up to 1000lb on average, which can reduce energy economy by up to 20% based on the standard estimate of 2% per 100lb added load. However, assuming that trucks will not be required to snowplow and tow simultaneously, the upper bound on energy economy of 0.4 kWh/km is increased by 23% to 0.5 kWh/km to account for both potential snowplowing and towing requirements.

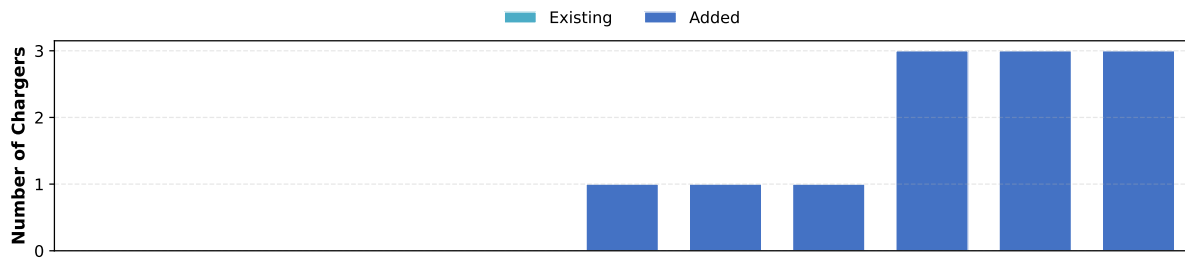
Using the resulting energy economy range of 0.25-0.5 kWh/km the BEVs can be expected to draw 25-50kWh of energy from the battery during their 100km trips, which the Silverado's 170kWh battery capacity can easily accommodate.

Assuming the trucks can complete up to two trips per day (up to 200km) and primarily charge overnight, [Table E-1](#) summarizes the total estimated time needed to recharge each truck at the three standard charger ratings considered in this study – 32A (6.7kW), 48A (10kW), and 80A (16.7kW) using PowerON's charging time calculator, which accounts for variations in charging efficiency as a function of the battery's state of charge. Based on these charge times, the 80A and 48A charger ratings can easily recharge the battery within the 16h overnight dwell time. If the vehicle is operating in relatively poor conditions or doing significant snowplowing, the 16h dwell time may not be quite sufficient to fully recharge the battery, however a full recharge should be possible by additionally topping up during the 2h return periods.

A 1:1 charger-to-truck ratio is recommended at these facilities. Because trucks are expected to charge primarily overnight, dedicated charger access ensures each vehicle is fully charged by morning without requiring chargers to be repositioned overnight. As the chargers are already operating at their minimum viable power rating, no significant cost reduction opportunities through reduced charger to vehicle ratio or charger rating reduction are available at the Cemeteries sites.

Figures 4-3a and 4-3b illustrate the number of chargers needed at the two Cemeteries buildings in each year based on the replacement plan, along with the maximum load that these chargers would draw for each charger rating, or at the minimum required power needed to fully recharge the vehicles overnight with load management (which is very close to 32A in both cases).

27 4th Line East



Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Existing Chargers	0	0	0	0	0	0	0	0	0	0	0
Added Chargers	0	0	0	0	0	1	1	1	3	3	3
Total Chargers	0	0	0	0	0	1	1	1	3	3	3

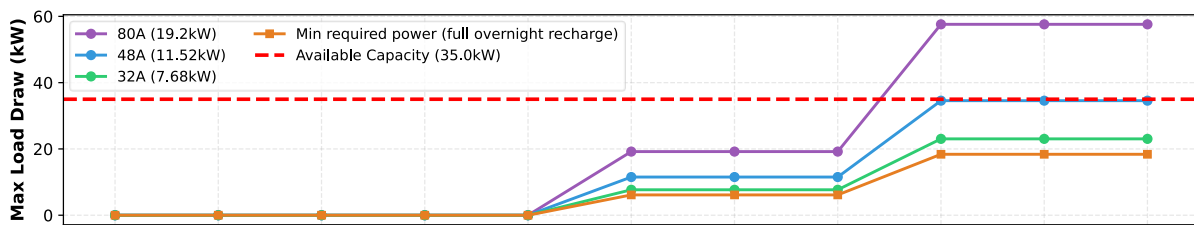
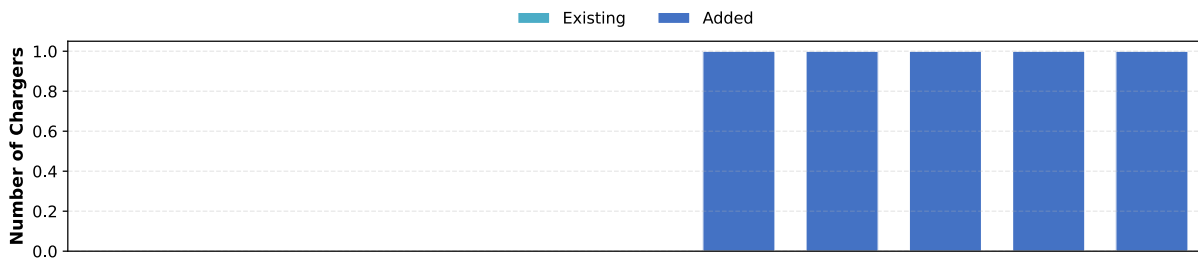


Figure 4-3a: Top: Number of chargers needed in each year to support BEV vehicles replacements at 27 4th Line E based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, or 80A), along with available electrical capacity with the building's current service (red dashed line)

1504 Peoples Road



Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Existing Chargers	0	0	0	0	0	0	0	0	0	0	0
Added Chargers	0	0	0	0	0	0	1	1	1	1	1
Total Chargers	0	0	0	0	0	0	1	1	1	1	1

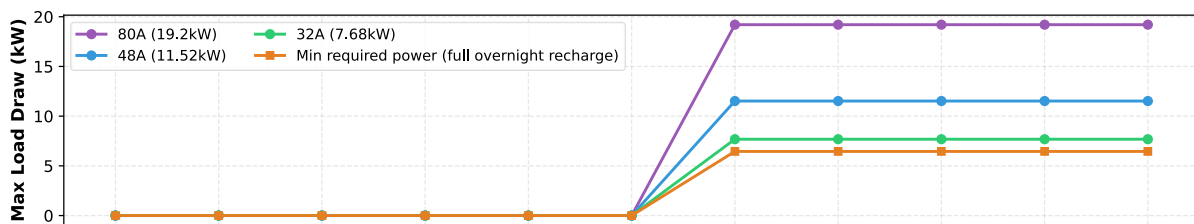


Figure 4-3b: Top: Number of chargers needed in each year to support BEV vehicles replacements at 1504 Peoples Rd based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, or 80A).

4.2.4. Concept Design

27 4th Line E: Single Phase (2030)

To support the first three BEV truck replacements in 2031-2034, the concept design for 27 4th Line E proposes three wall-mounted Level 2 chargers installed inside the existing garage, fed from the existing 100A panel via new conduit routing across the site. Large snowbanks observed during the January site visit confirmed that outdoor charging is not feasible at this location.

At this site, bollards are likely not required as the chargers are wall-mounted 1 m above the garage floor, eliminating the risk of vehicle contact and the need for protective bollards.

Based on the available electrical capacity of the existing 100A single-phase service, chargers are limited to 32A (7.7 kW) each, which should be sufficient to charge the trucks during the overnight dwell time and 2h return periods. However, it is recommended to load limit the combined draw of the three chargers to a maximum of 16 kW to avoid overloading the panelboard. Three (3) new 40A-2P circuit breakers will need to be added to the existing panelboard, one dedicated to each charger.

Each charger will be fed with a dedicated circuit: two copper conductors and a ground wire, sized at #8 American Wire Gauge with RW90 insulation (rated for 90°C and wet locations), routed inside 27mm steel electrical conduit (EMT) from the existing panelboard to each charger location inside the garage.

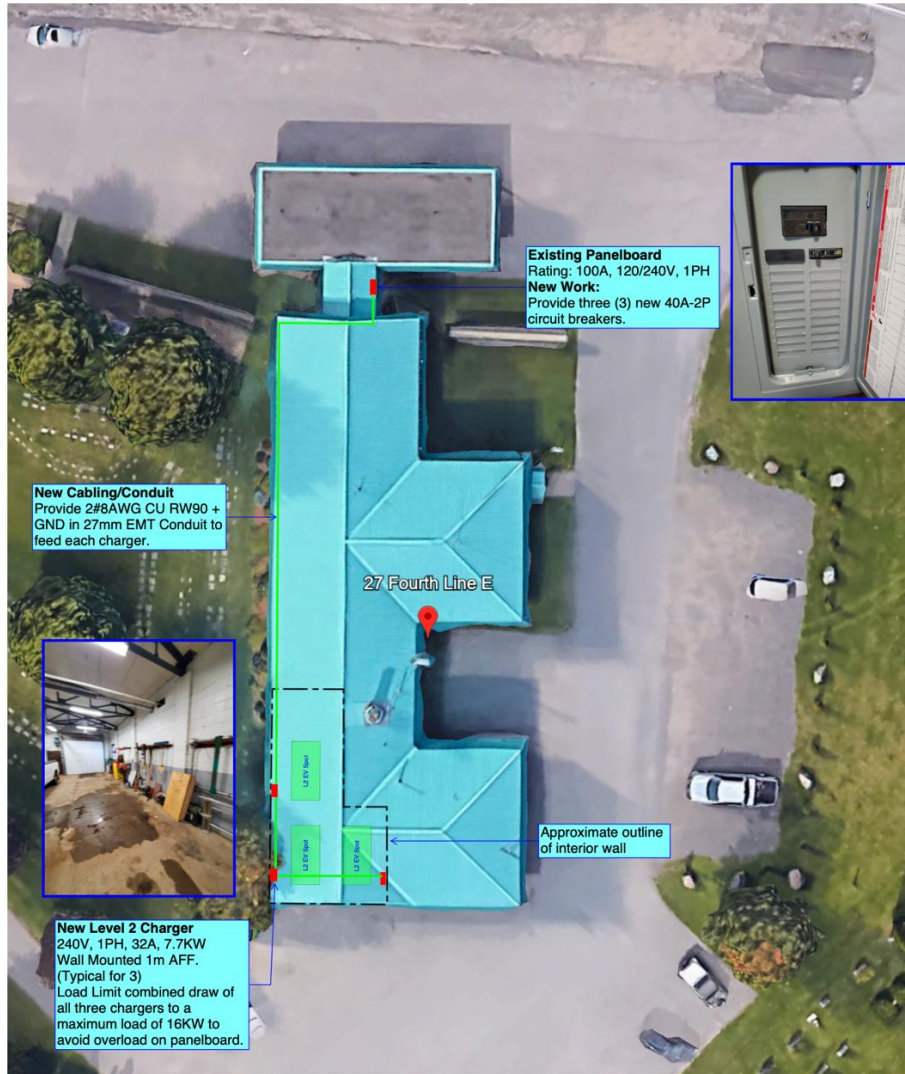


Figure 4-4: Concept Design – Cemeteries – 27th 4th Line Road

1504 Peoples Rd: Single Phase (2031)

One wall-mounted 32A (7.7 kW) Level 2 charger is proposed in the garage at the back of the parking lot to support the one 2032 BEV truck replacement assigned to this site. The charger is located at the south end of the garage due to proximity to the existing panelboard, thus minimizing the distance that new cabling and conduit needs to be routed along. One new 40A-2P circuit breaker will need to be added to the existing sub-panel (100A, 120/240V, single-phase) to support the new charging load.

Should the City wish to pursue a BEV replacement for the 2026 Chevrolet Silverado work truck that is scheduled to replace the 2014 Chevrolet Silverado 2500HD this year (which the replacement plan currently notes should not be replaced by a BEV due to low utilization), a dual-port power-sharing charger (2:1 ratio) could be explored as an alternative to a service upgrade,

sharing the 32A supply across two ports at approximately 16A (3.8 kW) each, which would remain sufficient for overnight charging given the site's operating schedule. This additional charger with power sharing would increase the estimated installation and hardware budget from ~\$16,000 to ~\$21,000 (details in Section 7.1.3 and Appendix F.2). Without this power-sharing arrangement, a costly electrical upgrade would be required to add an additional 32A charger at either this site or the 27 4th Line E site.



Figure 4-5: Concept Design – Cemeteries – 1504 Peoples Rd

4.3 Transit – 111 Huron St.

4.3.1. Site Overview

The Transit facility at 111 Huron Street houses six (6) light-duty vehicles for the Transit department. Vehicles park indoors in the first row of the facility, with the remainder of the building used for bus operations. The facility operates 24/7 across three shifts, with 2 to 3 vehicles typically out at any given time.

The fleet includes a mix of vehicle types with varying daily range requirements: the Volkswagen ID.4 and Jeep Grand Cherokee travel 250 to 350 km per trip, while the Ford F-150 and F-250 travel up to 100 km.

A rooftop solar design is currently in progress by Normec Engineering. Per the City's request, charging is being planned in isolation from this rooftop solar design, and these design projects currently do not overlap.

There is currently one (1) existing ChargePoint Level 2 charger in the garage, used to charge the single BEV vehicle in the fleet: a Volkswagen ID.4 that has been well-received by staff. In addition, the City has noted that the Transit fleet will receive two ICE vehicles in 2026 from Enterprise. It is assumed that these two new ICE vehicles will replace the two oldest vehicles in the transit fleet (a 2013 GMC Sierra 1500 and a 2015 Chevrolet Tahoe).

The replacement plan for vehicles parked at 111 Huron St is visualized in [Figure 4-6](#) and tabulated in [Table D-4](#).

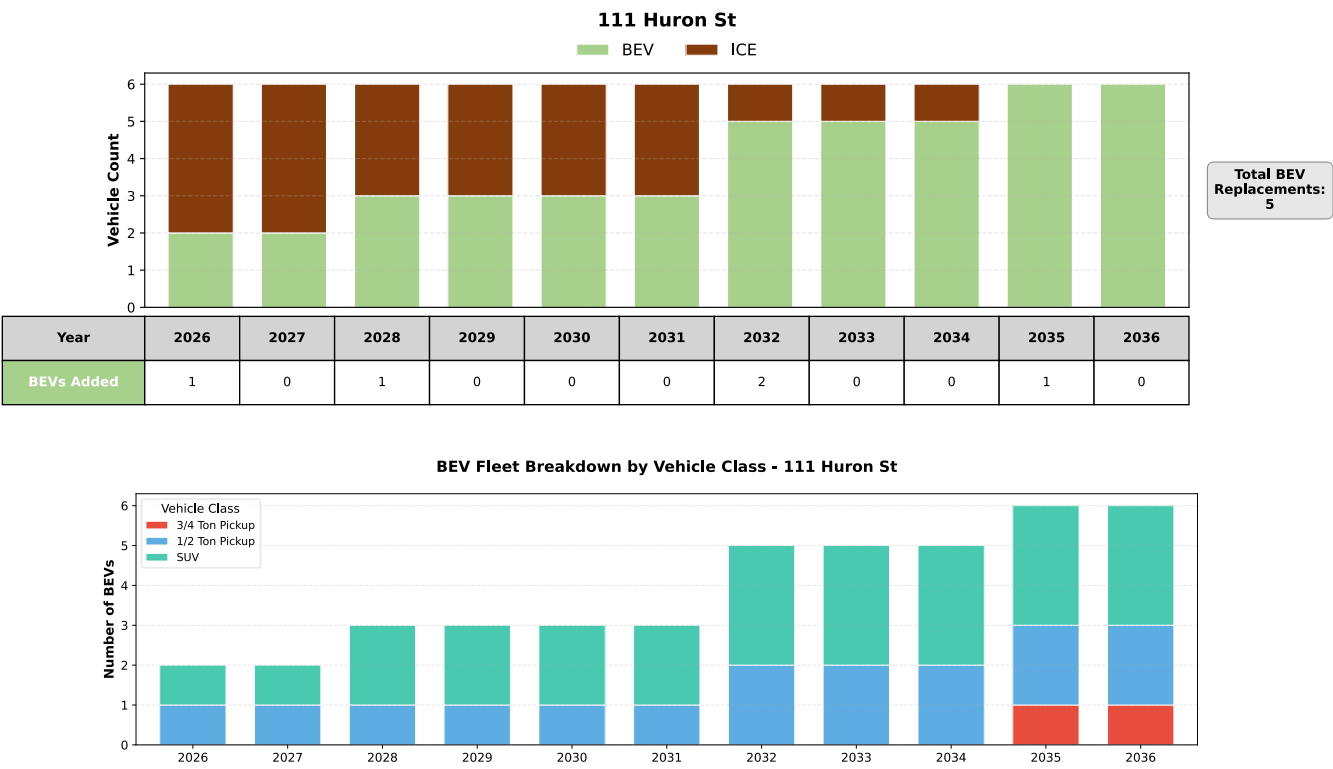


Figure 4-6: Replacement plan for Transit vehicles parked at 111 Huron St. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

4.3.2. Current Electrical Infrastructure

The building is fed at 347/600V by a 600A Federal Pioneer (FPE) switchgear unit. Large mechanical loads are served directly from the switchgear at 600V and feed the building's 120/208V distribution,

which includes the existing EV charger and other low-voltage loads. The 120/208V switchboard has a rated capacity of 216 kVA.

Because the 600V loads do not appear in the 120/208V distribution metering, the measured building-level interval data (Dec 2023–Dec 2025) overstates the 208V switchboard's peak load. The switchboard peak load is accordingly estimated at ~33 kW, approximately 50% of the measured building-level peak of 66 kW – this should be confirmed prior to detailed design by installing a meter directly on the switchboard.

[Table 4-4](#) summarizes the resulting capacity assessment, which is detailed in [Section A.2](#).

Table 4-4: Summary of present building service and maximum chargers that can be supported at 111 Huron St.

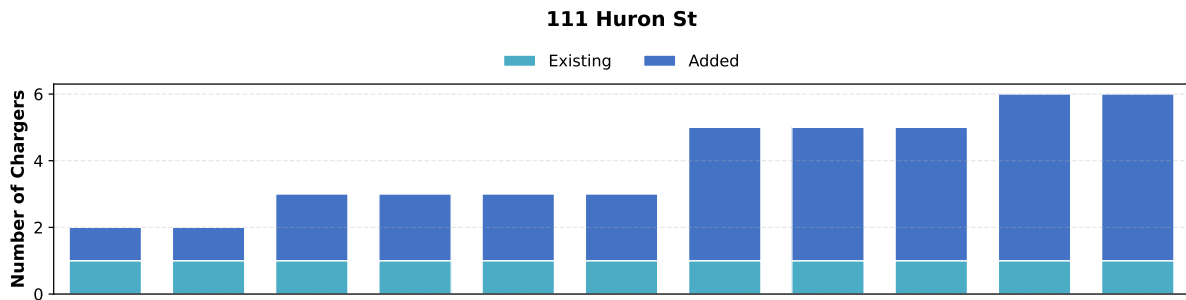
Switchboard Capacity	Switchboard Peak Load	Available Switchboard Capacity (Including Buffer)	Maximum Additional Chargers that can be Supported with Present Service		
			32A	48A	80A
216 kVA	33 kW	116 kW	17	11	6

The building’s electrical room is located on the Mezzanine on the southeast corner of the building.

4.3.3. EV Charging Demand

Assuming the vehicles travel one trip per 8h shift, [Table E-2](#) summarizes the maximum battery energy used during a shift based on the energy economy range of the assumed BEV replacement vehicle (assuming no snowplowing or towing requirements), and the charge time for each of the three charger ratings considered. Under the assumption of one trip per shift, all vehicles are able to fully recharge during their 16h off-shift window with all charger ratings, except the Kia EV9 Extended Range (assumed to replace the Jeep Grand Cherokee, see [Table D-4](#)), which requires at least 48A charging. The F-250 tow class vehicles and their Future Heavy Duty Truck replacements are assumed to have up to 20% higher energy consumption when towing.

[ds](#) illustrates the number of chargers needed at the site in each year based on the replacement plan, along with the maximum load that these chargers would draw for each charger rating, or to recharge all BEVs in the fleet during their overnight dwell time with load management. Based on a comparison with the switchboard’s existing service (red dashed line), six 80A chargers (or more at lower ratings) can be accommodated with the existing service, based on an estimated switchboard peak load of ~33 kW.



Year	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Existing Chargers	1	1	1	1	1	1	1	1	1	1	1
Added Chargers	1	1	2	2	2	2	4	4	4	5	5
Total Chargers	2	2	3	3	3	3	5	5	5	6	6

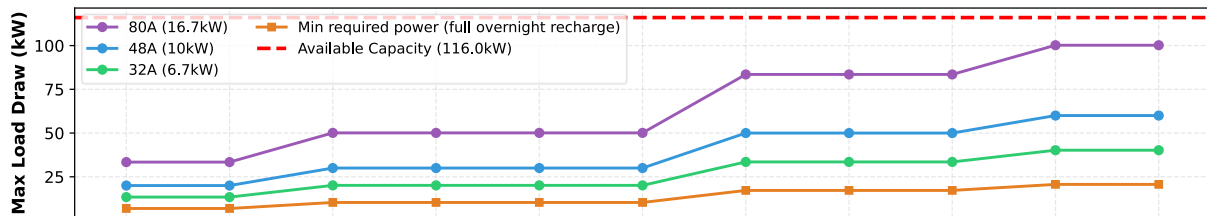


Figure 4-7: Top: Number of chargers needed in each year to support BEV vehicles replacements at 111 Huron St based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load management), along with available electrical capacity with the building's current service (red dashed line)

4.3.4. Cost Reduction Opportunities

[Table 4-5](#) summarizes the minimum power required to recharge each assumed BEV replacement model operating at 111 Huron St, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-5](#), the City could explore cost-saving opportunities at this site by reducing charger ratings to as low as 32A for all but the Kia EV9, which requires at least 48A charging, and reducing the charger-to-vehicle ratio from 1:1 to as low as 3:5 (1:1.7). Load management is also recommended at this site to minimize utility demand charges (details in [Section 7.2.2](#)).

Table 4-5: Minimum power required to recharge each assumed BEV replacement model at 111 Huron St, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Blazer	1	22	16	32A	3.1

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Recharge at 80A
Chevrolet Silverado EV	2	40	16	32A	3.4
Future Heavy Duty EV Truck	1	50	16	32A	2.7
Kia EV9 Extended Range	1	91	16	48A	1
Volkswagen ID.4	1	87.5	16	32A	1
Site Average	-	55.1	16	32-48A	1.9

4.3.5. Concept Design: Single Phase (2027)

Six (6) Level 2 chargers are proposed in the concept design – five (5) new 80A single-port wall-mount units plus the existing ChargePoint CP50 – to ensure each vehicle has a dedicated charger. The five new chargers extend west from the existing unit in-row in the indoor parking area, with bollard protection, and are fed from a new 400A, 120/208V EV panelboard connected to the existing FPE switchboard via a new 400A/300AF fused disconnect switch.

80A chargers are recommended to ensure prompt recharges and maintain safety margins in case vehicles exceed the assumed 100–350 km daily range or require charging within a shorter window than the full 16-hour off-shift period. As shown in [Table E-2](#), 48A and 32A chargers would also allow full overnight recharge within the 16-hour window, with the exception of the Kia EV9 Extended Range, which requires a minimum of 48A, provided daily driving distances remain within the maximums provided by the City.

Note: The Transit terminal relocation project is under consideration, with a revised cost estimate expected in February 2027. Future charger planning should account for potential terminal relocation.

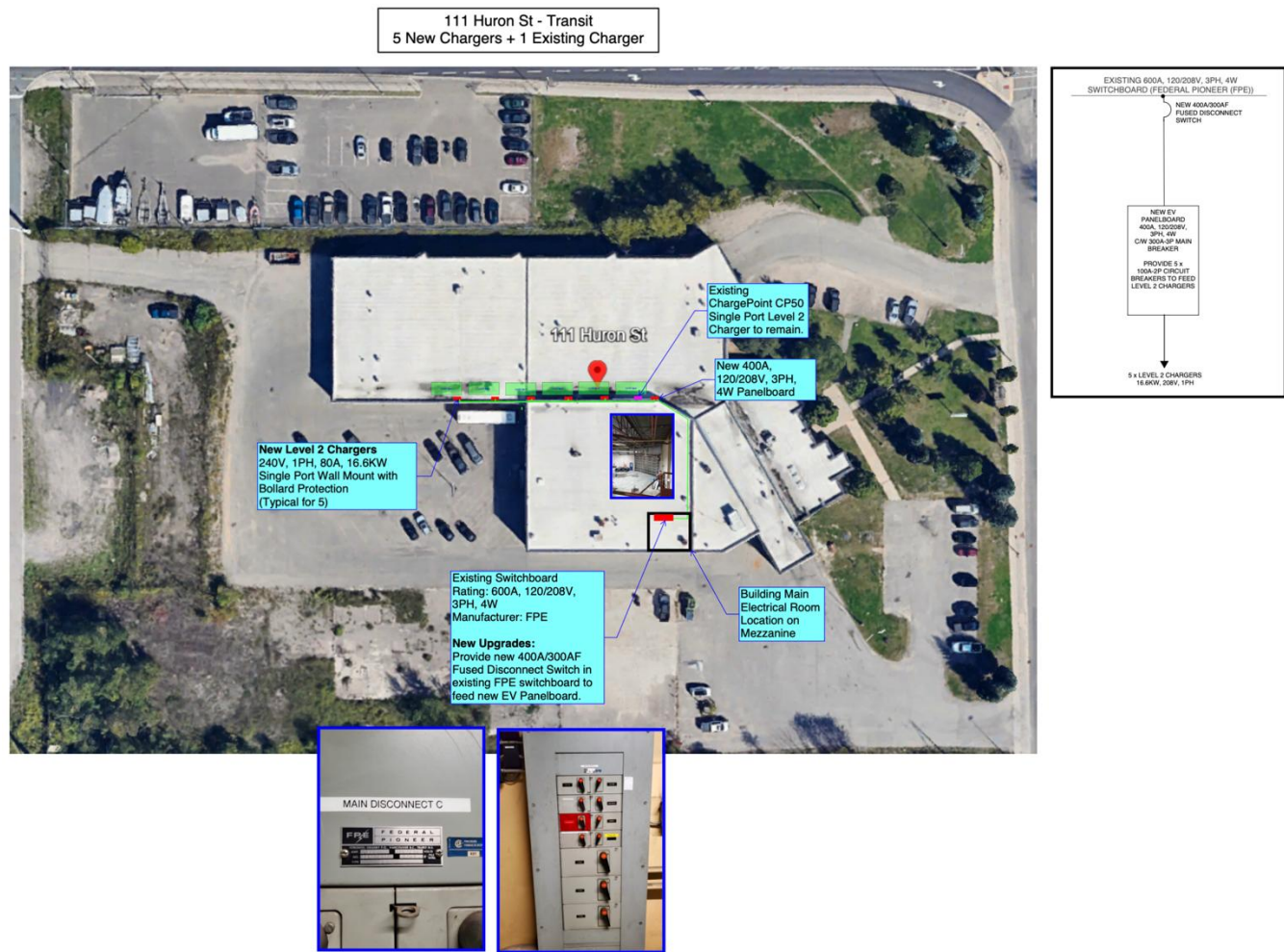


Figure 4-8: Concept Design – Transit – 111 Huron St.

4.4 Civic Centre – 99 Foster Drive

4.4.1. Site Overview

The Civic Centre at 99 Foster Dr serves as the primary administrative hub for the City, housing vehicles from the following departments:

- Central Administration
- Facilities
- Building
- Building Bylaw
- Engineering

A total of 28 light-duty vehicles are allocated to this site for electrification, including one Parks department vehicle – a ¾-ton Ford F-250 (2024 model, due for BEV replacement in 2029) – that is proposed to park at this building rather than at the nearby Parks facility at 41 Lake Street, where the existing electrical service has insufficient capacity to support two chargers. The City

received its first two EVs (Chevrolet Equinox) for this facility in February 2026. The parking lot currently operates on a first-come, first-served basis.

[Figure 4-9](#) shows the replacement plan for all vehicles assigned to 99 Foster Dr, and [Figure 4-10](#) shows the breakdown by department. The replacement plan for this site is tabulated in [Table D-5](#).

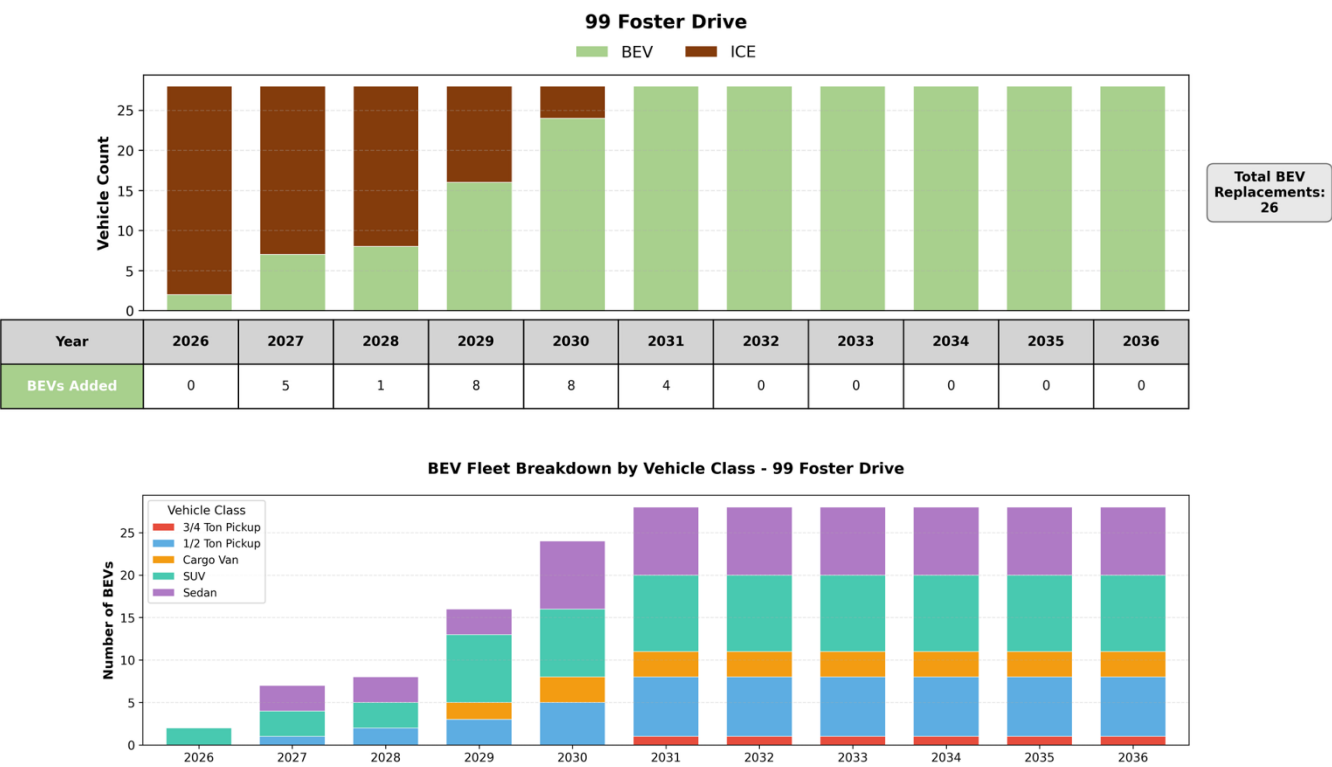


Figure 4-9: Replacement plan for vehicles parked at 99 Foster Drive. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

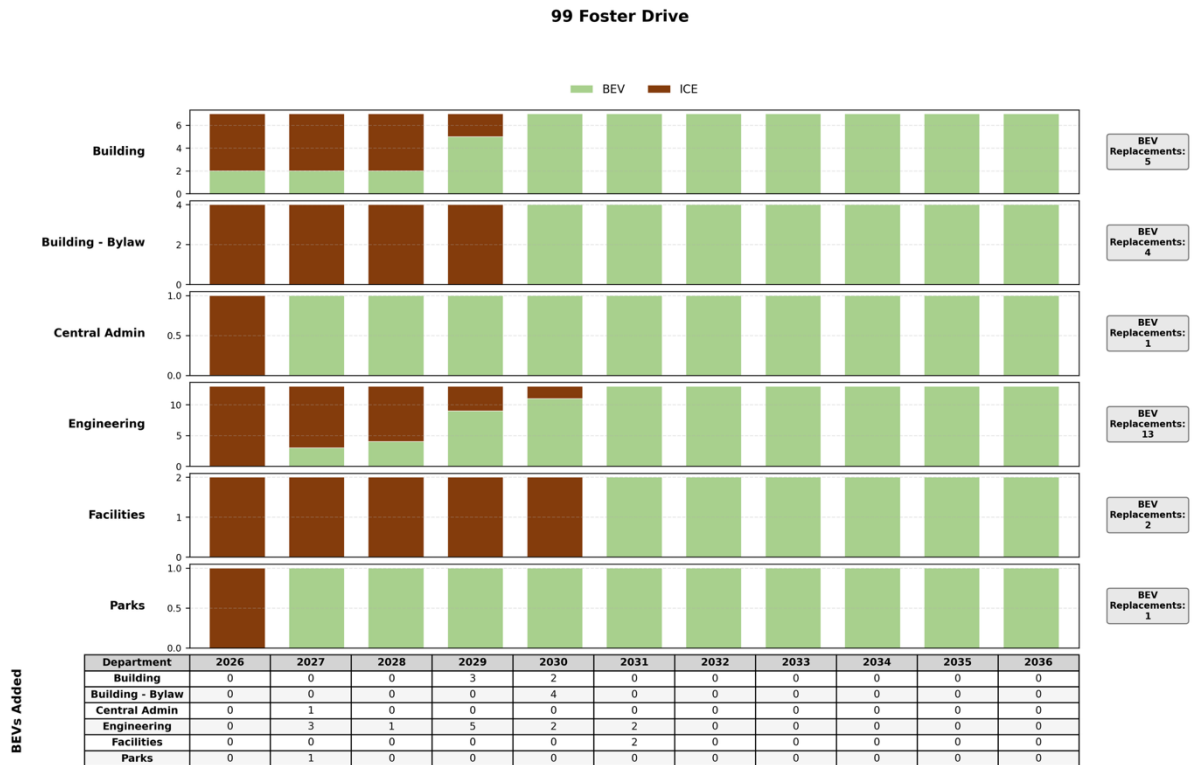


Figure 4-10: Replacement plan by department for vehicles parked at 99 Foster Drive

4.4.2. Current Electrical Infrastructure

The site has a 4000A, 120/208V main switchboard fed from three parallel transformers providing 1,153 kW of capacity. However, this existing building service is not being considered for the new L2 charging load due to the difficulty and cost of accessing the building's main electrical room. Instead, the proposed design upgrades an existing outdoor utility-owned transformer that currently feeds the adjacent Montana's restaurant building. Two existing ChargePoint chargers are currently fed from an outdoor panel that also serves boardwalk lighting; the PUC has flagged that this arrangement needs to be corrected. The concept design assumes that these existing chargers will be removed and replaced while installing the remaining 26 chargers required for full electrification.

4.4.3. EV Charging Demand

Twenty-eight (28) Level 2 chargers are required for full electrification of all vehicles assigned to this site. With predominantly 8:30 AM to 4:30 PM operations for bylaw and engineering staff, and vehicles traveling at most 100 km per day, [Table E-3](#) summarizes the maximum energy used during the day for each assumed BEV replacement model at 99 Foster based on its energy economy range and maximum daily distance driven, and the time needed to recharge each BEV replacement over its 11.5h overnight dwell time. All vehicles at this site can fully recharge within the overnight dwell time at all charger ratings. As a result, there is an opportunity to explore reduced charger-to-vehicle ratios and power sharing. However, the baseline design assumes 1:1 to ensure adequate charging capacity during the initial deployment.

At full electrification, all vehicles charging simultaneously without load management could draw up to 468 kW of power at standard 80A charging and up to 279 kW at 48A charging. As shown in the load calculation in [Appendix A.3](#) and summarized in [Table 4-6](#), a 750 kVA transformer is needed to support all 28 chargers at 80A charging, assuming 150 kVA of that transformer power is allocated to the neighbouring Montana’s restaurant (further details in the concept design below). However, this transformer size could be reduced to 500 kVA by either reducing the charger ratings to 48A, or by using load management to keep the 80A chargers within the remaining 300 kW available power (details in [Section 4.4.4](#)). Note that load management is recommended at this site regardless to minimize demand charges (details in [Section 7.2](#)).

[Figure 4-11](#) illustrates these results by comparing the number of chargers needed at 99 Foster Dr in each year based on the replacement plan, with the maximum load that these chargers would draw for each charger rating, or if all chargers are operated at the minimum power needed to fully recharge all BEVs during their overnight dwell time, along with the available capacity for charging with either a 750 kVA or 500 kVA transformer.

Table 4-6: Summary of load calculation results to evaluate how many chargers of each rating can be supported at 99 Foster Dr with a new 750 kVA or 500 kVA transformer

Transformer capacity	Montana’s restaurant allocation	Available Capacity (Including Buffer)	Maximum Chargers that can be Supported with New Transformer		
			32A	48A	80A
750 kVA	150 kVA	525 kW	78	62	31
500 kVA	150 kVA	300 kW	45	30	18

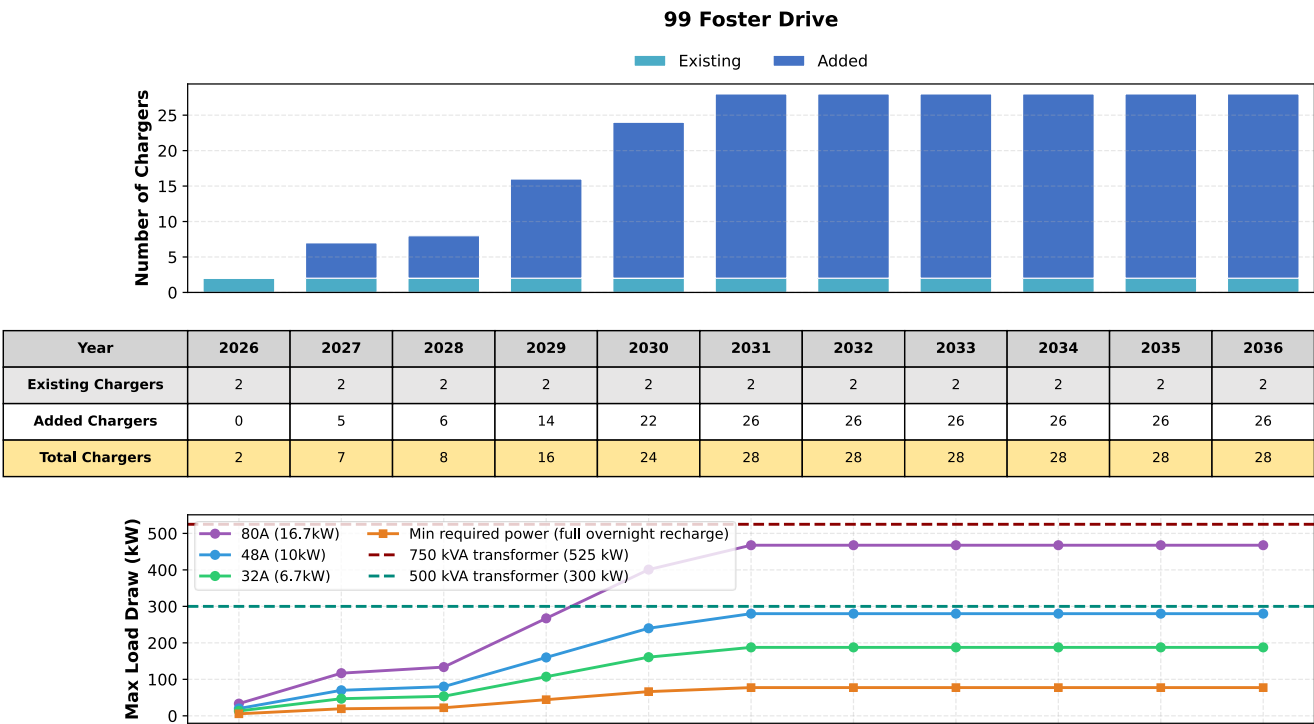


Figure 4-11: Top: Number of chargers needed in each year to support BEV vehicles replacements at 99 Foster Drive based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load), along with available electrical capacity with either a 750 kVA or 500 kVA transformer (red and teal dashed lines)

4.4.4. Cost Reduction Opportunities

[Table 4-7](#) summarizes the minimum power required to recharge each assumed BEV replacement model operating at 99 Foster Dr, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-7](#), the City could explore cost-saving opportunities at this site by reducing charger ratings to as low as 32A, and reducing the charger-to-vehicle ratio from 1:1 to as low as 3:7 (1:2.3). In addition, there is a possibility to reduce the size of the new utility transformer from 750 kVA to 500 kVA either by load managing to keep the peak building load below 300 kW, or by reducing charger ratings to 48A or below, which comes with additional cost savings (details in [Section 4.4.5](#)). Load management is also recommended at this site to minimize utility demand charges (details in [Section 7.2.1](#)).

Table 4-7: Minimum power required to recharge each assumed BEV replacement model at 99 Foster Dr, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Blazer	3	22	11.5	32A	3.1
Chevrolet Bolt	7	25	11.5	32A	2.1
Chevrolet Equinox EV	2	22	11.5	32A	3.1
Chevrolet Silverado EV	6	40	11.5	32A	3.4
Chevrolet Silverado EV (Parks)	1	80	16	32A	1.7
Ford E-Transit	3	45	11.5	32A	1.6
Future Heavy Duty EV Truck	1	50	11.5	32A	2.7
Hyundai Ioniq 6	5	20	11.5	32A	2.1
Site Average	–	40.4	11.5	32A	2.5

4.4.5. Concept Design: Single Phase (2026)

The baseline concept design proposes upgrading the existing outdoor transformer from 150 kVA to 750 kVA, with 150 kW allocated for the existing Montana's service and the remaining capacity dedicated to EV charging. The load calculation in [Appendix A.3](#) shows that this upgrade can support the 28 chargers allocated to this site at all charger ratings considered (32A, 48A, and 80A).

A new outdoor switchboard (2000A, 120/208V) will be installed to distribute power to 14 dual-port pedestal-mounted Level 2 chargers (80A per port at 16.7 kW), providing 28 charging points total. The existing ChargePoint chargers will be refed from the new service, and the current outdoor panel will be decommissioned. Chargers are located along the west side of the parking lot to minimize excavation and avoid tree protection zones. The design includes provisions for conduit stub-ups so future charger installations will not require re-excavation of the parking lot. The primary cable feeding the existing transformer appears to be suitably sized for the upgrade. Metering will be installed in the new panel compartment to separately meter all charging loads. This work will require close coordination with PUC and a temporary service interruption for Montana's during the transformer swap.

The conceptual site plan and charger layout for this site can be found in [Figure 4-12a](#) below. While the chargers and conduit could be installed in several phases as the BEV replacements progress, it is recommended to install the upgraded transformer and switchboard up-front to minimize cost and disruption.

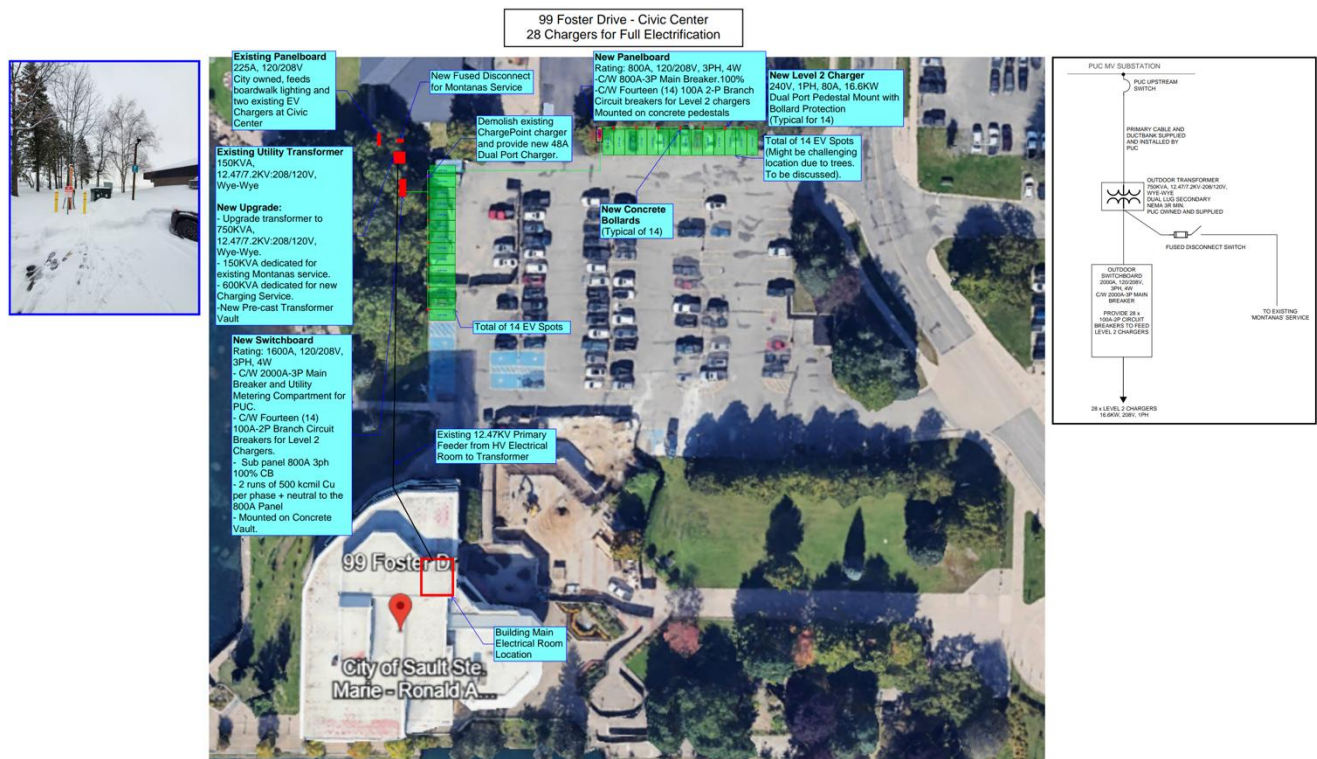


Figure 4-12a: Concept Design – Civic Centre – 99 Foster Drive (80A Level 2 chargers, requiring a new 750 kVA utility transformer)

Alternative 48A Charger Design

To explore the cost-saving opportunity discussed in [Section 4.4.4](#) of reducing the new transformer size from 750 kVA to 500 kVA, [Figure 4-12b](#) presents an alternative concept design that uses 48A chargers to reduce the peak unmanaged charging demand from 468 kW (16.7 kW/charger x 28 chargers) to 280

kW (10.0 kW/charger x 28 chargers) to fit within the estimated 300 kW capacity of a 500 kVA transformer (see [Table 4-6](#)).

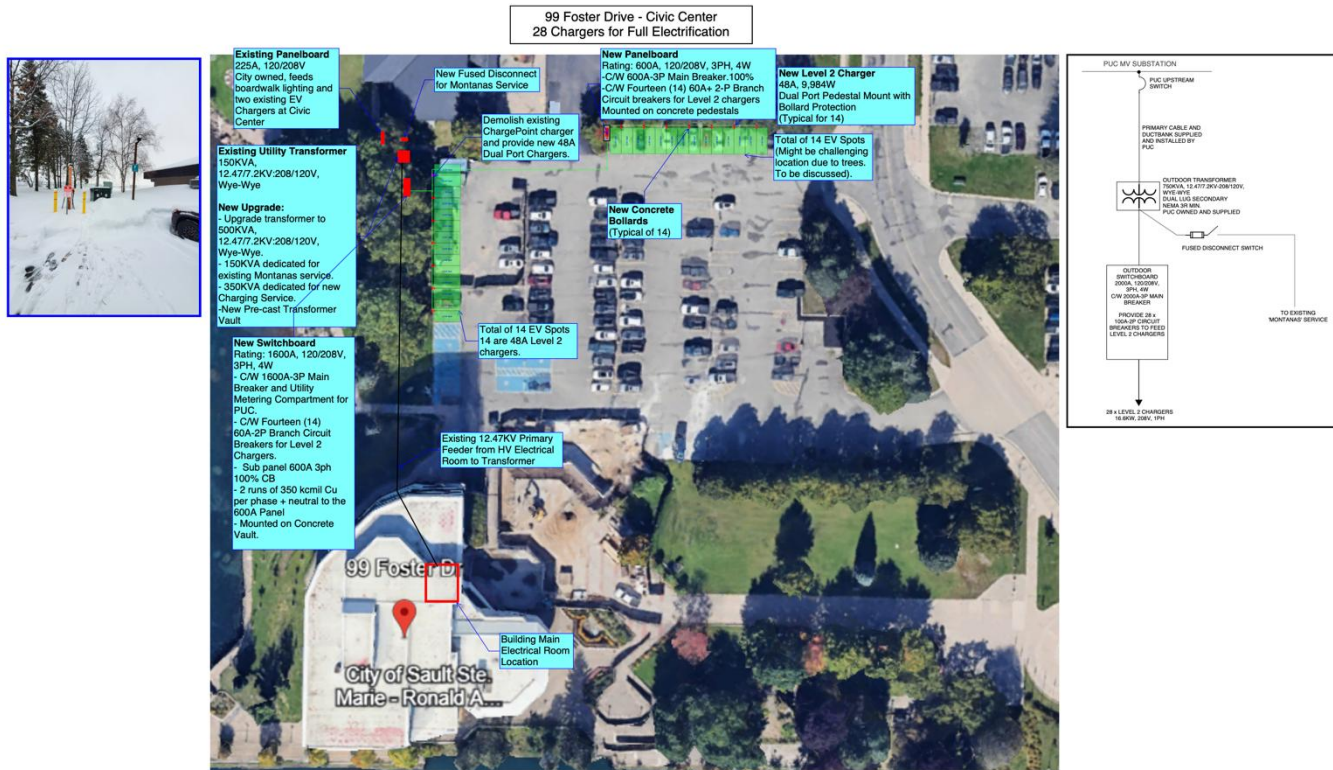


Figure 4-12b: Concept Design – Civic Centre – 99 Foster Drive (48A Level 2 chargers, requiring a new 500 kVA utility transformer)

The lower charging current allows the following downgrades in electrical distribution components:

- the main switchboard can be downsized from 2000A to 1600A
- the branch circuit breakers can be reduced from 100A-2P to 60A-2P
- the sub-panel can be reduced from 800A to 600A, and
- smaller-gauge conductors and conduit can be used throughout.

The 48A alternative offers a meaningful reduction in total installed cost. The overall infrastructure budget estimate (including charger hardware and installation) for the 48A design is approximately \$775,000, which represents a 20% reduction compared with the \$965,000 budget for the 80A design. The key contributors to this saving are:

- The reduce transformer size (500 kVA versus 750 kVA): ~\$75,000
- Smaller-gauge conductors throughout the distribution system: ~\$36,000
- The main switchboard is downsized from 2000A to 1600A: ~\$27,000
- Reduced charger hardware costs: ~\$20,000, and
- Smaller conduit and fittings throughout: ~\$18,000

Further details on the budget breakdowns can be found in [Section 7](#) and [Appendix F.4](#). If the transformer size were instead to be reduced to 500 kVA via load management while retaining 80A chargers, the associated savings in reduced transformer size would instead reduce the overall budget by approximately \$75,000, from \$965,000 to \$890,000 (an 8% reduction).

Full fleet-wide budget estimates with reduced charger ratings are provided in Appendix G.

Alternative Reduced Charger-to-Vehicle Ratio Design

Another alternative to the baseline $28 \times 80A$ design is to reduce the charger-to-vehicle ratio while retaining 80A chargers and adding load management. As discussed in [Section 4.4.4](#), the BEV replacement models assumed at 99 Foster Dr could carry out their modelled daily operations for up to 2.5 days on average before their battery depletes enough that they need to stop and recharge overnight at up to 80A. Based on this analysis, a concept design with $12 \times 80A$ chargers – a 3:7 charger-to-vehicle ratio – has been developed for 99 Foster Dr, shown in Figure 4-12c below.

As with the 48A alternative design, peak coincident demand from $12 \times 80A$ chargers can be managed within the capacity of a 500 kVA transformer while retaining full 80A (16.7 kW) per-port charging speed. Compared to the baseline design, the reduced charger count yields significant savings in civil works (bollards, concrete pads, excavation), electrical wiring, and charger hardware procurement.

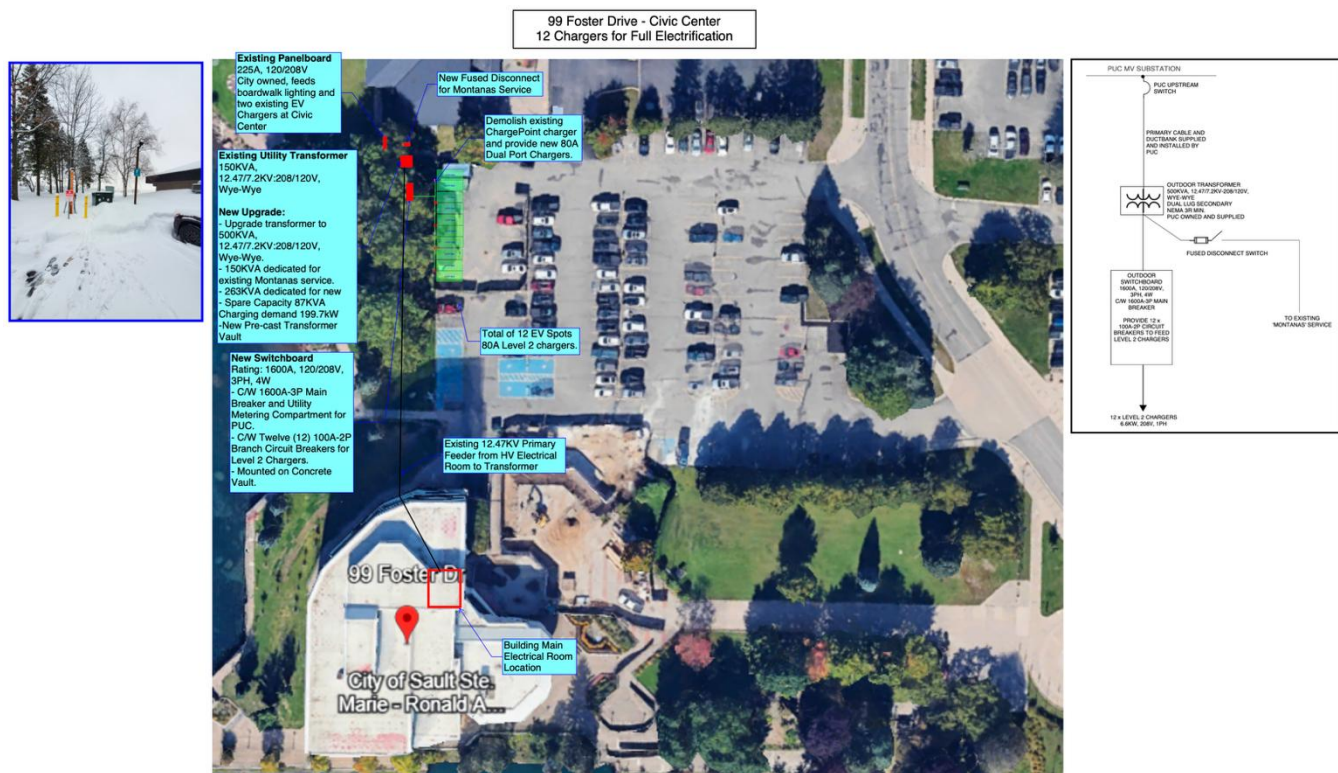


Figure 4-12c: Concept Design – Civic Centre – 99 Foster Drive ($12 \times 80A$ Level 2 chargers, reduced charger-to-vehicle ratio, requiring a new 500 kVA utility transformer)

The overall infrastructure budget estimate (including charger hardware and installation) for this design is approximately \$551,000, which represents a 43% reduction compared to the ~\$965,000 baseline 80A budget, and a further ~29% reduction (approximately \$225,000) compared to the 48A alternative. The key contributors to savings versus the baseline design are:

- Reduced charger hardware (16 fewer chargers at 80A): ~\$48,000
- Reduced transformer size (500 kVA versus 750 kVA): ~\$57,000
- Reduced civil works (bollards, concrete pads, excavation) from fewer charger installations: ~\$177,000
- Reduced electrical wiring and conduit from fewer circuit runs: ~\$68,000

Further details on the budget breakdown are provided in [Appendix F.4](#). The primary trade-off compared to the full 28-charger design is that, with 12 ports serving 28 vehicles, not all vehicles can be plugged in on any given night, so some will need to go more than one day without charging on a rotating basis. This is feasible at 99 Foster Dr because all BEV replacement models assumed at this site have sufficient battery capacity to operate for multiple days before requiring an overnight recharge at 80A (see [Table 4-7](#) and [Section 4.4.4](#)), but requires disciplined management of overnight parking and charging assignments to ensure vehicles are charged within their battery capacity limits. If these conditions can be met, this option offers the largest single-site cost reduction of any design alternative assessed at 99 Foster Dr. Full fleet-wide budget estimates for a reduced charger-to-vehicle ratio scenario are provided in [Appendix G](#).

4.5 Public Works and Parks – 128 Sackville Road

4.5.1. Site Overview

The Public Works facility at 128 Sackville Road is the largest site in scope, housing vehicles from the Public Works department (38 vehicles) and Parks department (14 vehicles that are assigned to park here), for a total of 52 light-duty vehicles. The facility operates 24/7 with three shifts, running up to 6 vehicles per shift. Vehicles travel 100-200 km per day, with tow-class vehicles reaching up to 350 km per shift during winter snow removal operations. An existing ChargePoint dual-port Level 2 charger is installed on site, and the City received a Chevrolet Silverado 1500 EV in 2025, with a second unit on order for 2026.

[Figure 4-13](#) shows the replacement plan for all vehicles assigned to 128 Sackville Rd, and [Figure 4-14](#) shows the breakdown by department. The replacement plan for this site is tabulated in [Table D-6](#).

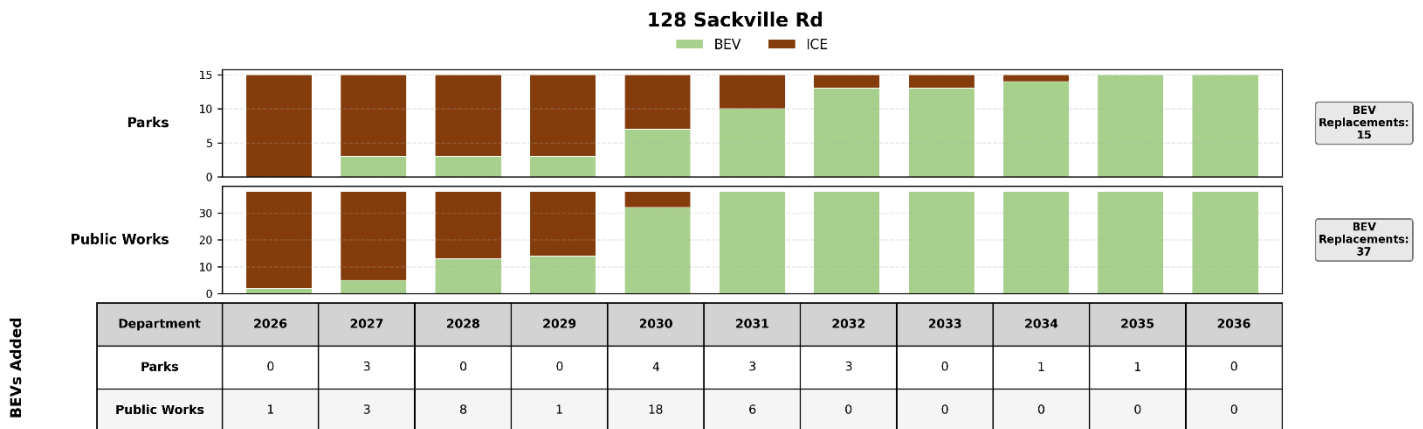
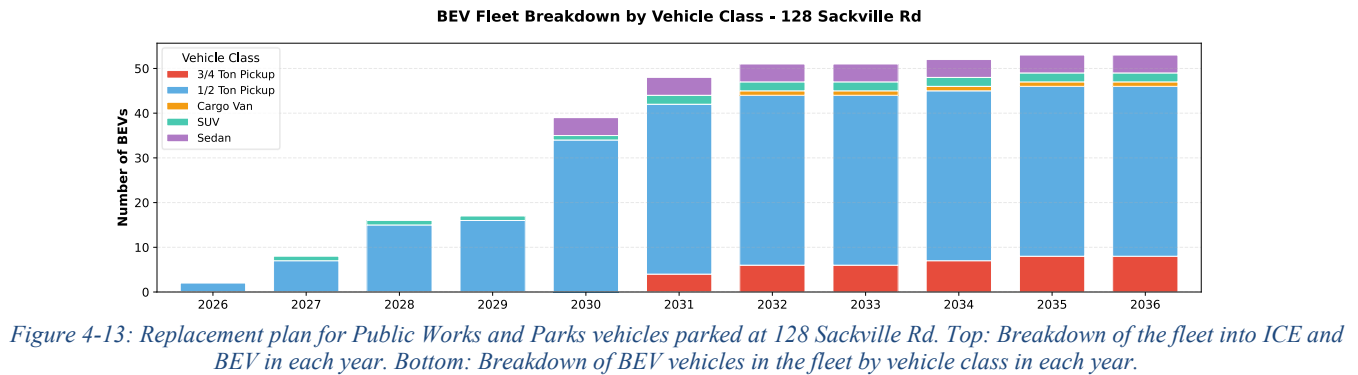
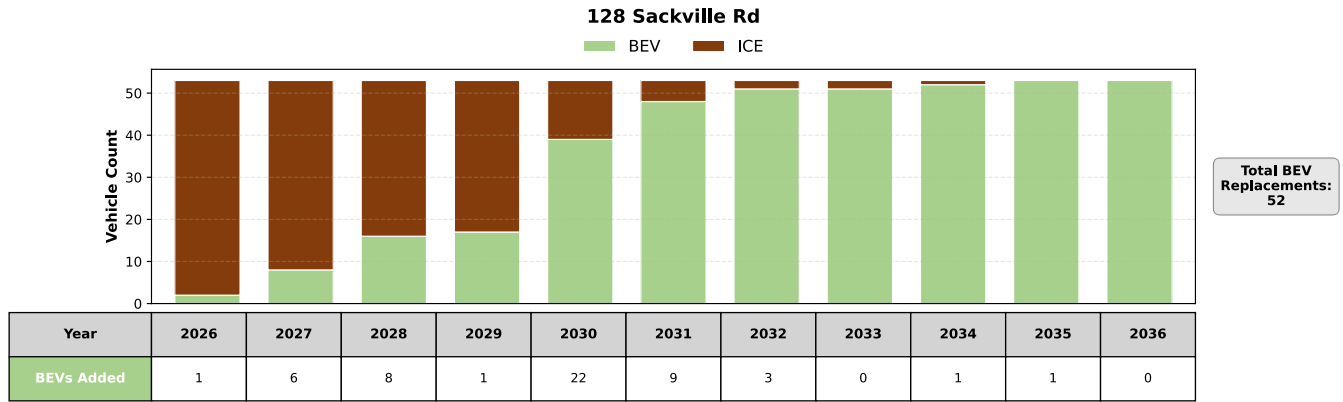


Figure 4-14: Replacement plan by department for Public Works and Parks vehicles parked at 128 Sackville Rd

4.5.2. Current Electrical Infrastructure

The facility has a 600A, 600V main switchboard. Based on interval data, the existing building peak load is 146 kW, with a usable building capacity of 449 kW (after applying 80% continuous loading and 0.9 power factor). The available building capacity with 20% buffer is approximately 274 kW.

4.5.3. EV Charging Demand

The load calculation in [Appendix A.4](#), summarized in [Table 4-8](#), shows the existing service can support up to 16 high-power (80A) Level 2 chargers, 27 mid-power (48A) chargers, or 41 low-power (32A) chargers within existing capacity at a 1:1 charger to vehicle ratio. As the site hosts 52 vehicles, a service upgrade will ultimately be needed to support full electrification.

Table 4-8: Summary of present building service and maximum chargers that can be supported at 128 Sackville Rd

Building Capacity	Peak Load	Available Capacity (Including Buffer)	Maximum Chargers that can be Supported with Present Service		
			32A	48A	80A
624 kVA	146 kW	274 kW	41	27	16

As shown in [Table E-4](#), 80A charging is needed to fully recharge the ¾ ton pickup trucks (“Future Heavy Duty EV Trucks”) during the 16h dwell time, and the other vehicles could recharge overnight at 32A if needed.

[Figure 4-15](#) illustrates the number of chargers needed at the site in each year based on the replacement plan, along with the peak charging load at each charger rating, or to recharge all BEVs in the fleet during their overnight dwell time with load management. Regardless of the charger rating selected (or if load management is used), an electrical service upgrade is recommended by 2030 to support full electrification.

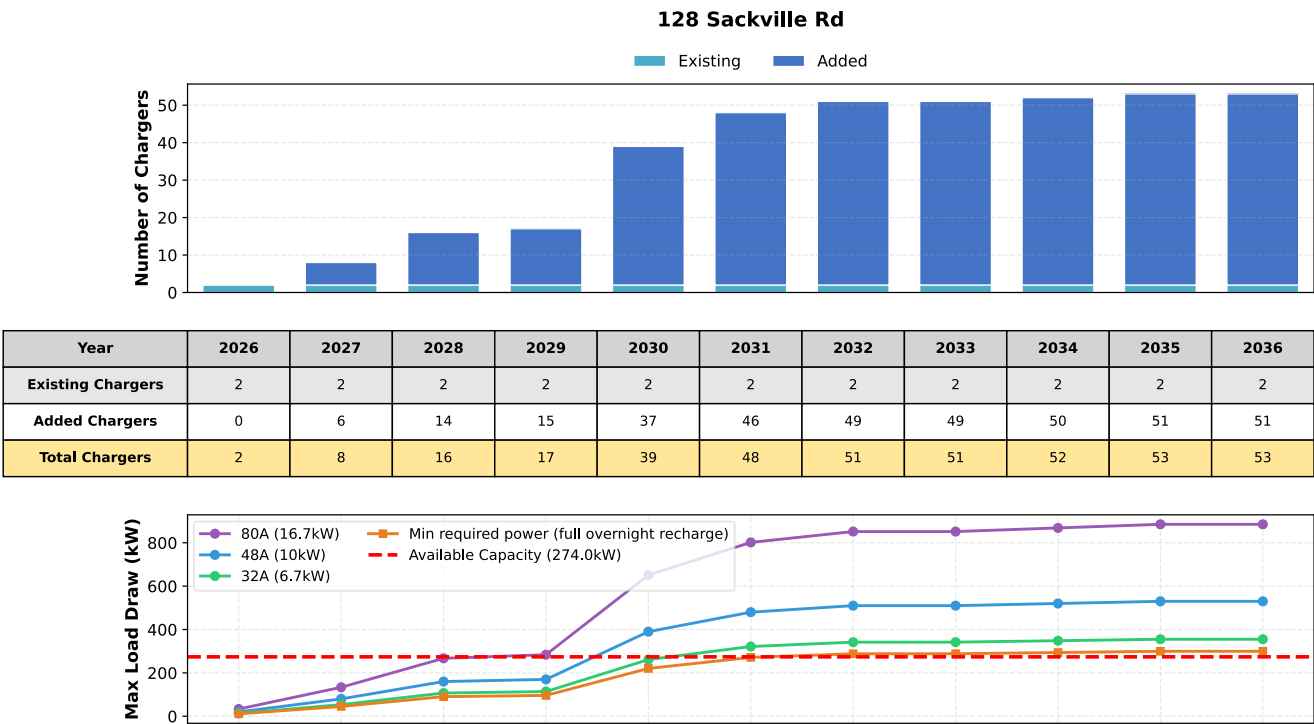


Figure 4-15: Top: Number of chargers needed in each year to support BEV replacements for Parks and Public Works vehicles at 128 Sackville Rd based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load management), along with available electrical capacity with the building’s current service (red dashed line)

4.5.4. Cost Reduction Opportunities

[Table 4-9](#) summarizes the minimum power required to recharge each assumed BEV replacement model operating at 128 Sackville Rd, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-9](#), the City could explore cost-saving opportunities at this site by reducing charger ratings to as low as 32A for all vehicle models except the Future Heavy Duty EV truck, which requires 80A under current assumptions, and reducing the charger-to-vehicle ratio from 1:1 to as low as 19:26 (1:1.4). Similar to 99 Foster, there is also an opportunity to reduce the 1000 kVA utility transformer size to as low as 500 kVA through load management and/or reduced ratings (see bottom panel of [Figure 4-15](#)).

Load management could also be used to minimize utility demand charges at this site (details in [Section 7.2.1](#)).

Table 4-9: Minimum power required to recharge each assumed BEV replacement model at 128 Sackville Rd, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Silverado EV	38	80	16.0	32A	1.7
Ford E-Transit	1	90	16.0	32A	1
Future Heavy Duty EV Truck	8	175	16.0	80A	1
Hyundai Ioniq 6	4	40	16.0	32A	1.1
Kia EV9	2	52	16.0	32A	1.2
Site Average	–	90.5	16.0	32A-80A	1.4

4.5.5. Concept Design: Three Phases

The concept design for 128 Sackville Rd is structured in three phases, bringing the site to a full buildout of 52 Level 2 chargers (retaining one existing charging port) with a total connected demand of 868.4 kW. The phasing is driven by both vehicle type and replacement timing: Phases 1 and 2 serve the light-duty vehicles (smaller than $\frac{3}{4}$ -ton pickup trucks) that are scheduled for near-term replacement, while Phase 3 serves the $\frac{3}{4}$ -ton pickup trucks and cargo vans, which are contingent on the commercial availability of compatible BEV models. Phase 1 can be delivered within the existing electrical service capacity; Phases 2 and 3 require a utility service upgrade.

The PUC upgrade process should be initiated during Phase 1 to ensure the necessary infrastructure is in place ahead of the Phase 2 build-out.

The facility building is aging and does not have elevator access; the long-term future of this asset may influence the timing and scope of the service upgrade strategy.

Phase 1 (2026)

Phase 1 installs 16 new 80A Level 2 charging ports to serve the first 16 light-duty vehicle replacements, delivered via 7 dual-port and 2 single-port pedestal units (240V, 1PH, 80A, 16.7 kW per connection) with bollard protection. The feeders route from the existing 600A, 600/347V switchboard on the second floor – utilizing one spare 150A, 3-pole circuit breaker to limit downstream load – through a NEMA 3R junction box on the north exterior wall (transitioning from indoor EMT to exterior RPVC conduit with all penetrations fire-sealed and core-and-fire-sealed through the floor to Level 1), and connect to a new customer-owned 300 kVA, 600V–208/120V Delta-Wye transformer and an 800A, 208/120V 3-phase, 4-wire panelboard (16 × 100A dual circuit breakers), both installed on new concrete platforms in the parking lot. A single trench and cable run is used for all Phase 1 conduits. Load management is applied across all chargers, capping site demand at 140 kW against a full connected load of 267.2 kW. The existing dual-port charger is assumed to be replaced.

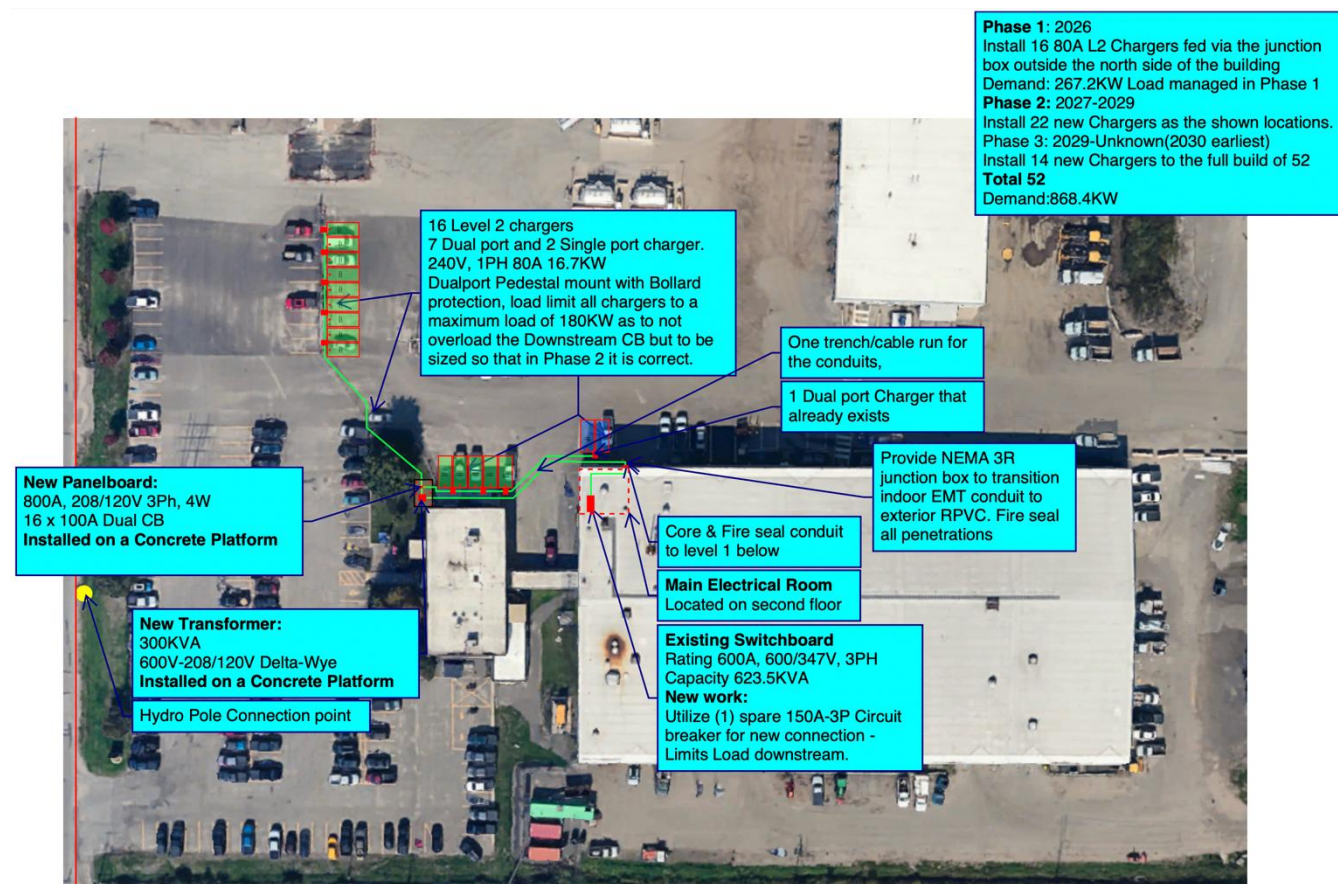


Figure 4-16a: Phase 1 Concept Design – Public Works and Parks – 128 Sackville Road

Phase 2 (2027–2029)

Phase 2 adds 22 new 80A Level 2 charging connections to serve the remaining light-duty vehicle replacements. The utility service upgrade, including pre-trenched conduit stub-ups for Phase 3, must be completed before Phase 2 chargers are commissioned. A new utility-owned 1000 kVA, 13.8 kV–600V, Delta-Wye 3PH 4W transformer and a new 1200A, 600V main service entrance switchboard (with metering equipment) are installed on concrete pads. The Phase 1 transformer is re-fed from the new main service entrance switchboard. Two new distribution subsystems serve the additional charger locations: a 300 kVA, 600–208/120V Delta-Wye transformer with a 1000A, 208/120V 3PH 4W panelboard on a concrete pad, feeding 8 dual-port and 1 single-port pedestal-mounted chargers with bollard protection; and a 112.5 kVA, 600–208/120V Delta-Wye transformer mounted on unistrut at elevation (with three 6-inch grade bollards) with a 400A, 208/120V 3PH 4W panelboard installed directly below, feeding 2 dual-port and 1 single-port wall-mounted chargers installed 1 m above finished floor. 600V cable runs are wall-mounted between distribution points.

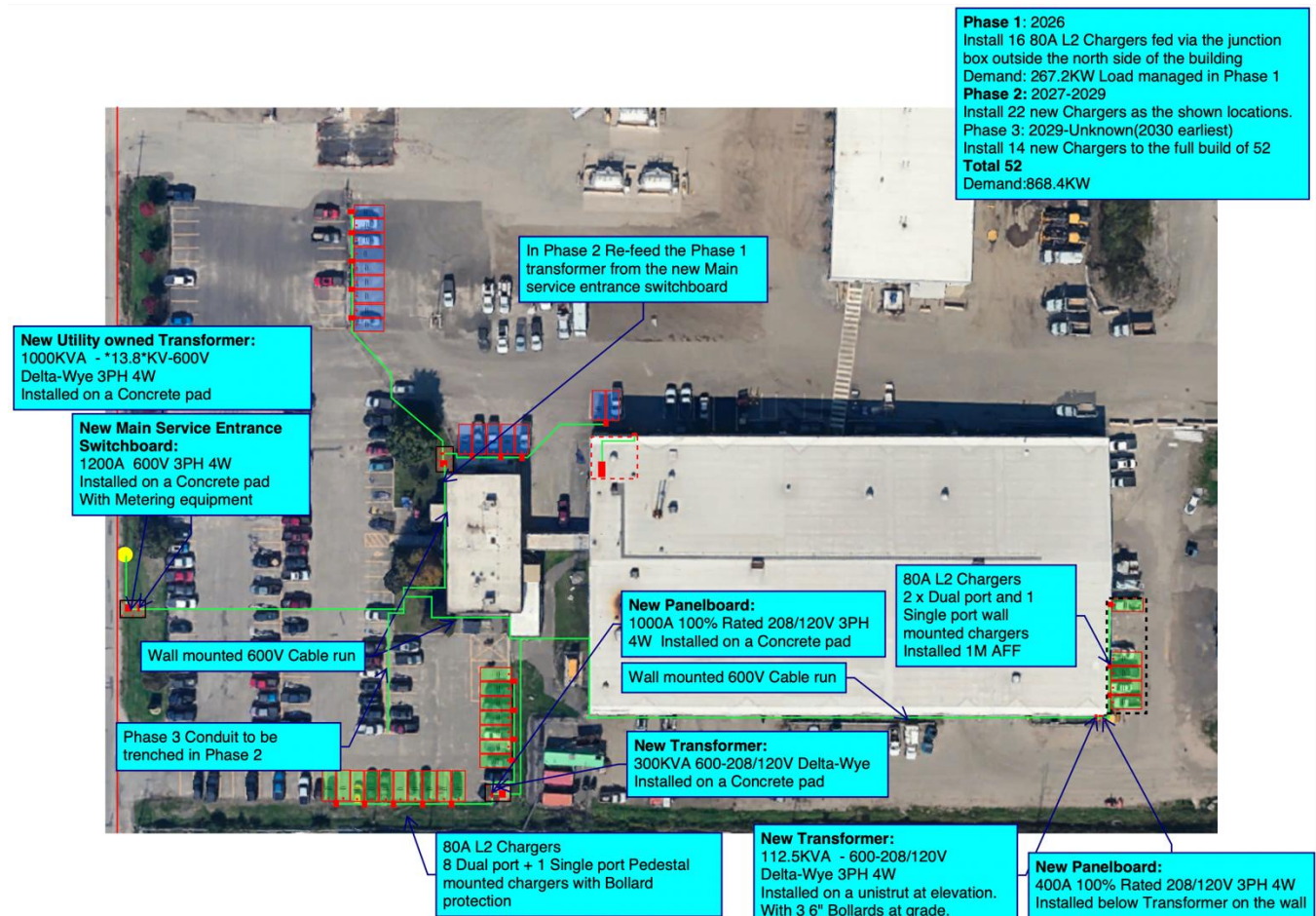


Figure 4-16b: Phase 2 Concept Design – Public Works and Parks – 128 Sackville Road

Phase 3 (2029–2030+)

Phase 3 adds the final 14 new 80A Level 2 charging connections to serve the ¾-ton pickup trucks and cargo vans, completing the site build-out of 52 new charging ports. The chargers are delivered via 7 dual-port pedestal units, fed from a new 300 kVA, 600–208/120V Delta-Wye transformer and a 1000A, 208/120V 3PH 4W panelboard installed on a concrete pad adjacent to the transformer. The timing of Phase 3 is contingent on the commercial availability of compatible BEV models for heavier-duty fleet applications, with 2030 identified as the earliest anticipated start date.



Figure 4-16c: Phase 3 Concept Design – Public Works and Parks – 128 Sackville Road

4.6 Fire Department – 72 Tancred St

4.6.1. Site Overview

Fire Station 1 at 72 Tancred Street is the primary fire hall, with 13 light-duty vehicles. The vehicles normally operate between 8am and 4pm with fixed routes and mostly city driving, up to 100km/day. However, fire operations require 24/7 vehicle readiness with unpredictable dispatch patterns.

Three vehicles have been identified as strong initial candidates for electrification: the public education vehicle, the emergency management vehicle, and one additional vehicle with stable, predictable operations. The fire department is currently undergoing a generator replacement project, which opens the generator room for potential EV charging distribution. A roof replacement is also planned.

The replacement plan for vehicles parked at 72 Tancred St is visualized in [Figure 4-17](#) and tabulated in [Table D-7](#).

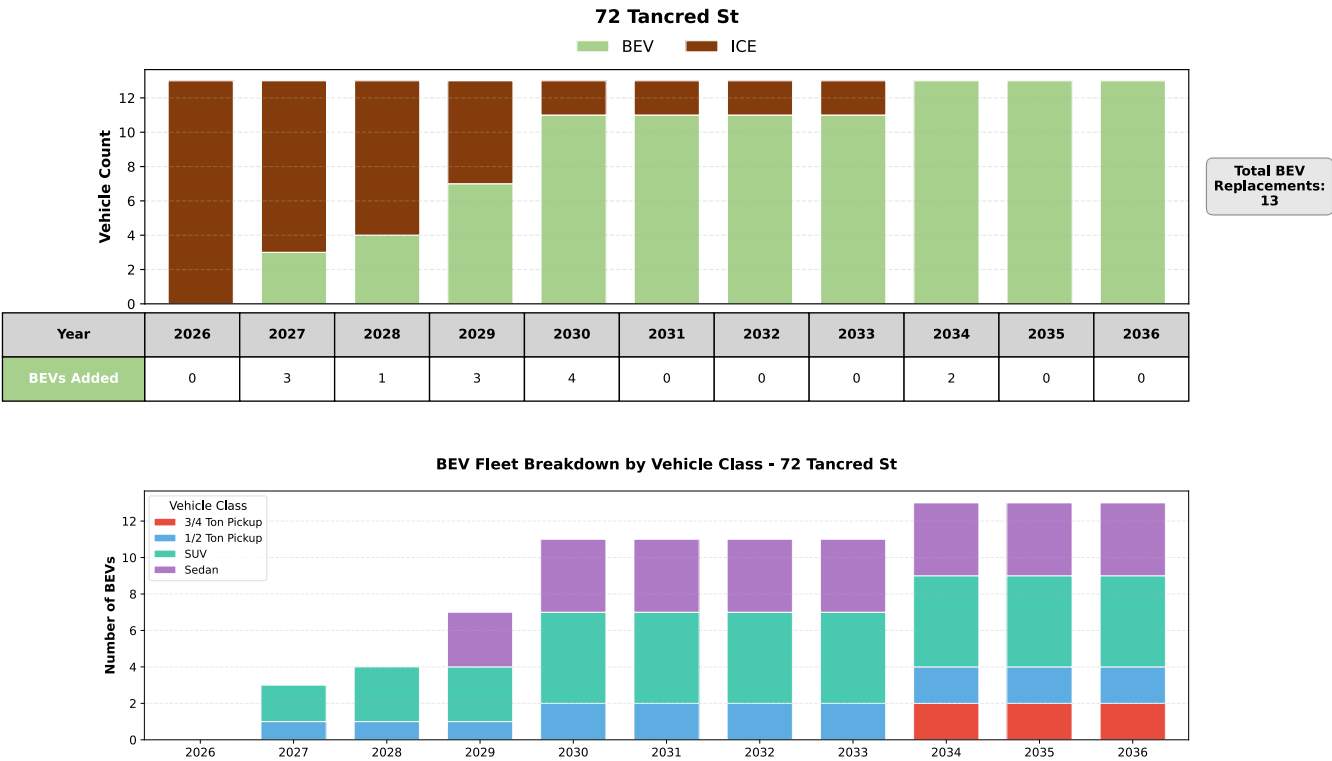


Figure 4-17: Replacement plan for Fire vehicles parked at 72 Tancred St Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

4.6.2. Current Electrical Infrastructure

The facility has a 120/208V, 800A main switchboard. Based on interval data, the existing building peak load is only 38 kW, with a usable building capacity of 156 kW. The available capacity with 20% buffer is approximately 110 kW.

4.6.3. EV Charging Demand

For 13 vehicles at 80A (16.7 kW each), the total charging load would be approximately 216 kW, exceeding available capacity. The load calculation in [Appendix A.5](#), summarized in [Table 4-10](#) shows that within the existing electrical service, the facility can support 6 high-power (80A) chargers, 11 mid-power (48A) chargers, or 16 low-power (32A) chargers.

Table 4-10: Summary of present building service and maximum chargers that can be supported at 72 Tancred St

Building Capacity	Peak Load	Available Capacity (Including Buffer)	Maximum Chargers that can be Supported with Present Service		
			32A	48A	80A
216 kVA	38 kW	110 kW	16	11	6

As shown in [Table E-5](#), all vehicles can fully recharge during the 16h off-shift time at all ratings assuming a maximum daily driving distance of 100km. However, 80A charging is recommended given the need for 24/7 availability.

[Figure 4-18](#) illustrates the number of chargers needed at the site in each year based on the replacement plan, along with the peak charging load at each charger rating, or to recharge all BEVs in the fleet during their overnight dwell time with load management. At 80A (16.7kW) or 48A (10kW) charging speeds, an electrical service upgrade will be needed by 2030 to support full fleet electrification. However, this service upgrade could be avoided by either reducing charger ratings to 32A or using load management to keep the peak load within the available capacity of 110 kW.

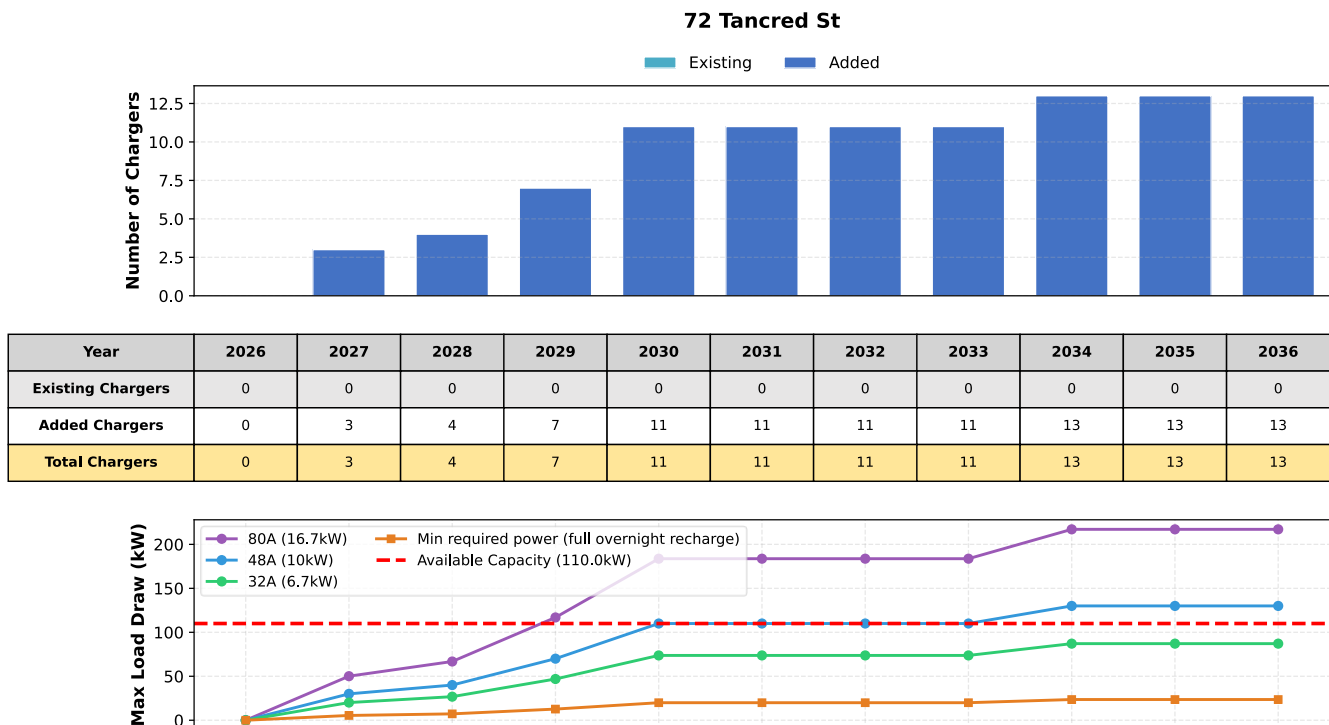


Figure 4-18: Top: Number of chargers needed in each year to support BEV replacement Fire vehicles at 72 Tancred St based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load management), along with available electrical capacity with the building's current service (red dashed line)

4.6.4. Cost Reduction Opportunities

[Table 4-11](#) summarizes the minimum power required to recharge each assumed BEV replacement model operating at 72 Tancred St, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-11](#), the City could explore cost-saving opportunities at this site by reducing charger ratings to as low as 32A, and reducing the charger-to-vehicle ratio from 1:1 to as low as 6:13 (1:2.2). As discussed above, the electrical service upgrade could be avoided either by reducing charger ratings to 32A or using load management to keep the peak load within the available capacity of 110 kW. Load management is also recommended at this site to minimize utility demand charges (details in [Section 7.2.1](#)).

Table 4-11: Minimum power required to recharge each assumed BEV replacement model at 72 Tancred St, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Bolt	1	25	16.0	32A	2.1
Chevrolet Silverado EV	2	40	16.0	32A	3.4
Future Heavy Duty EV Truck	2	50	16.0	32A	2.7
Hyundai Ioniq 6	6	20	16.0	32A	2.1
Kia EV9	2	26	16.0	32A	2.3
Site Average	–	29	16.0	32A	2.4

4.6.5. Concept Design: Three Phases

The concept design for 72 Tancred Street is structured in three phases, reaching a full build of 13 Level 2 chargers at a total connected demand of 217.1 kW. Phase 1 is sized to operate within the existing electrical service; Phases 2 and 3 require a utility service upgrade. The phasing follows vehicle type: Phase 1 serves the first six light-duty BEV replacements (vehicles smaller than $\frac{3}{4}$ -ton pickup trucks); Phase 2 completes electrification of the remaining light-duty vehicles and reserves one additional charger position for the $\frac{3}{4}$ -ton trucks; and Phase 3 installs the final charger for the remaining $\frac{3}{4}$ -ton truck, subject to compatible BEV model availability. The utility service upgrade for Phase 2 follows the preferred approach of installing a separate, dedicated outdoor service for EV charging via a new pad-mounted transformer fed from the existing PUC overhead primary. This avoids modifications to the building electrical system, allows the service to be right-sized for EV loads, and enables separate metering of charging.

Phase 1 (2026)

Phase 1 installs three (3) dual-port, 80A Level 2 chargers with concrete bollard protection to serve the first 6 light-duty BEV replacements, covering the three identified EV-ready vehicles (public education, emergency management, and one additional light-duty vehicle) plus three forward positions for upcoming replacements. The feeders route from the main electrical room, through a core-and-fire-sealed conduit transition into the garage, along the roofline, and down to ground level, passing through a NEMA 3R junction box that transitions indoor EMT conduit to exterior RPVC with all penetrations fire-sealed. A new 400A, 208/120V 3PH 4W panelboard – equipped with a 400A 3-pole main breaker and six 100A 2-pole branch circuit breakers – is mounted on a Unistrut frame bolted to a concrete pad to serve the chargers. The existing 800A, 208/120V 3PH 4W main switchboard has sufficient capacity to accommodate this load within the available building service headroom.

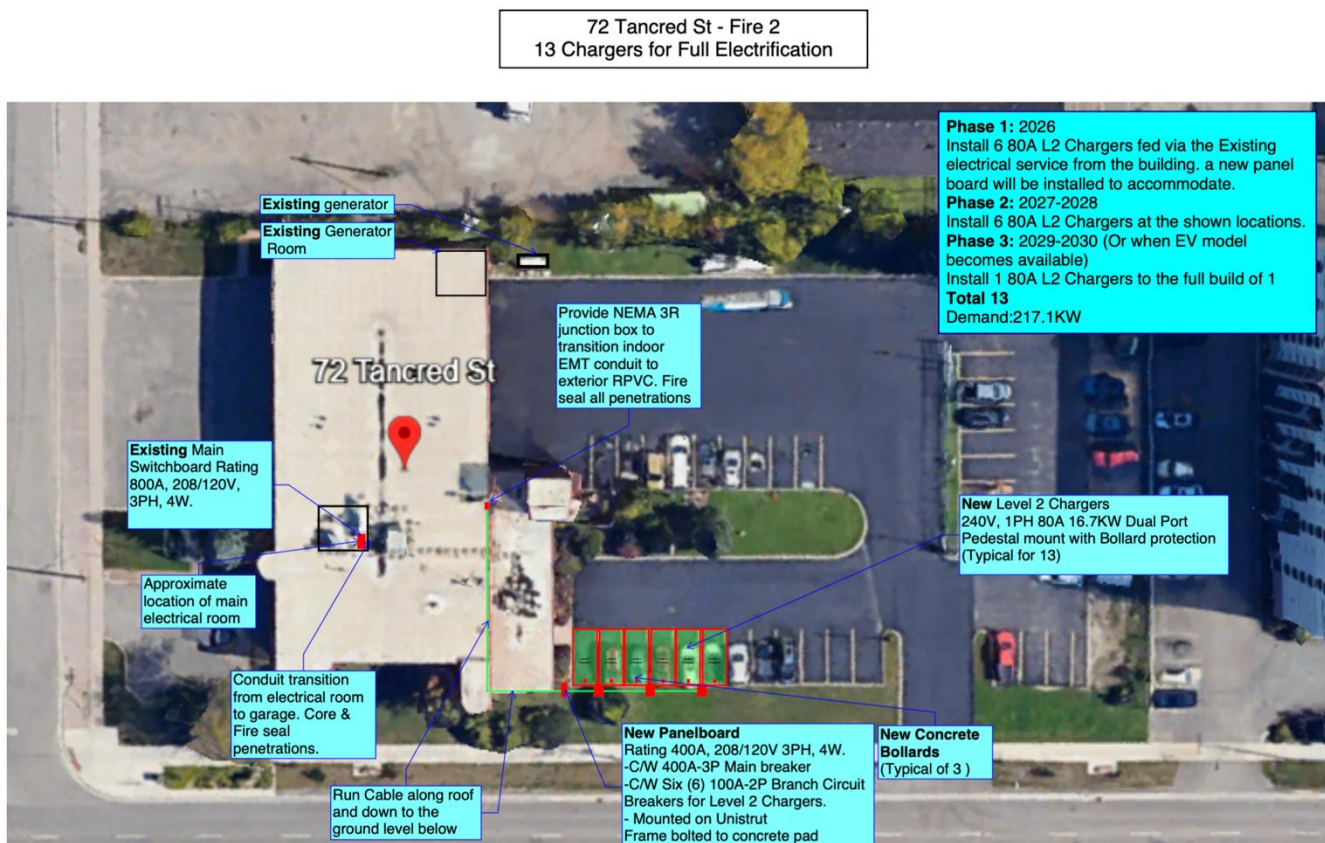


Figure 4-19a: Phase 1 Concept Design – Fire Department – 72 Tancred St

Phase 2 (2027–2028)

Phase 2 adds three (3) more dual-port 80A Level 2 chargers (12 charging ports in total), completing electrification of the remaining five (5) light-duty vehicles and providing one additional charger position in reserve for the future $\frac{3}{4}$ -ton truck replacement. This phase is enabled by the installation of a new utility pad-mounted transformer, supplied from the existing

PUC overhead primary via a pole riser (primary voltage assumed 12.47/7.2 kV, 3PH 4W grounded-wye; secondary 208Y/120V, 3PH 4W, a 12.47-208V transformer configuration to be confirmed with PUC). The Phase 1 400A panelboard and outer wall/roofline cabling are decommissioned and removed. A new 1000A, 120/208V 3PH 4W panelboard (1000A 3-pole main breaker, 100% rated; six 100A 2-pole branch circuit breakers; one spare 100A 1-pole branch circuit breaker reserved for Phase 3) is mounted on a Unistrut frame bolted to a concrete pad. Phase 2 site demand is 200.4 kW.



Figure 4-19b: Phase 2 Concept Design – Fire Department – 72 Tancred St

Phase 3 (2029–2030, or when ¾-ton BEV models become available)

Phase 3 adds one single-port 80A Level 2 charger in the far parking lot to complete the electrification of the remaining ¾-ton pickup truck, bringing the site total to 13 charging ports and a full connected demand of 217.1 kW. The charger is served by the spare 100A 2-pole branch circuit breaker reserved in the Phase 2 panelboard, requiring no additional distribution equipment. The timing of Phase 3 is contingent on the commercial availability of compatible ¾-ton BEV truck models, with 2029–2030 identified as the anticipated window.

72 Tancred St - Fire 2
13 Chargers for Full Electrification



Figure 4-19c: Phase 3 Concept Design – Fire Department – 72 Tancred St

4.7 Fire Department – 65 Old Garden River Road

4.7.1. Site Overview

Fire Station 2 at 65 Old Garden River Road houses one light-duty vehicle identified for electrification: the training officer's vehicle, which is due for replacement in 2028 and parks inside Garage B adjacent to the main building. It was noted during the site visit that the vehicle could transition from a 3/4 ton to a 1/2 ton truck. An emergency management coordinator's vehicle also parks here occasionally, but is primarily based at City Hall.

The replacement plan for the truck parked at 65 Old Garden River Rd is visualized in [Figure 4-20](#) and tabulated in [Table D-8](#).

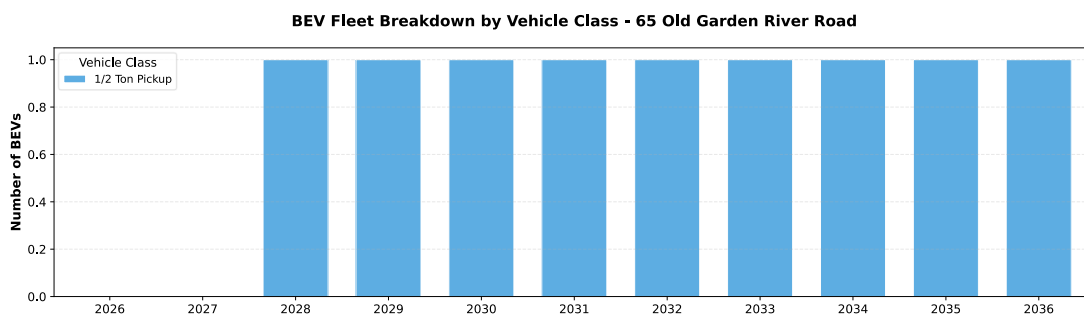
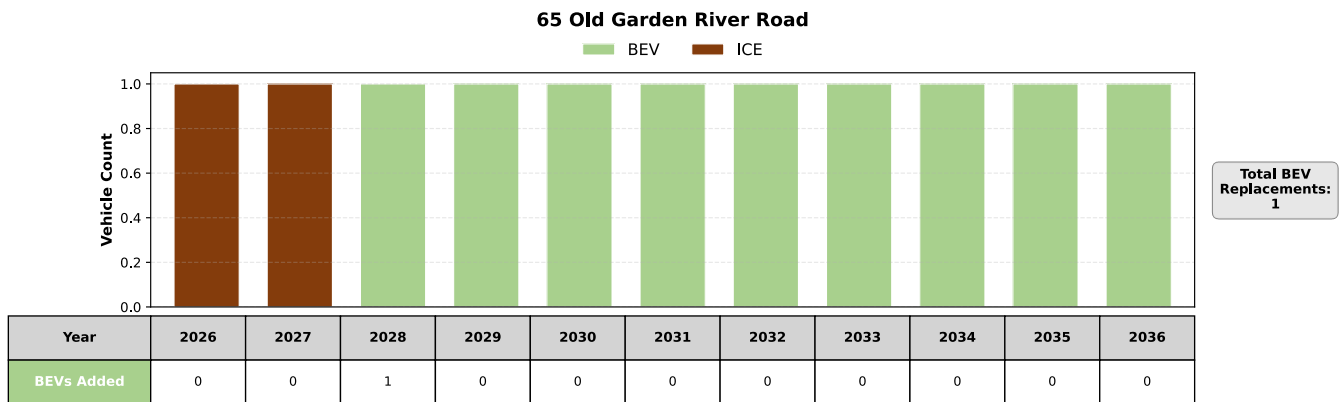


Figure 4-20: Replacement plan for Fire vehicle parked at 65 Old Garden River Road. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

4.7.2. Current Electrical Infrastructure

The facility has a 300kVA transformer feeding several panelboards in Garage B where the truck parks. While the existing demand of the facility is unknown, it is assumed that there is sufficient capacity available to supply one charger (up to 16.7 kW of power draw) given the large facility capacity of 300kVA. A load meter was installed on panelboard G in Garage B for one week, and reported a maximum load of 3.5kW, indicating there is also ample room available to supply the charger from this panelboard.

4.7.3. EV Charging Demand

As shown in [Table E-6](#), the truck parked at 65 Old Garden River Rd is expected to be able to fully recharge during the 16h off-shift time at all ratings assuming a maximum daily driving distance of 100km. However, following the same approach as 72 Tancred, 80A charging is recommended given the need for 24/7 availability.

[Figure 4-21](#) shows the requirement for one charger to charge the truck once it's electrified in 2028, along with the maximum load that this charger would draw for each charger rating, or to the truck during its overnight dwell time with load management.

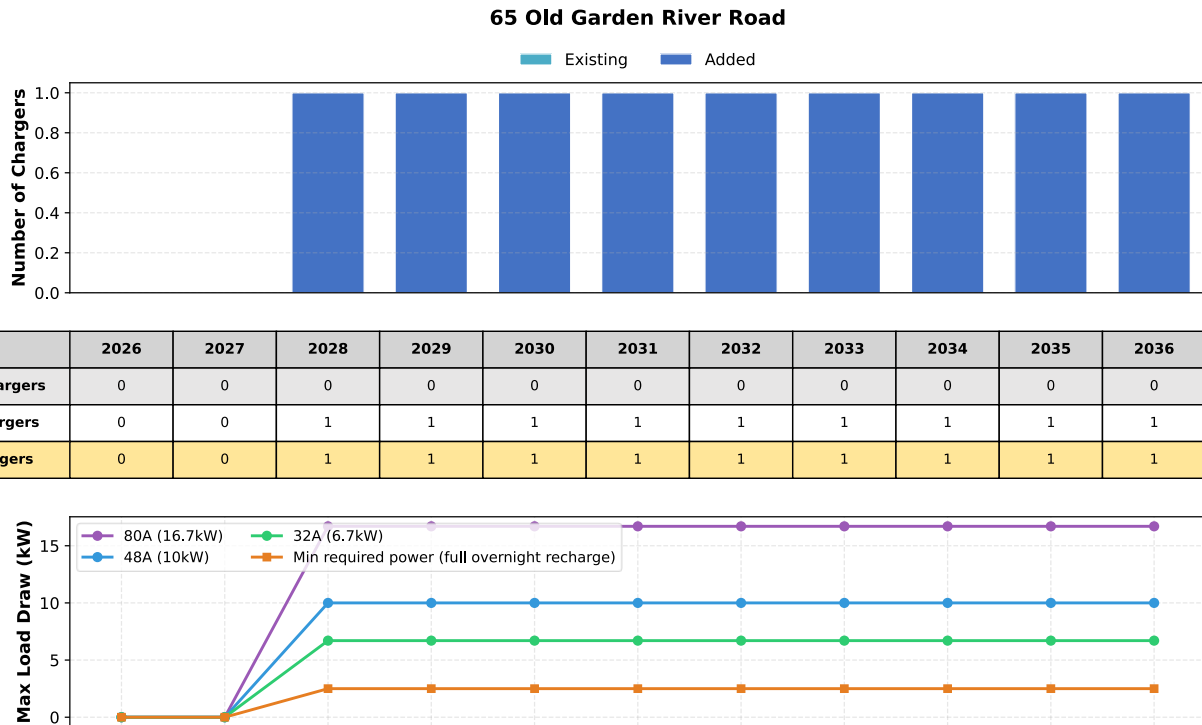


Figure 4-21: Top: Number of chargers needed in each year to support BEV replacements for Fire Department vehicles at 65 Old River Garden Road based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load management)

4.7.4. Cost Reduction Opportunities

[Table 4-12](#) summarizes the minimum power required to recharge the assumed Chevrolet Silverado EV replacement at 65 Old Garden River Rd, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-12](#), the City could explore cost-saving opportunities at this site by reducing the charger ratings to as low as 32A (no charger-to-vehicle ratio reduction is possible as there is only one vehicle at the site).

Table 4-12: Minimum power required to recharge the assumed Chevrolet Silverado EV replacement vehicle at 65 Old Garden River Rd, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Silverado EV	1	40	16.0	32A	3.4

4.7.5. Concept Design: Single Phase (2027)

The concept design provides one single-port, pedestal-mounted 80A Level 2 charger (240V, 1PH, 80A, 16.6 kW) to serve the single training officer's vehicle that parks at this site, which is due for replacement in 2028. The charger is fed from the existing Panelboard G in Garage B (rated 225A, 120/208V max 240V, 3PH 4W), which has confirmed spare capacity based on the measured peak building load of 3.5 kW. The only electrical work required is the addition of one new 100A, 1-pole circuit breaker in Panelboard G. No new distribution equipment, transformer upgrades, or utility coordination is needed.

556 Goulais Ave - Northern Community Center
4 Chargers

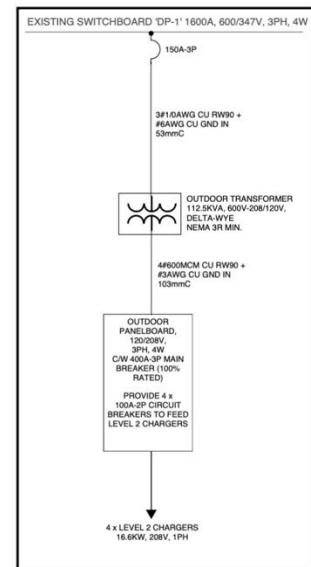
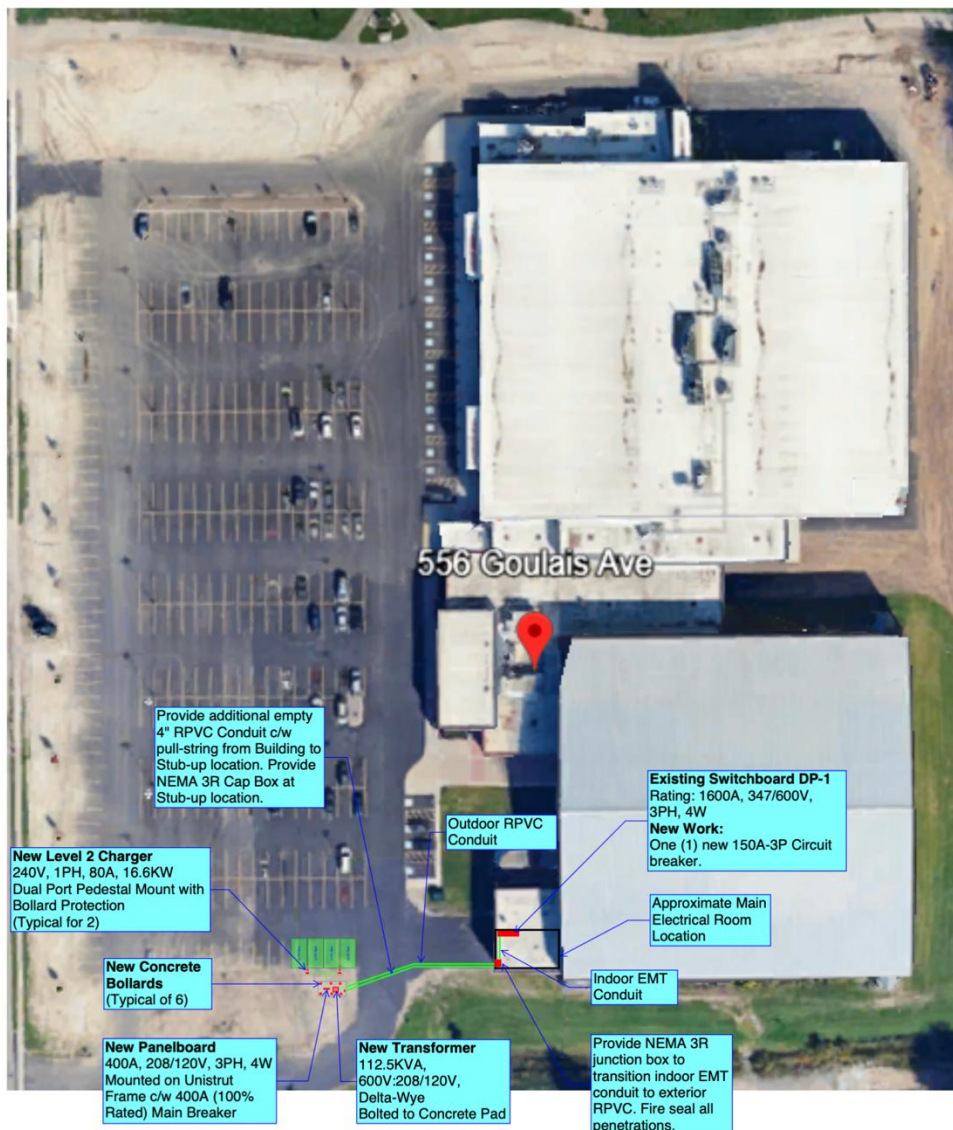


Figure 4-22: Concept Design – Fire Department – 65 Old Garden River Road

4.8 Northern Community Centre – 556 Goulais Avenue

4.8.1. Site Overview

The Northern Community Centre at 556 Goulais Avenue serves as a public facility. Unlike the other sites that serve the City’s fleet vehicles, these chargers will serve public EV users. The City will charge users a per-kWh rate for public EV charging at this site.

4.8.2. Current Electrical Infrastructure

The Northern Community Centre is served by a 1000 kVA transformer feeding the main switchboard, designated DP-1, which is located in the electrical room near the front of the building. The switchboard is a Schneider Electric QED switchgear assembly (CSA C22.2 No. 31) rated 1600A, 600/347V, 3PH, 4W, with a 50 kA interrupting capacity and an existing Micrologic electronic trip unit with integrated power monitoring. The switchboard has an arc flash incident energy of 12.64 cal/cm² at 600 V.

Site photos of the switchboard nameplate and distribution section provided by NCC facilities staff confirm that the switchboard has spare breaker positions available, including a 400A-frame prepared space, that are suitable for installing the new 150A, 3-pole circuit breaker required to feed the EV charging transformer. No switchboard replacement or main service upgrade is required for the proposed installation.



Figure 4-23: Photos of the switchboard nameplate (left) and distribution section (right) collected by NCC facilities staff

4.8.3. EV Charging Demand

The load calculation in [Appendix A.6](#), summarized in [Table 4-13](#), shows the existing service can support up to 4 high-power (80A) Level 2 chargers, 7 mid-power (48A) chargers, or 11 low-power (32A) chargers.

Table 4-13: Summary of present building service and maximum chargers that can be supported at 556 Goulais Ave

Building Capacity	Peak Load	Available Capacity (Including Buffer)	Maximum Additional Chargers that can be Supported with Present Service		
			32A	48A	80A
1000 kVA	537 kW	76 kW	11	7	4

Four Level 2 public chargers are proposed. Given the public-facing nature and shorter dwell times, high-power charging (80A) is recommended to provide noticeable charge increases during 1-2 hour visits.

4.8.4. Concept Design: Single Phase

Following consultation with the City's Planning department and senior leadership, four public-use chargers are proposed next to the greenspace on the south side of the building, which preserves the existing accessible parking layout for seniors and other users. This location also maintains a short and cost-effective conduit run from the main electrical room.

The concept design installs two dual-port, 80A Level 2 charger pedestals (240V, 1PH, 80A, 16.6 kW per connection, four charging connections total) with concrete bollard protection (six bollards typical). The chargers are fed from a new 400A, 208/120V 3PH 4W outdoor panelboard, mounted on a Unistrut frame with a 400A 3-pole 100%-rated main breaker and four 100A 2-pole branch circuit breakers, which is supplied by a new 112.5 kVA, 600V-208/120V Delta-Wye transformer bolted to a concrete pad. The transformer is fed from the existing DP-1 switchboard (1600A, 347/600V, 3PH 4W) via one new 150A 3-pole circuit breaker. Conduit runs from the electrical room in indoor EMT, transitions to outdoor RPVC through a NEMA 3R junction box at the building exterior (all penetrations fire-sealed), and continues to the charger locations. An additional empty 4" RPVC conduit with pull-string is stubbed from the building to a capped NEMA 3R box at a future expansion location, allowing additional chargers to be added without further civil work.

556 Goulais Ave - Northern Community Center
4 Chargers

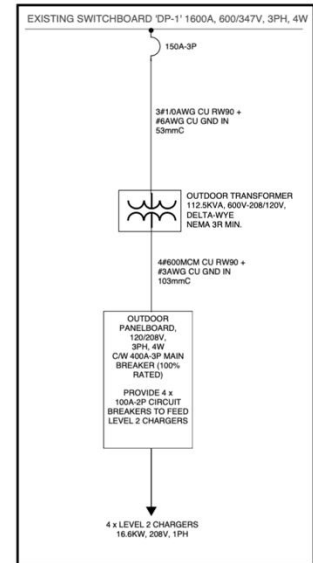
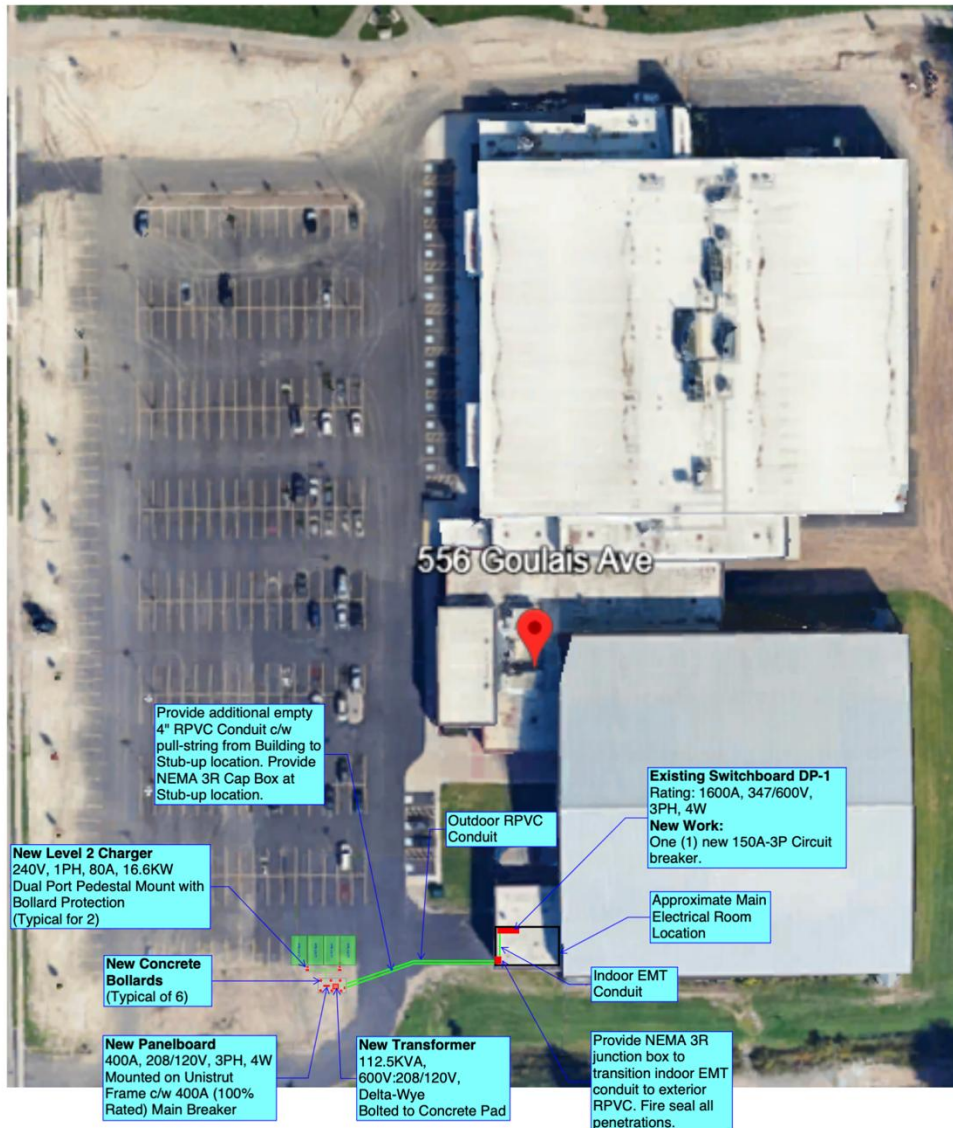


Figure 4-24: Concept Design – Northern Community Centre – 556 Goulais Avenue

4.9 Parks – 41 Lake St

4.9.1. Site Overview

The Parks facility at 41 Lake St is a greenhouse and yard operation that houses one light-duty fleet vehicle year-round: a ½-ton pickup truck (Chevrolet Silverado 1500, 2023 model, due for BEV replacement in 2027). A second vehicle originally assigned to this site — a ¾-ton Ford F-250 (2024 model, due for replacement in 2029) — is proposed to charge at the nearby 99 Foster Dr. This proposal is made because the existing panelboard at 41 Lake Street has limited capacity for two 80A chargers, making it impractical to install two chargers without a service upgrade. If both vehicles are required to charge at 41 Lake Street in the future, load management or reduced

charger ratings could be explored as an option to operate two chargers within the existing service capacity.

The truck parked at 41 Lake St is assumed to have the same operational profile as other Parks vehicles, driving up to 200km per day and parking overnight with a 16h dwell time.

The replacement plan for the vehicle parked at 41 Lake Street is visualized in [Figure 4-25](#) and tabulated in [Table D-9](#).

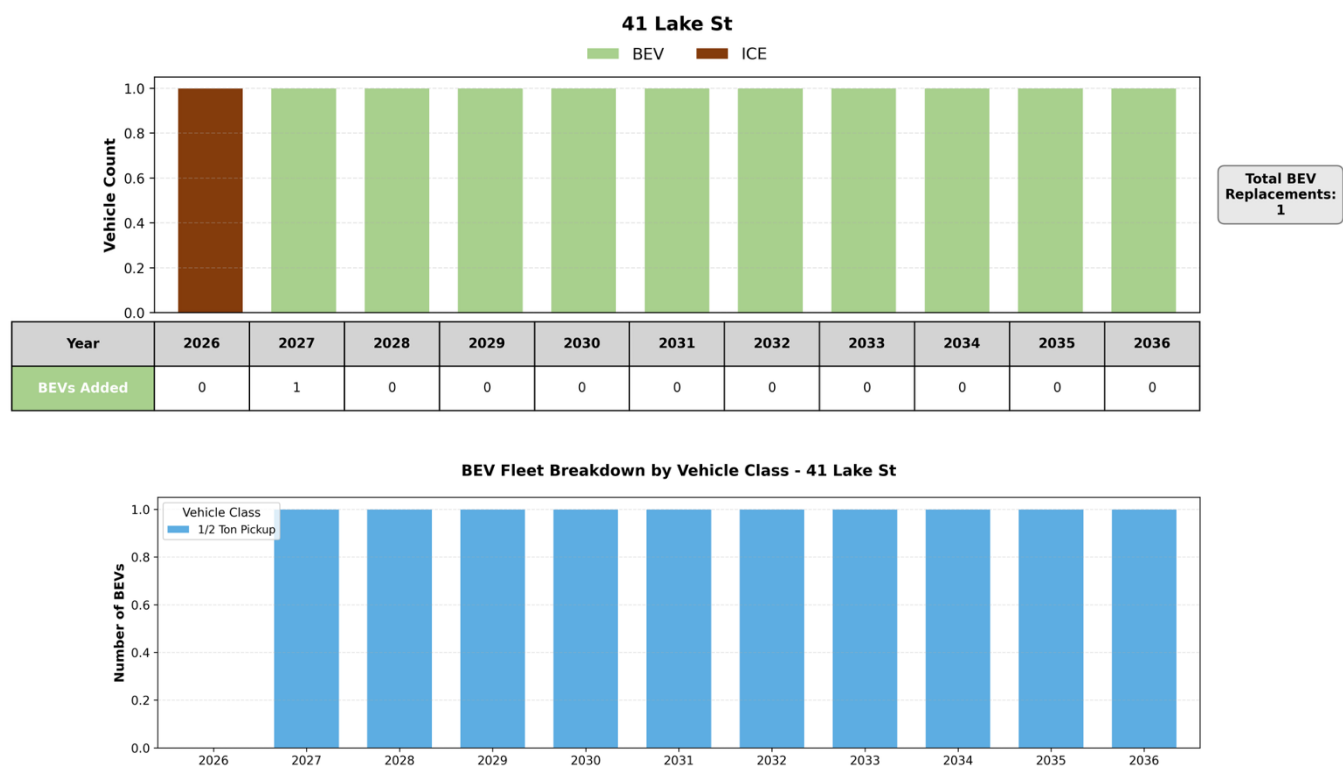


Figure 4-25: Replacement plan for the Parks vehicle parked at 41 Lake St. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

4.9.2. Current Electrical Infrastructure

The site is served by a three-phase transformer feeding several panelboards across the greenhouse complex. The preferred connection point for EV charging is the existing West Greenhouse subpanel – an FPE Federal Pioneer panel rated 200A, 240V MAX, 3PH, 4W – which has available spare breaker space. The transformer feeding this panel is sized at approximately 72 kVA. At a 50% assumed load factor, the panel has sufficient headroom for two 80A Level 2 chargers ($2 \times 16.7 \text{ kW} = 33.4 \text{ kW}$ demand against $\sim 36 \text{ kVA}$ available); however, at an 80% load factor the available capacity would not support two chargers without load management. The main circuit breaker rating (MCCB) could not be confirmed from the available nameplate information. Site photos also indicate limited physical space for two charger

pedestals. For these reasons, it is recommended to move one of the vehicles to the nearby 99 Foster Dr for overnight charging.

4.9.3. EV Charging Demand

As shown in [Table E-7](#), the truck parked at 41 lake St is expected to be able to fully recharge during its 16h off-shift time at all ratings considered (32A, 48A, and 80A) once electrified.

[Figure 4-26](#) shows the requirement for one charger to charge the truck once it’s electrified in 2027, along with the associated charging loads at each of the charger ratings considered, or to recharge the truck during its overnight dwell time with load management.

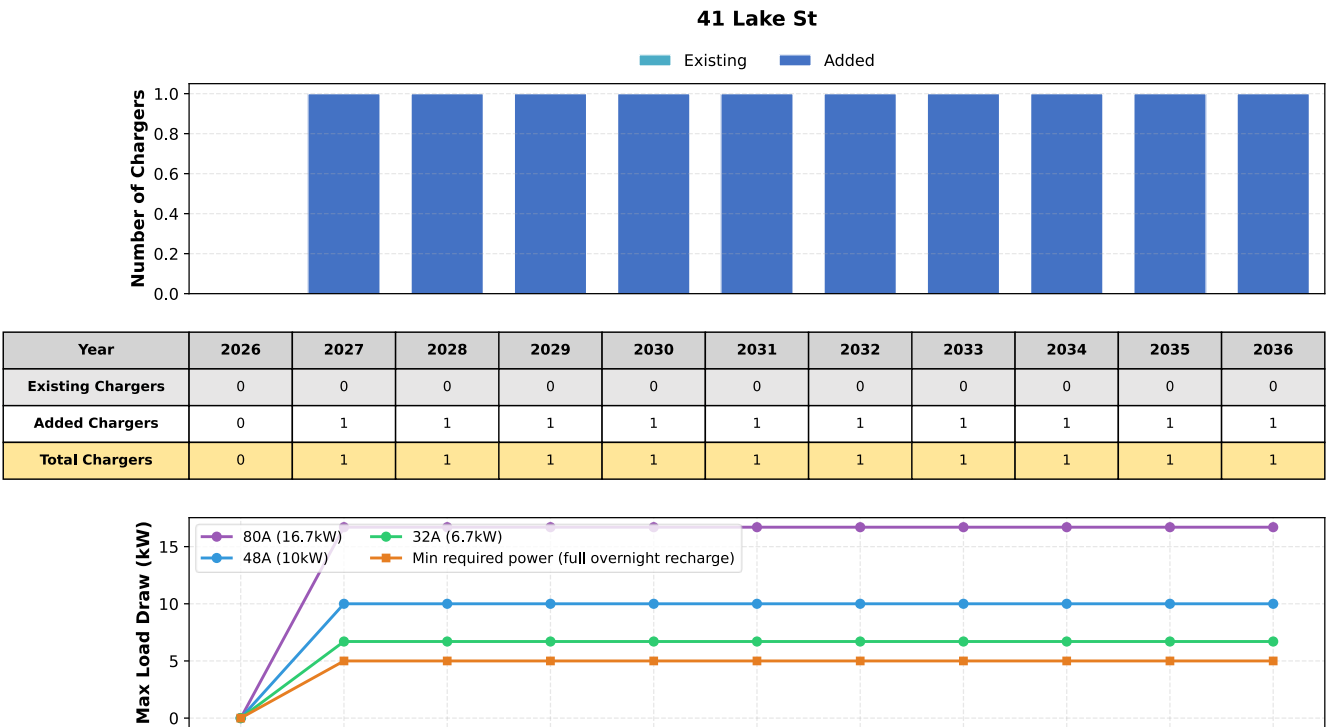


Figure 4-26: Top: Number of chargers needed in each year to support BEV replacements of the two Parks vehicles at 41 Lake St based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load management)

4.9.4. Cost Reduction Opportunities

[Table 4-14](#) summarizes the minimum power required to recharge the assumed Chevrolet Silverado EV replacement at 41 Lake St, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-14](#), the City could explore cost-saving opportunities at this site by reducing the charger ratings to as low as 32A (no charger-to-vehicle ratio reduction is possible as there is only one vehicle at the site). Load management is not recommended at this site, as it is expected that the single

charger will at times need to be operated at its maximum rating, thus no demand charge savings are possible (details in [Section 7.2.1](#)).

Table 4-14: Minimum power required to recharge the assumed Chevrolet Silverado EV replacement vehicle at 41 Lake St, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Silverado EV	1	80	16.0	32A	1.7

4.9.5. Concept Design

The concept design installs one single-port, pedestal-mounted 80A Level 2 charger (16.7 kW) with two 6-inch bollards for protection, located in the parking area between the greenhouse buildings. The charger is fed from the existing West Greenhouse subpanel via one new 100A, 2-pole branch circuit breaker. No service upgrade or new distribution equipment is required for this installation. If a second charger is required in the future – for example, if the ¾-ton truck is reassigned back to this site – load management would be used to operate both chargers within the existing service capacity.

41 Lake Street - Parks
1 Vehicle



Figure 4-27: Concept Design – Parks – 41 Lake St

4.10 Facilities – 269 Queen St E (GFL Memorial Gardens)

4.10.1. Site Overview

Two Facilities vehicles are housed at 269 Queen St E, both of which park inside the building. The city has indicated that neither vehicles are planned for replacement in the near future, and as such their replacement year is set to 2029.

The vehicles are assumed to have similar operations to other Facilities vehicles, with daily travel distances of 50-100km over an operating period from 7am to 6:30pm.

The replacement plan for the vehicle parked at 269 Queen St E is visualized in [Figure 4-27](#) and tabulated in [Table D-10](#).

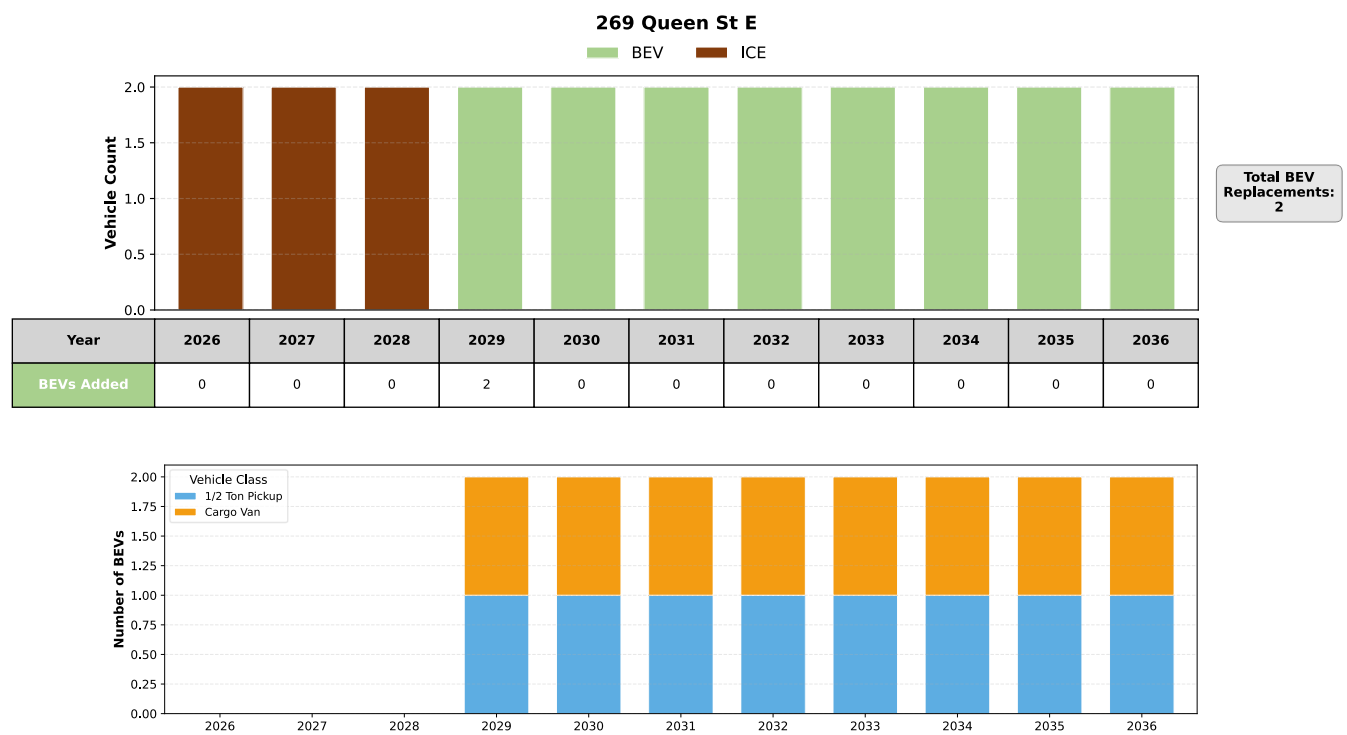


Figure 4-28: Replacement plan for Facilities vehicles parked at 269 Queen St E. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

4.10.2. Current Electrical Infrastructure

GFL Memorial Gardens is a large multi-use arena with the main service (PDC1) fed by two 1500 kVA utility transformers (12.47 kV to 600/347V), providing a 2000A, 3PH, 4W, 600/347V bus. The secondary distribution is stepped down to 208/120V through a series of 45–75 kVA transformers feeding panelboards distributed across approximately 11 electrical rooms throughout the building.

Panel photos and single-line diagrams were reviewed to identify the most suitable panels from which to pull EV charging loads:

- Panel L3A, located in the Main Office (Room A213) is a 225A, 208/120V panel fed from a 45 kVA transformer on bus H3A
- Panel L2CD, located in the Main Electrical Room (Room D020) is similarly rated

Both panels serve predominantly receptacle and miscellaneous loads and have spare breaker space. Their connected load schedules indicate sufficient headroom for one 80A Level 2 charger (16.7 kW) each. Interval data was not available for the electrical panels on this site; a temporary load meter on each panel is recommended prior to detailed engineering to confirm available spare capacity.

4.10.3. EV Charging Demand

The load calculation in [Appendix A.8](#), summarized in [Table 4-15](#) below, confirms the building service has ample capacity for the proposed chargers.

Table 4-15: Summary of present building service and maximum chargers that can be supported at 269 Queen St E

Building Capacity	Peak Load	Available Capacity (Including Buffer)	Maximum Chargers that can be Supported with Present Service		
			32A	48A	80A
3000 kVA	798 kW	1203 kW	180	120	72

As shown in [Table E-8](#), the two vehicles parked at 269 Queen St E are expected to be able to fully recharge during their 11.5h overnight dwell time at all ratings considered (32A, 48A, and 80A) once electrified.

[Figure 4-29](#) shows the requirement for two chargers to charge the vehicles once electrified in 2029, along with the associated maximum charging loads at each of the charger ratings considered, or to charge the trucks during their overnight dwell time with load management.

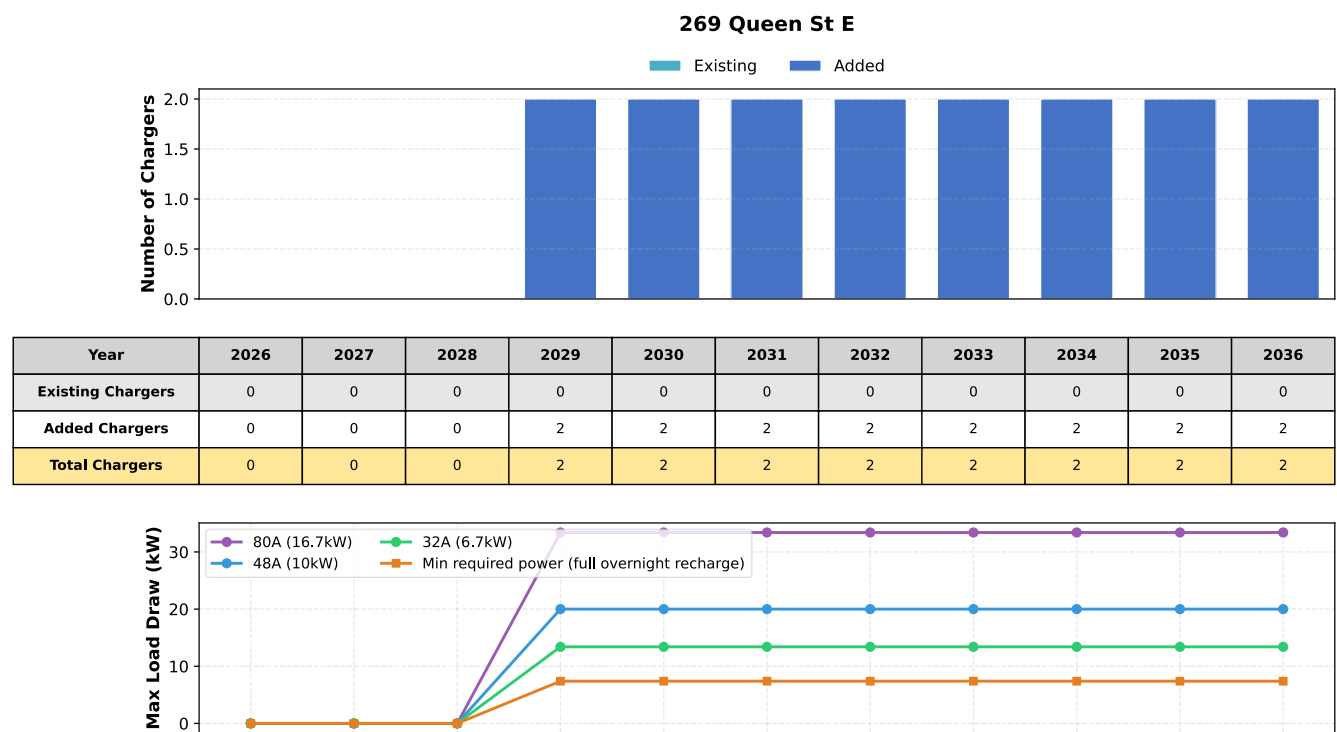


Figure 4-29: Top: Number of chargers needed in each year to support BEV replacements of the two Facilities vehicles at 269 Queen St E based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load management)

4.10.4. Cost Reduction Opportunities

[Table 4-16](#) summarizes the minimum power required to recharge the assumed BEV replacement vehicles at 269 Queen St E, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-16](#), the City could explore cost-saving opportunities at this site by reducing the charger ratings to as low as 32A, or by reducing the charger-to-vehicle ratio from 1:1 to 1:2 (which is the absolute minimum possible, as there are only two vehicles at this site). Load management is also recommended at this site to minimize utility demand charges (details in [Section 7.2.1](#)).

Table 4-16: Minimum power required to recharge the assumed BEV replacement vehicles at 269 Queen St E, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Silverado EV	1	40	11.5	32A	3.4
Ford E-Transit	1	45	11.5	32A	1.6
Site Average	–	42.5	11.5	32A	2.4

4.10.5. Concept Design

The concept design installs two wall-mounted 80A Level 2 chargers (16.7 kW each) on the west exterior wall of the building near the Bay Street entrance, providing two EV charging spots in the adjacent parking area. Wall mounting was selected due to the proximity of the building wall to the parking spaces, eliminating the need for pedestal units and bollard protection.

One charger is fed from Panel L3A (Room A213) via a short local cable run; the second is fed via a new low-voltage cable from Panel L2CD in the main electrical room (Room D020), routed along the existing 600V cable pathway between the main and sub electrical rooms. Splitting the load across two separate panels avoids overloading either 45 kVA upstream transformer.

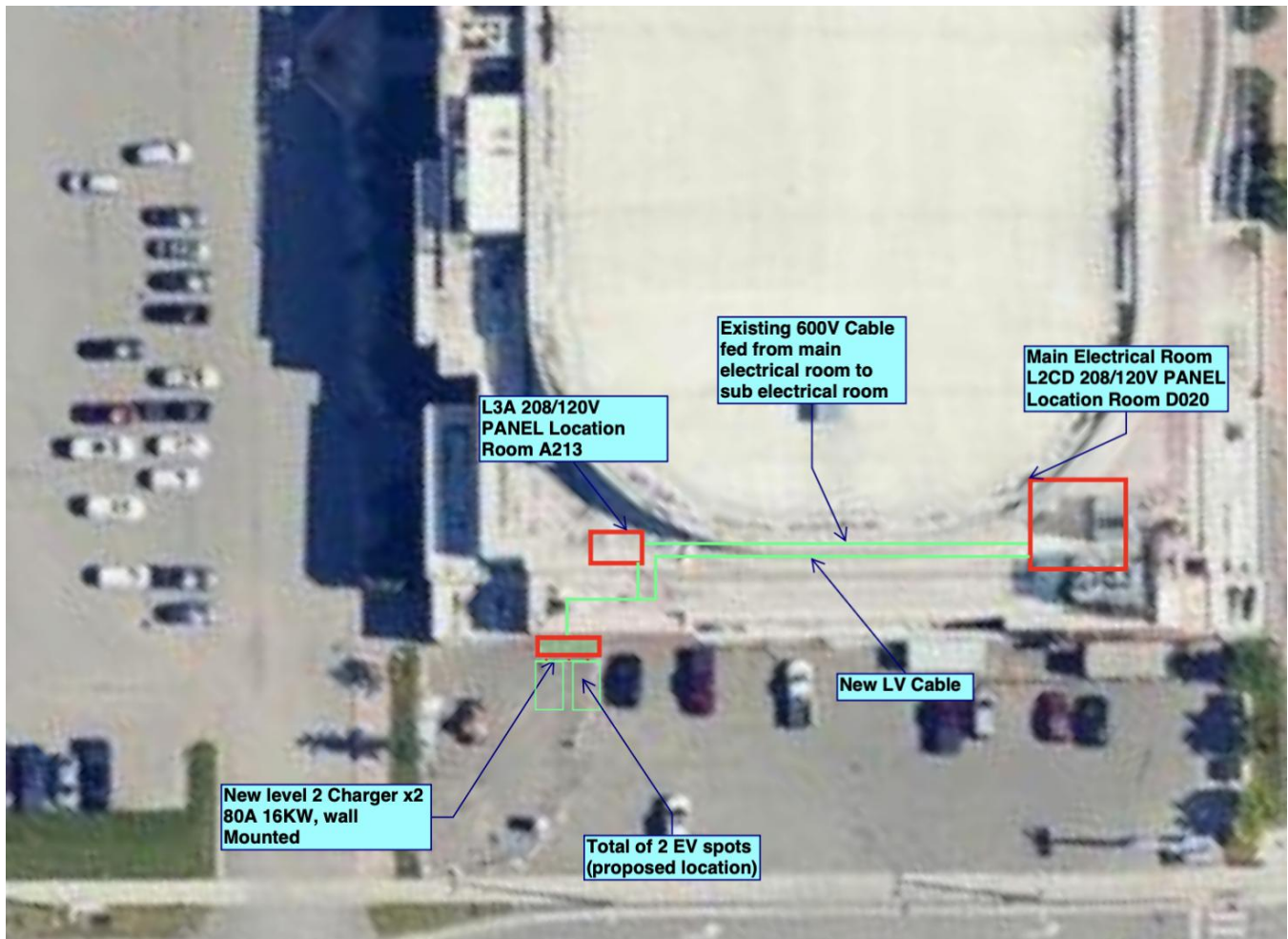


Figure 4-30: Concept Design – facilities – 269 Queen St E

4.11 Facilities – 260 Elizabeth St (John Rhodes Community Centre)

4.11.1. Site Overview

One Facilities vehicle, a 2016 Dodge Ram, is parked outside the facility at 260 Elizabeth St, in the back of the building near the pool (northeast corner). The vehicle has no immediate replacement plans, and its replacement year is assumed to be 2029. It is assumed to operate on a typical facilities schedule (7 am to 6:30 pm) with daily driving distances up to 100 km.

The replacement plan for the Ram parked at this site is visualized in [Figure 4-31](#) and tabulated in [Table D-11](#).

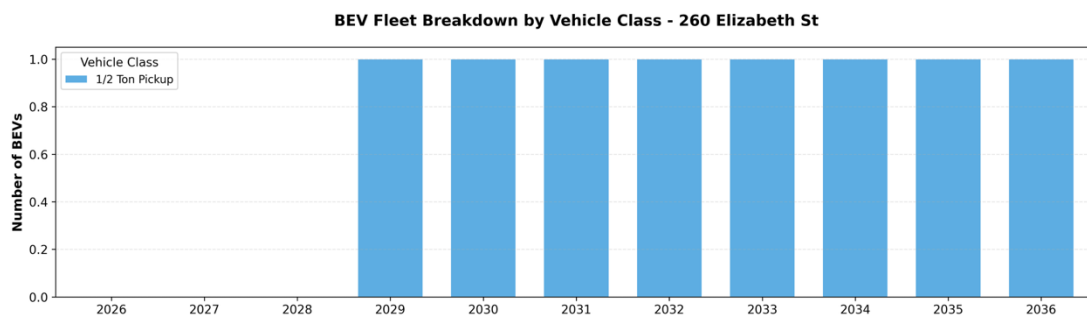
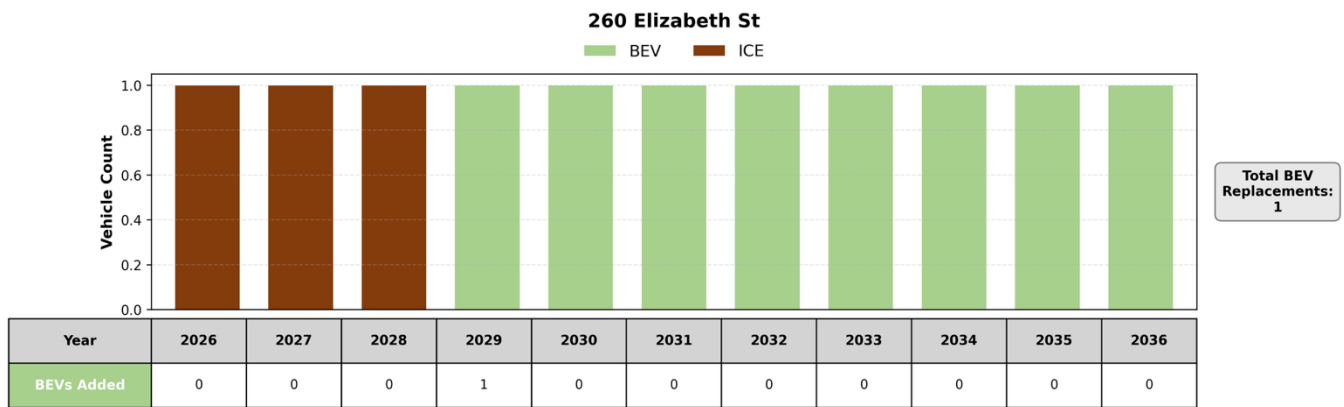


Figure 4-31: Replacement plan for Facilities vehicles parked at 260 Elizabeth Street. Top: Breakdown of the fleet into ICE and BEV in each year. Bottom: Breakdown of BEV vehicles in the fleet by vehicle class in each year.

4.11.2. Current Electrical Infrastructure

The facility is served by a single 1000 kVA pad-mounted transformer. Based on interval data from December 2023 to December 2025, the building peak load is 614 kW, recorded in July 2024. The City is also planning a separate installation of four public Level 2 chargers at this facility; however, combining the fleet and public charger installations was explored and determined not to be feasible, so the two installations are being designed independently.

Several sub-panels were reviewed to identify suitable connection points for the fleet charger. Panels D3, F, and B were found not to be viable candidates due to their current load levels. The preferred connection point is the 400A, 208/120V, 3PH, 4W splitter located in the Electro-Mechanical Room.



Figure 4-32: Photo taken by facilities staff of the splitter in the Electro-Mechanical room (left), along with the nameplate (right)

4.11.3. EV Charging Demand

As shown in Table E-9, the Ram parked at 260 Elizabeth St is expected to be able to fully recharge during its 11.5h overnight dwell time at all ratings considered (32A, 48A, and 80A) once electrified.

The building's peak load of 614 kW already sits at approximately 85% of the usable service capacity (720 kW) due to strong summer demand peaks. While the standard 20% capacity buffer leaves no available headroom, two full years of interval data justify a reduced 10% buffer, leaving 45 kW available, which is sufficient to support 1 or 2 $\times$ 80A chargers ([Table 4-17](#); full load calculation in [Appendix A.9](#)). As the added load from one charger represents at most 3% of the confirmed peak load, any future service upgrade would be driven by the building's overall load growth rather than the charging load.

Table 4-17: Summary of present building service and maximum chargers that can be supported at 260 Elizabeth St

Building Capacity	Peak Load	Available Capacity (Including Buffer)	Maximum Chargers that can be Supported with Present Service		
			32A	48A	80A
1000 kVA	798 kW	45 kW	6	4	2

[Figure 4-33](#) shows the requirement for one charger to charge the truck once it's electrified in 2029, along with the associated charging loads at each of the charger ratings considered, or to charge the trucks during their overnight dwell time with load management.

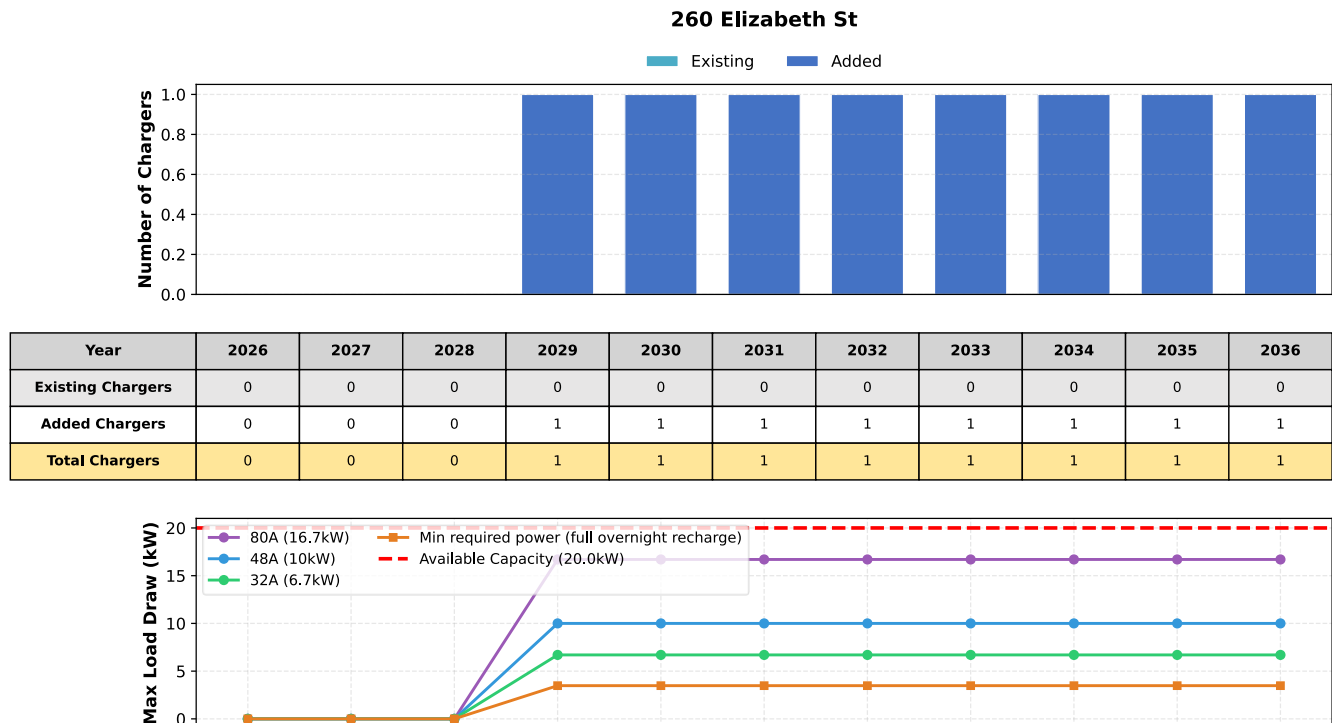


Figure 4-33: Top: Number of chargers needed in each year to support BEV replacements of the one Facilities at 260 Elizabeth St based on the replacement plan. Bottom: Maximum load drawn by all chargers depending on their rating (32A, 48A, 80A, or minimum required power to recharge all BEVs overnight with load management)

4.11.4. Cost Reduction Opportunities

[Table 4-18](#) summarizes the minimum power required to recharge the assumed Chevrolet Silverado EV replacement vehicle at 260 Elizabeth St E, and the maximum number of days the vehicles could operate before recharging at 80A.

Based on [Table 4-18](#), the City could explore cost-saving opportunities at this site by reducing the charger ratings to as low as 32A (no charger-to-vehicle ratio reduction is possible, as there is only one vehicle at this site). Load management is not recommended at this site, as it is expected that the single charger will at times need to be operated at its maximum rating, thus no demand charge savings are possible (details in [Section 7.2.1](#)).

Table 4-18: Minimum power required to recharge the assumed BEV replacement vehicles at 260 Elizabeth St, and maximum days the vehicles could operate before requiring an overnight recharge at 80A

Assumed BEV Replacement	Number at Site	Maximum Daily Energy Demand (kWh)	Modelled Dwell Time (h)	Min Required Charger Rating	Max Operating Days Before Requiring Recharge at 80A
Chevrolet Silverado EV	1	40	11.5	32A	3.4

4.11.5. Concept Design

The concept design installs one pedestal-mounted 80A Level 2 charger (16.6 kW) with bollard protection in the west parking area, adjacent to the building exterior. The charger is fed from the 400A, 208/120V, 3PH, 4W splitter located in the Electro-Mechanical Room, with a fused disconnect switch installed within 3 m of the splitter.

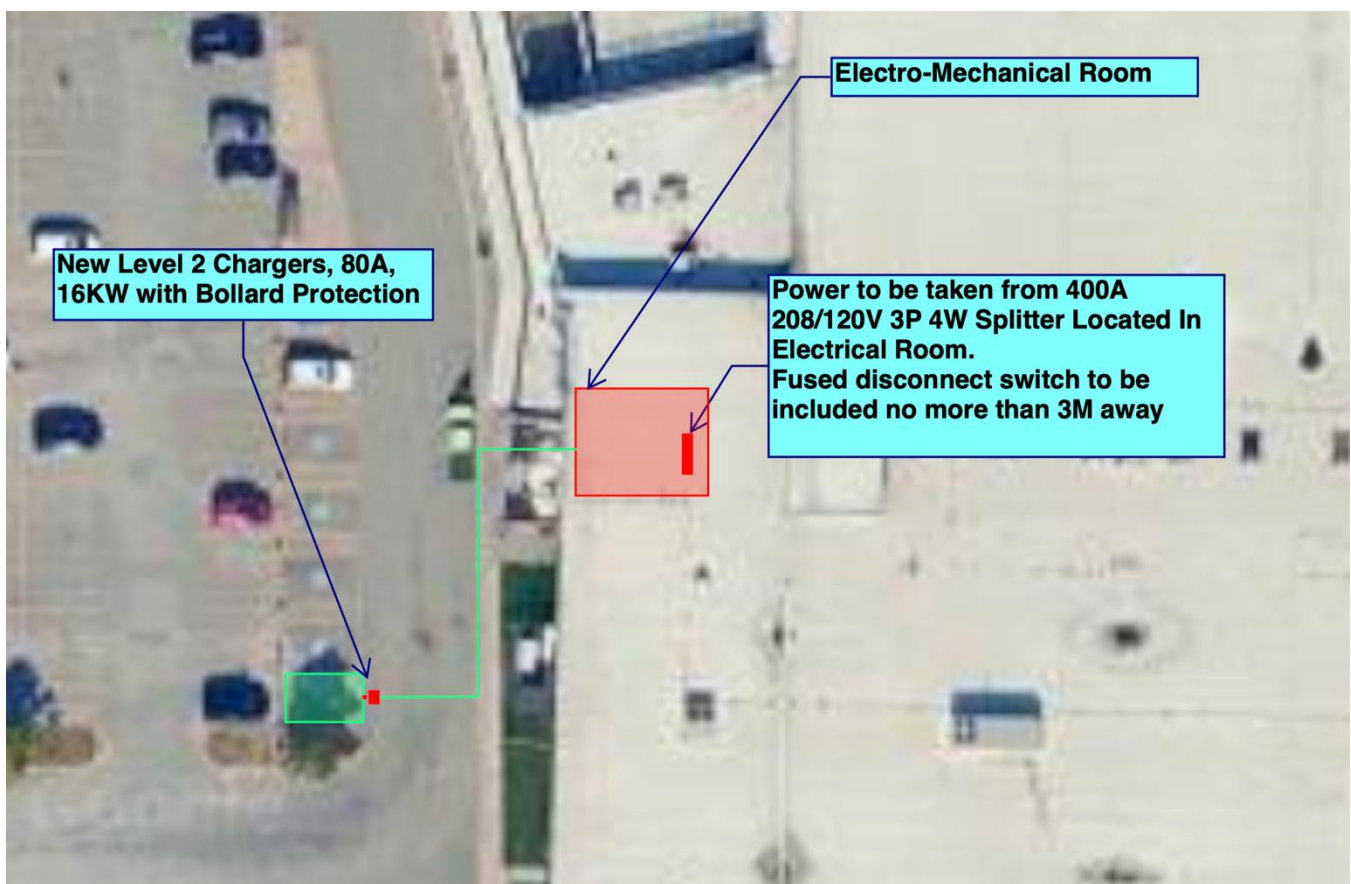


Figure 4-34: Concept Design – Facilities – 260 Elizabeth St

5 EV Charging Technology Review

This section describes the EV charging technologies and specifications recommended for the City of Sault Ste. Marie's fleet electrification program and the public charging installation at the Northern Community Centre. Topics covered include Level 2 charger rating selection and rationale, DC Fast Charging (DCFC) considerations, and Charge Management System (CMS) recommendations. Technology selection has been informed by the site-specific concept designs in [Section 4](#), operational requirements gathered during site visits, and input from the City and PUC received throughout the study.

5.1 Level 2 Charging

5.1.1. Recommended Standard: 80A (16.7kW)

All concept designs in this study are based on Level 2 chargers operating at 208V AC, which is the standard three-phase commercial service voltage at all fleet sites. The two Cemetery sites are an exception, as they are served by 120/240V single-phase and are evaluated at their actual service voltage of 240V (see below). Three amperage configurations were evaluated: 32A (~6.7 kW at 208V), 48A (~10.0 kW at 208V), and 80A (~16.7 kW at 208V). The 80A rating has been selected as the planning baseline for all sites where panel capacity permits, for the following reasons:

- **Charging time adequacy:** 80A charging guarantees that all fleet vehicles can fully recharge within their overnight dwell time, including the heavier-duty pickup trucks (¾-ton class) at 128 Sackville Rd and 72 Tancred St where 48A charging would approach the dwell-time limit. This rating also ensures that relatively fast charging is available for mid-shift top-ups or other requirements outside the standard overnight dwell time.
- **Modest cost premium:** The hardware cost differential between an 80A charger (~\$3,000) and a 48A charger (~\$2,300) is approximately \$700 per port, which are modest relative to total installation costs, which typically range from \$25,000 to over \$100,000 per site.
- **Load-limiting flexibility:** 80A chargers can be software-limited to operate at lower power levels using load management, which preserves the option to increase charging speed as fleet turnover progresses or site capacity improves, without hardware replacement.
- **Future-proofing:** 80A is the highest-power Level 2 ratings widely available from major manufacturers and is compatible with the broadest range of current and anticipated BEV models in the fleet replacement plan.

Two site exceptions apply: at Cemetery 1 (27 4th Line E) and Cemetery 2 (1504 Peoples Rd), the existing service is 120/240V single-phase rather than three-phase 208V. At 240V, the available 100A service headroom limits chargers to 32A (~7.7 kW at 240V). This constraint is structural – the available service headroom does not support 80A chargers without a utility upgrade that is not warranted given the small number of vehicles at these sites. Load calculations for all sites are provided in [Appendix A](#).

5.1.2. Equipment Requirements

It is recommended that all Level 2 chargers procured under this program meet the specifications in [Table 5-1](#), which have been adapted from PowerON's internal procurement standards to reflect SSM-specific

conditions including Northern Ontario climate, PUC interconnection requirements, and the City's existing ChargePoint software arrangement.

Table 5-1: Key Level 2 charger procurement requirements for the City of SSM fleet electrification program.

Requirement	Specification / Notes
Rated Output	80A AC, single-phase 208V (16.7 kW maximum); 32A or 48A where panel capacity constrains otherwise
Connector	SAE J1772 Type 1, minimum 18 ft (5.5 m) cable; vendor must confirm upgrade path to NACS (or NACS-native unit preferred)
Enclosure Rating	NEMA Type 3R minimum for all outdoor installations; NEMA 4X upgrade option required for corrosive or salt-prone environments
Operating Temperature	-30°C to +40°C minimum; wider cold-weather rating preferred given Sault Ste. Marie winter conditions
Mounting	Pedestal-mounted (outdoor/surface-lot); wall-mounted (indoor/garage). Dual-port pedestals preferred to minimize civil footprint
Communications Protocol	OCPP 2.0.1 required
Connectivity	Built-in cellular SIM; Wi-Fi, Bluetooth, and RFID access control
Smart Charging	Field-adjustable output limits and dynamic load management via CMS; cold-load pickup for staggered restart after power loss
CMS Compatibility	Compatible with City's existing ChargePoint CMS platform during the current 5-year software arrangement (through 2030); OCPP 2.0.1 compliance ensures CMS portability thereafter
Metering	Embedded metering (kWh); revenue-grade ANSI C12.1 preferred; per-session data required for CFR credit claims (Section 7.4)
Certification & Standards	CSA approved; compliant with CEC and OESC; CSA C22.2 No. 280 / UL 2594
Warranty	Minimum 2 years hardware; minimum 5 years firmware support including security patches

5.1.3. Mounting and Installation Configuration

Charger mounting follows the site-specific parking and building configurations documented in [Section 4](#). The dominant configuration across the fleet sites is dual-port pedestal-mounted units on concrete bases, fed by underground conduit runs from the EV electrical panel, with bollard protection. This approach minimizes civil scope by consolidating wiring in a single underground run and reduces per-port installation cost relative to single-port units. Wall-mounted single-port chargers are used where parking is immediately adjacent to a building wall with accessible panel space, as at Cemetery 1 (27 4th Line E) and Cemetery 2 (1504 Peoples Rd).

Load management is recommended at all sites where it can significantly reduce the peak power demand and associated demand charges, and is required at the sites where it is needed in one or more phases to keep the site's peak power demand within service limits. [Table 5-2](#) summarizes load management cost-saving recommendations (based on the financial analysis in [Section 7.2.1](#)) and requirements (based on the concept designs in [Section 4](#)) at each site.

Table 5-2: Load management recommendations and requirements at each charging site. "LM cost-saving?" indicates whether enabling load management improves the site's financial position (Section 7.2.1). "LM required for capacity?" indicates whether load management is needed in one or more phases to keep peak demand within available service limits (Section 4).

Site	LM cost-saving?	LM required for capacity?	Phase(s) where LM applies	Recommendation
Cemetery 1 - 27 4th Line E	Yes	Yes	All phases	Required to stay within panel capacity
Cemetery 2 - 1504 Peoples Rd	No	No	-	Not recommended
Transit - 111 Huron St	Yes	No	All phases	Recommended
Civic Centre - 99 Foster Dr	Yes	No	All phases	Recommended
PW & Parks - 128 Sackville Rd	Yes	Yes	Phase 1	Required (Phase 1) to stay within building capacity; recommended thereafter
Fire - 72 Tancred St	Yes	No	All phases	Recommended
Fire - 65 Old Garden River Rd	No	No	-	Not recommended
Parks - 41 Lake St*	No	No	Future (if 2nd charger added)	Not recommended (unless second charger added)
Facilities - 269 Queen St E	Yes	No	All phases	Recommended
Facilities - 260 Elizabeth St	No	No	-	Not recommended
NCC - 556 Goulais Ave	No	No	-	Not recommended

* The single-charger baseline design at 41 Lake St does not require LM. However, if a second charger is added in future, LM should be used to operate both within existing capacity (details in [Section 4.9](#)).

5.1.4. Indicative Hardware Options

[Table 5-3](#) identifies three illustrative 80A Level 2 charger products that meet PowerON's internal specifications and are viable for the SSM fleet program. The approximate costs listed include the base hardware purchase cost, as well as the pedestal cost, one-time configuration fee, shipping cost, and a markup for project management and contingency to procure the chargers. All products listed support OCPP 2.0.1.

This is not an exhaustive list; the broader Canadian Level 2 market also includes ChargePoint, FLO (Quebec-based), EVduty (Quebec-based), and others. Final hardware selection should be made through a competitive procurement process, with due weight given to CMS compatibility, Canadian content requirements, and total cost of ownership (hardware, warranty, and network fees over the charger lifetime).

Table 5-3: Illustrative 80A Level 2 charger products viable for the SSM fleet electrification program. Approximate pricing per port is inclusive of pedestal mount and contingency; installation costs are site-dependent and are budgeted separately (see Section 7.1).

Charger	Approx. cost /	Connector	Operating temp	Made in Canada?	Notes
---------	----------------	-----------	----------------	-----------------	-------

port (pedestal)					
ZeroVA AX Series	~\$3,000	SAE J1772	-30 to +50 C	No	Local LM via LAN+Wi-Fi (standard) or 4G+Wi-Fi (optional)
FractalEV (ChargeFWD) FR-80C	~\$3,400	SAE J1772	-30 to +50 C	Yes	Mesh-network LM that does not require LAN/Wi-Fi/cellular -- advantageous for remote or connectivity-limited sites.
Autel 80A	~\$3,000	SAE J1772 / NACS (configurable)	-35 to +55 C (derated >+45 C)	No	Local LM via Wi-Fi, Ethernet, or cellular; NACS option provides flexibility for future connector standard changes.

5.2 DC Fast Charging Considerations

DC Fast Charging (DCFC), or Level 3 charging, delivers significantly higher power than Level 2 and can charge a typical fleet BEV from 10% to 80% state of charge in approximately 1-3 hours. This capability comes at substantially higher cost: a DCFC unit costs approximately \$10,000 - \$50,000 per port for the charger hardware, compared with \$2,000-3,000 for Level 2, and roughly \$60,000 - \$90,000 for installation, yielding a total installed cost of approximately \$70,000 - \$140,000 per charging port, compared to approximately \$9,000-\$40,000 fully installed for a Level 2 port.

5.2.1. When DCFC May Be Warranted

For the City's fleet program, DCFC is most relevant at sites where vehicles have unpredictable or compressed dwell times that Level 2 charging may not reliably accommodate. Fire Station 1 at 72 Tancred St was identified as a candidate for DCFC consideration given the need for 24/7 vehicle readiness and the possibility of emergency dispatch patterns that could interrupt a standard overnight charge cycle. A 100 kW DCFC cabinet with dynamic power sharing across up to eight dispensers could be considered for this site.

However, the detailed vehicle analysis for 72 Tancred St ([Section 4](#)) shows that all vehicles can fully recharge within their 16-hour overnight dwell time at 80A Level 2 charging, even under the most energy-intensive vehicle assumptions. The three initial EV-ready candidates (public education, emergency management, and one light-duty vehicle) have comparatively modest energy demands and would recharge within 3-6 hours at 80A. Given this analysis and the significant cost differential, the baseline concept design for 72 Tancred St proceeds with Level 2 chargers. DCFC remains an option the City may wish to revisit if future heavy-duty BEV models are added to the site with compressed operational cycles that 80A Level 2 cannot accommodate.

5.2.2. Indicative Hardware Options

[Table 5-4](#) presents two illustrative DCFC hardware options in the 80–100 kW class considered for the SSM fleet program, including the dynamic power-sharing cabinet configuration evaluated for Fire Station 1 at 72 Tancred St (see [Section 4.6](#)). Both products support the CCS1 charging standard and OCPP 2.0.1, and are compatible with OCPP-based charge management systems. These products are provided for indicative comparison purposes; actual procurement would be subject to a competitive process.

Table 5-4: Illustrative DCFC charger products for indicative hardware comparison. Approximate costs are inclusive of markup.

Charger	Max. system power (kW)	No. of ports	Power per port (kW)	Total cost per unit	Approx. cost / port	Connector	Operating temp	Made in Canada?	Notes
TEAL EV Initium Series	80	2	40–80	~\$46,600	~\$23,300	CCS1, NACS	-50 to +50°C	Yes	Made in Canada (Saskatoon, SK); widest cold-weather operating range of the two options; wall-mount or pedestal configurations available.
Kempower C801 + D8	100	8	12.5–100	~\$95,600	~\$12,000	CCS1, NACS, CHAdeMO	-35 to +50°C	No	Modular power cabinet with 8 satellite dispensers; dynamic sharing (12.5 kW min. per port when all 8 active; up to 100 kW to a single port). Lowest cost per port. This configuration most closely represents the DCFC option evaluated for Fire Station – 72 Tancred St (Section 4.6).

5.3 Charge Management System (CMS)

A Charge Management System (CMS) is the software platform that manages charging operations, coordinates energy distribution across chargers, and provides the data infrastructure for monitoring, cost allocation, and regulatory compliance. A CMS is recommended across all City fleet charging sites, with load management enabled at the sites identified in [Table 5-2](#). The CMS also provides the per-session metered energy data required to support Clean Fuel Regulation (CFR) credit monetization ([Section 7.4](#)).

5.3.1. Existing ChargePoint Agreement

The City of Sault Ste. Marie holds a 5-year software agreement with ChargePoint, currently in Year 2 of the agreement. Five existing ChargePoint Level 2 chargers are already in service at 99 Foster Dr, 128 Sackville Rd, 111 Huron St (Transit), and 65 Old Garden River Rd. PowerON has received confirmation that the ChargePoint agreement does not restrict CFR credit ownership: the five public-access chargers covered by the agreement are eligible to generate CFR credits from their date of installation, and the City should confirm ECCC registration status for these chargers as a near-term action (see [Section 7.4.2](#)).

New chargers installed during the term of the existing agreement should be confirmed as OCPP 2.0.1-compatible before procurement. ChargePoint has confirmed that its CMS can onboard third-party (non-ChargePoint) charger hardware, provided the hardware supports OCPP 2.0.1. For newer or untested hardware models, coordination with ChargePoint's product team should be planned in advance of procurement to confirm compatibility. ChargePoint has noted, however, that third-party hardware is limited to standard OCPP 2.0.1 functionality on the ChargePoint platform; proprietary ChargePoint capabilities layered on top of OCPP, such as advanced diagnostics and native load management integrations, are only available when using ChargePoint hardware. This trade-off should be considered alongside hardware pricing and feature requirements during procurement. See [Section 5.3.3](#) for further CMS procurement guidance.

5.3.2. Key CMS Capabilities

A CMS for the City's fleet electrification program should provide the core capabilities summarized in [Table 5-5](#).

Table 5-5: Core CMS capabilities relevant to the City of SSM fleet electrification program.

Capability	Description
Real-time monitoring & control	Monitor charger status, connectivity, and session data across all sites from a centralized dashboard. Fleet managers can start/stop sessions, reboot chargers remotely, and receive automated alerts on faults or outages – particularly important given the City's geographically distributed sites.
Load management & dynamic load balancing	Distribute available power across active charging sessions to keep total site demand within a configurable limit. Required at capacity-constrained sites (notably 27 4 th Line E and 128 Sackville Rd Phase 1). Can help to reduce or eliminate utility service upgrades and minimize demand charges.
Scheduled and smart charging	Define charging windows aligned to fleet departure times and PUC's Time-of-Use (TOU) electricity rates. Overnight parking at most City fleet sites allows off-peak scheduling to reduce electricity costs with minimal operational disruption.
User authentication & access control	Role-based access for drivers, fleet managers, and administrators. Session attribution by vehicle ID supports cost allocation and CFR credit tracking across the City's sites.
Data analytics & reporting	Per-session energy delivered, peak power, port utilization, and fault data. Feeds the CFR credit data requirements described in Section 7.4 and supports year-over-year benchmarking of fleet energy costs.
CFR credit data collection	Accurate, verifiable per-charger energy data is a prerequisite for monetizing Clean Fuel Regulation credits (Section 7.4). The CMS must collect and retain

charger-level energy dispensed, session timestamps, and vehicle attribution in the format required by the Government of Canada.

5.3.3. Procurement Considerations

The following criteria should guide CMS selection for the City's fleet program:

- **OCPP compliance:** All chargers and the CMS platform must support the Open Charge Point Protocol (OCPP 2.0.1) to ensure hardware-software interoperability and avoid vendor lock-in. OCPP compliance allows the City to change CMS vendors or charger hardware independently over the program lifecycle.
- **ChargePoint compatibility during transition:** ChargePoint has confirmed that their CMS supports third-party hardware from any vendor, provided the charger supports OCPP 2.0.1. The City is therefore not restricted to ChargePoint-branded hardware during the remaining term of the existing agreement. Approximately 100 third-party models are currently validated; for newer or untested models, engagement with ChargePoint's product team should be initiated prior to hardware procurement to confirm compatibility. The City should weigh the trade-off that third-party chargers will be limited to standard OCPP 2.0.1 functionality on the ChargePoint platform, whereas ChargePoint hardware includes additional proprietary capabilities.
- **CFR data collection:** Confirm that the selected CMS captures and retains all data fields required for CFR credit submissions (charger-level energy dispensed, session timestamps, vehicle attribution). This should be treated as a mandatory requirement during CMS procurement.
- **Load management at capacity-constrained sites:** The CMS must support configurable site power limits with dynamic load balancing. Sites including 128 Sackville Rd (Phase 1) and 27 4th Line E require load management from the first day of multi-charger deployment; see [Table 5-2](#) and the [Section 4](#) concept designs.
- **TOU-aligned scheduled charging:** Configure off-peak charging windows at all sites where PUC's Time-of-Use pricing applies. For overnight-parked fleet vehicles, off-peak scheduling reduces electricity costs without any impact on vehicle availability.
- **Local control capability:** For sites with limited or unreliable network connectivity, prefer CMS vendors or charger configurations that include a local controller capable of executing load management offline, without reliance on cloud connectivity for site-level power capping.

A single City-wide CMS platform is strongly recommended to consolidate monitoring, reporting, and data analytics across all fleet sites, and to avoid integration complexity when the existing ChargePoint arrangement expires in 2030. Coordinating the CMS procurement with charger hardware procurement – or at minimum issuing a Request for Proposals concurrently – ensures that the selected chargers are confirmed compatible with the target CMS before hardware orders are placed.

6 Implementation Strategy

This section presents a phased deployment plan for the City of Sault Ste. Marie's fleet electrification infrastructure, aligned with the City's Enterprise Fleet Management vehicle replacement schedule and lease cycles. The plan is structured to ensure that charging infrastructure is in place when BEV replacements arrive, while sequencing capital investment to defer large expenditures until they are operationally required. A weighted prioritization of all sites and phases is provided to support budget planning and procurement scheduling, followed by a summary of site-specific cost-saving opportunities and a programme action plan organized by time period.

6.1 Phased Deployment Plan

The deployment plan is organized into three time stages, each addressed in turn below: four sites requiring installation by Q1 2027; seven sites triggered by vehicle replacement schedules over 2027–2029; and four contingent sites dependent on heavy-duty BEV model availability beyond 2030. Tables 6-1a through 6-1c summarize the scope, key electrical upgrades, special considerations, and cost-saving opportunities at each site.

6.1.1. Procurement and Installation Process

Coordinate charger and vehicle procurement carefully. Charging infrastructure and vehicle procurement must be coordinated carefully to ensure chargers are operational before new BEVs arrive on site. For each site, three conditions must be satisfied before vehicle procurement is authorized: an electrical concept design confirming available capacity, charger quantities, and distribution upgrade scope; a confirmed construction schedule with a target Available-for-Service date; and, where a PUC utility service upgrade is required, evidence that coordination with the PUC has been initiated.

Issue charger and vehicle procurement in parallel. Once these conditions are in place, charger hardware and electrical contractor procurement should be issued in parallel with BEV vehicle procurement. Sequencing charger procurement after vehicle procurement risks vehicles arriving before infrastructure is ready. The target is for charging infrastructure to reach Available-for-Service before the first BEV deliveries at each site.

Bundle procurement across sites with similar timing. Where multiple sites have similar installation timing, bundling procurement and construction into a single contract reduces mobilization costs and simplifies contract management (see [Section 6.3](#)). Annual reviews of the fleet replacement schedule are recommended to confirm that procurement timelines remain aligned with actual vehicle delivery dates, particularly for the 2027–2030+ sites where replacement timing may shift.

Designate a single cross-departmental lead. It is recommended that the City designate a single individual to lead charger procurement and installation across all departments. Centralizing this function ensures consistent technical specifications are applied across all sites, reduces duplication of tendering effort, and provides volume leverage with charger suppliers and electrical contractors. These benefits are particularly significant given the phased multi-site deployment schedule spanning 2027–2030+.

6.1.2. Stage 1: 2026 – Q1 2027

Four sites will require charging infrastructure to be in place by Q1 2027 to support modelled BEV replacements arriving in 2027. Detailed electrical design for the three larger sites – 99 Foster Dr (Civic Centre), 128 Sackville Rd (PW & Parks Phase 1), and 72 Tancred St (Fire Station 1 Phase 1) – should begin immediately to allow procurement and construction to complete before end of Q1 2027.

PUC coordination: Both 128 Sackville Rd Phase 2 and 72 Tancred St Phase 2 require PUC utility service upgrades before their second-phase charger buildouts can proceed. Lead times for service upgrades can be up to 12 months; coordination at both sites should begin by the end of 2026.

Pre-trenching opportunity: Phase 1 construction at 128 Sackville Rd provides an opportunity to pre-trench conduit for Phases 2 and 3, avoiding future excavation costs. The City could also choose to advance the full distribution upgrade for all three phases at this stage if budget allows.

Northern Community Centre (556 Goulais Ave): The NCC follows a different economic and planning model from the fleet sites (public access paid charging). The City should finalize decisions on the timing and public-use rate (\$/kWh) for the NCC installation independently of the fleet programme.

CFR credit management. Fleet chargers are eligible for CFR credits from the first year of BEV operation, and credit rates are expected to be highest in the earliest years due to the annual rate decay schedule (details in [Section 3.5.2](#) and [Appendix B.3](#)). Before the first BEV deliveries arrive, the City should ensure the procured Charge Management System (CMS) has CFR data-capture capability (see [Section 5.3.3](#) for CMS procurement requirements including required CFR data fields) and engage a CFR management service provider (PowerON's offering is described in [Section 7.4.2](#)). The five existing ChargePoint chargers are also eligible for CFR credits; the City should confirm ECCC registration status for these chargers as a near-term action.

Table 6-1a: Infrastructure installation plan for 2026 – Q1 2027. Cost-saving opportunities can be considered during detailed design based on budget availability

Site	Phase	Timing	Scope	Key upgrades and new equipment	Special considerations	Cost saving opportunities (all phases, details in Sections 4 and 7)	Load Management?
Civic Centre: 99 Foster Dr	Single	by Q1 2027	28 × 80A ports (14 dual-port pedestals)	New 750 kVA outdoor transformer; 2000A, 120/208V outdoor switchboard	New transformer is required up-front, however can phase conduit and charger installation to align with replacement plan.	Reduce charger ratings as low as 32A Reduce charger : vehicle ratio as low as 1:2.3 at 80A Consider downgrading transformer from 750 kVA to 500 kVA via load management or reducing some charger ratings to 48A or 32A. Load manage to minimize demand charges.	Recommended to minimize demand charges and potentially reduce transformer rating
PW & Parks: 128 Sackville Rd	Phase 1	by Q1 2027	16 × 80A ports (7 dual-port + 2 single-port pedestals)	New customer-owned 300 kVA transformer + 800A, 208/120V panelboard; LM caps site demand at 140 kW (no service upgrade required)	Pre-trench for Phases 2–3; could advance distribution upgrade for Phases 1–3 at this stage	Reduce charger ratings as low as 48A (trucks) / 32A (other models) Reduce charger : vehicle ratio as low as 1:1.4 at 80A Load manage to minimize demand charges	Required to stay within current service Additionally recommended to minimize demand charges
Fire 1: 72 Tancred St	Phase 1	by Q1 2027	6 × 80A ports (3 dual-port pedestals)	New 400A panelboard; fed from existing service headroom (new 200A EV panel)	—	Reduce charger ratings as low as 32A Reduce charger : vehicle ratio as low as 1:2.2 at 80A Load manage to minimize demand charges	Recommended to minimize demand charges
Parks: 41 Lake St	Single	by Q1 2027	1 × 80A port (single-port pedestal)	Fed from existing west greenhouse sub-panel; no service upgrade required	If a second charger is added in future, LM recommended to operate both within existing service capacity	Reduce charger ratings as low as 32A	Not recommended (unless second charger added)

6.1.3. Stage 2: 2027–2029

Six fleet sites require charging infrastructure during 2027–2029 to support modelled BEV replacements starting in 2028. Installation of the public chargers at the Northern Community Centre (556 Goulais) is also allocated to this time period, though this decision should be finalized by the City during the 2026-Q1 2027 period. The procurement and installation process described above applies to all sites in this period. Site-specific considerations are noted below.

Transit terminal relocation. The concept design for 111 Huron St assumes the Transit terminal remains at its current location. A relocation project is under consideration at this site. If relocation proceeds, the charging infrastructure scope and cost must be reassessed for the new site before procurement is issued. In the interim, the existing ChargePoint unit at 111 Huron St is assumed capable of supporting the new EV truck on order until the 2027 build-out.

PUC service upgrades Phase 2 sites. Both PW & Parks Phase 2 (128 Sackville Rd) and Fire Station 1 Phase 2 (72 Tancred St) require PUC utility service upgrades before the Phase 2 charger build-out can proceed. Coordination for both upgrades should have been initiated by the end of 2026. Phase 2 construction is contingent on the service upgrade being completed.

128 Sackville Rd long-term asset review. The PW & Parks facility building is aging and does not have elevator access. Before committing to Phase 3 capital expenditure (~\$277k), the City should assess the long-term future of the building asset. A facility relocation or major renovation would change the Phase 3 scope and economics. This assessment should be completed by the time Phase 2 procurement is issued.

Procurement bundling. Where feasible, single-charger sites with similar timing should be bundled into a single contract to reduce mobilization costs. The 2027 Fire Station 2 installation (65 Old Garden River Rd) could be coordinated with the nearby 72 Tancred St Phase 2 construction, and the two Facilities sites (269 Queen St E and 260 Elizabeth St) could be issued as a single contract.

Table 6-1b: Infrastructure installation plan for 2027 – 2029. Cost-saving opportunities can be considered during detailed design based on budget availability

Site	Phase	Timing	Scope	Key upgrades and new equipment	Special considerations	Cost saving opportunities (all phases, details in Sections 4 and 7)	Load Management?
Transit: 111 Huron St	Single	2027	5 × 80A ports + existing ChargePoint retained (new pedestals; wiring extended to stalls)	New 400A panelboard; wiring extended to new charging stalls	Terminal relocation project under consideration. Revised scope and cost required if relocation proceeds. Assume existing charger can support new EV truck on order for 2026 until 2027 buildout.	Reduce charger ratings as low as 32A Reduce charger:vehicle ratio as low as 1:1.7 at 80A Load manage to minimize demand charges	Recommended to minimize demand charges
Fire 2: 65 Old Garden River Rd	Single	2027	1 × 80A port (single-port pedestal)	Fed from existing spare breaker capacity; minimal civil scope	—	Reduce charger ratings as low as 32A	Not recommended
Fire 1: 72 Tancred St	Phase 2	2027–2028	6 × 80A ports (3 additional dual-port pedestals)	Utility service upgrade required to serve 12 chargers simultaneously	PUC service upgrade required for baseline build-out (begin coordination at least 12 months in advance)	Potential to avoid service upgrade via load management or reduction in charger ratings or charger-to-vehicle ratio (details in phase 1)	Recommended to minimize demand charges
Facilities: 269 Queen St E	Single	2027–2028	2 × 80A ports (wall-mounted chargers, west exterior wall)	Fed from existing panels (L3A and new cable from separate panel); ample building capacity	—	Reduce charger ratings as low as 32A Reduce charger:vehicle ratio as low as 1:2 at 80A Load manage to minimize demand charges	Recommended to minimize demand charges

Facilities: 260 Elizabeth St	Single	2027-2028	1 × 80A port (single-port pedestal, west parking area)	Fed from existing 1000 kVA building transformer; minimal scope	—	Reduce charger ratings as low as 32A	Not recommended
PW & Parks: 128 Sackville Rd	Phase 2	2027–2029	22 × 80A ports (11 dual-port pedestals serving remaining light-duty replacements)	New utility-owned 1000 kVA transformer; 1200A, 600V main service entrance switchboard; Phase 3 conduit pre-trenched during Phase 2	PUC utility service upgrade required: begin coordination at least 12 months in advance	Consider downgrading transformer from 1000 kVA to as low as 500 kVA via load management or reduced charger ratings. See Phase 1 for other measures.	Recommended to minimize demand charges
NCC: 556 Goulais Ave	Single	Up to City (assume 2027-2029)	4 × 80A ports (surface lot chargers)	CMS required for access control and CFR data collection	Public-access site with different cost economics from fleet sites	N/A (public-access site; different economics model applies)	Not recommended

6.1.4. Stage 3: 2030 and Beyond

Four sites have installations contingent on future availability of $\frac{3}{4}$ ton BEV pickup trucks (currently expected ~2031, but unconfirmed): PW & Parks Phase 3 and Fire Station 1 Phase 3 and the two cemetery sites (Cemetery 1: 27 4th Line E and Cemetery 2: 1504 Peoples Rd). Timing for all four sites should be re-assessed annually as the relevant vehicle replacement windows approach.

Cemetery sites: 32A charger specification. The 32A charger specification at both cemetery sites is an infrastructure requirement, not a cost-saving choice. Cemetery 1 (27 4th Line E) has an existing 100A single-phase service that cannot support 80A chargers without a utility service upgrade. Cemetery 2 (1504 Peoples Rd) is fed from existing spare breaker capacity with similar constraints. Despite its late timing, Cemetery 2 has strong per-vehicle savings (~\$7,500–\$8,950/veh/yr, based on updated cost estimates), ranking it alongside Cemetery 1 in the cost-effectiveness tier. Design work for both Cemeteries sites should be initiated at least one year before expected vehicle delivery.

CFR credit transition. The City should have a CMS platform with CFR-compatible data logging in place from the first year of BEV deployment at each site to begin monetizing credits immediately. This capability should also be confirmed in place before the ChargePoint agreement expires in 2030, to avoid any gap in credit revenue as the fleet electrification program enters its most active phase.

Table 6-1c: Infrastructure installation plan for 2030 and beyond. Cost-saving opportunities can be considered during detailed design based on budget availability

Site	Phase	Timing	Scope	Key upgrades and new equipment	Special considerations	Cost saving opportunities (all phases, details in Sections 4 and 6.4)	Load Management?
PW & Parks: 128 Sackville Rd	Phase 3	2029–2030+	14 × 80A ports (7 dual-port pedestals serving 3/4-ton pickups and cargo vans)	Fed from Phase 2 service infrastructure; new 300 kVA transformer + 1000A panelboard	Timing contingent on HD BEV model availability and long-term future of building asset	See Phase 1	Recommended to minimize demand charges
Fire 1: 72 Tancred St	Phase 3	2029–2030+	1 × 80A port (single charger, far parking lot, for final 3/4-ton vehicle)	Minimal new scope	Timing contingent on HD BEV model availability	See Phase 1	Not recommended
Cemetery 1: 27 4th Line E	Single	2030+	3 × 32A ports (2 single-port + 1 dual-port charger)	New 60A breakers; within existing 100A single-phase service (no service upgrade required)	Timing contingent on HD BEV model availability. 32A charger specification is required by the 100A single-phase service (80A chargers not possible without a service upgrade)	N/A (32A is an infrastructure requirement at this site, not a cost-saving opportunity)	Required to stay within current service Additionally recommended to minimize demand charges
Cemetery 2: 1504 Peoples Rd	Single	2031+	1 × 32A port (single-port wall-mount or pedestal)	Fed from existing spare breaker capacity; minimal civil scope	Timing contingent on HD BEV model availability. 32A charger specification consistent with infrastructure limitations at site	N/A (32A is an infrastructure requirement at this site, not a cost-saving opportunity)	Not recommended

6.2 Programme Risks and Mitigation

The following key risks have been identified with the potential to affect programme delivery schedule or cost. Mitigations are identified for each.

Table 6-2: Key programme risks and mitigation strategies

Risk	Mitigation strategy
Civic Centre (99 Foster Dr) infrastructure lead time With five (5) BEV replacements modelled at the site in 2027 and a non-deferrable utility service upgrade, the infrastructure installation needed by Q1 2027 at this site is the most time-critical item in the programme. Any delay to equipment delivery or installation risks chargers not being ready when vehicles arrive.	Begin detailed design and procurement immediately, treating this as a critical-path item. Specify the transformer, switchboard, and panel as long-lead items requiring early procurement, and confirm PUC service connection requirements during the design phase. Note that conduit and charger hardware for 23 of the 28 chargers (~\$300K) can be deferred to align with later vehicle replacements, reducing the Q1 2027 critical scope to the major electrical infrastructure and chargers for the initial 2027 BEV cohort.
Phase 2 PUC utility service upgrade lead times Phase 2 build-outs at 128 Sackville Rd and 72 Tancred St each require a utility service upgrade with lead times up to 12 months. Delays past Q3 2026 will push Phase 2 construction beyond 2027–2028, extending the period those sites rely on Phase 1 capacity only.	Initiate PUC service upgrade consultation for both sites no later than Q3 2026. Treat PUC confirmation as the critical-path trigger before issuing Phase 2 construction procurement.
Transit terminal relocation The concept design for 111 Huron St assumes the terminal remains at its current location. A relocation is under consideration, with a revised cost estimate expected February 2027. If relocation proceeds, the charging scope and cost must be re-scoped for the new site, and the 2027 installation timeline may not be achievable.	Defer full buildout procurement for 111 Huron St until the relocation decision is confirmed. The existing ChargePoint unit is assumed to support the 2026 EV truck on order in the interim. Revisit scope and cost once a decision is reached.
Building longevity at 128 Sackville Rd The PW & Parks facility is aging and lacks elevator access. A future relocation or major renovation could strand the Phase 3 investment (~\$277k).	Conduct a facility condition and longevity assessment before authorizing Phase 3 procurement. If a relocation or major renovation is planned within the next 10–15 years, Phase 3 scope should be re-evaluated for the future facility.
Heavy-duty BEV model availability Four sites (PW & Parks Ph3, Fire 1 Ph3, Cemetery 1, Cemetery 2) depend on commercial availability of ¾-ton pickup and cargo van BEV models, currently expected ~2031 but not confirmed. Delayed availability extends the BAU period and associated fuel costs at these sites.	Re-assess HD BEV market availability annually and update contingent site schedules accordingly. For the cemetery sites, initiate concept design work at least 1 year before expected vehicle delivery to avoid delays once models are confirmed available.
Fleet replacement schedule shifts BEV arrival dates for the 2027–2029 sites are based on current	Conduct an annual review of the fleet replacement schedule. Apply the charging-readiness gate (concept

Enterprise Fleet Management schedules, which may shift due to budget cycles, procurement delays, or vehicle availability. Infrastructure initiated too early risks stranded capacity; too late risks vehicles arriving before chargers are ready.

design complete, construction schedule confirmed) before each site's BEV procurement is authorized, and adjust infrastructure timelines accordingly.

6.3 Site and Phase Prioritization

[Table 6-4](#) ranks each site and phase using a weighted scoring model based on four criteria summarized in [Table 6-3](#), scored 1 (most favourable) to 5 (least favourable). A weighted average is calculated for each site and used to assign it to one of three priority tiers: highest (score 1.0–2.5), medium (2.6–3.0), or lowest (3.1–5.0). NCC (556 Goulais Ave) is not included in this ranking as it follows a different planning and economic structure from fleet sites.

The priority score measures each site's overall attractiveness and readiness for electrification. It should be read alongside the implementation timeline in [Section 6.1](#): actual installation timing is separately governed by vehicle delivery dates, commercial availability of heavy-duty BEV models, long-term facility asset decisions, and utility upgrade lead times. Cemetery 1 and Cemetery 2 illustrate this distinction: both rank in the Medium priority tier on the strength of their per-vehicle savings, but their installations are deferred to 2030 and 2031+ because the required ¾-ton pickup BEV models are not yet commercially available, not because they are unattractive candidates.

The four scoring criteria and their weights are summarized in [Table 6-3](#) below.

Table 6-3: Criteria and weightings used to rank sites in order of overall priority

Criterion	Weight	Description
Cost-effectiveness	40%	Net annual savings vs. BAU per vehicle in the recommended scenario (Section 7.2.1). Reflects the financial case for electrification independent of timing. Higher savings per vehicle = lower (better) score.
Time pressure	30%	Imminence of first BEV arrivals at the site. Sites with 2026–2027 BEV arrivals score 1; sites with 2027–2029 timing score 3; sites with unknown or contingent BEV arrival timing (e.g. dependent on HD BEV model availability) score 5.
Site readiness	20%	Complexity of the electrical infrastructure scope. Simple installations requiring no service upgrade score lower (better); sites requiring major utility service upgrades or transformer replacements score higher.
Cost-reduction opportunities	10%	Extent to which implementable measures (load management, charger rating reduction, phased deployment) can reduce capital or operating costs at the site. Higher potential for cost reduction = lower (better) score.

Table 6-4: Site and phase prioritization, based on the ranking criteria presented in Table 6-3. Green coloured rows are assigned the highest priority (1.0-2.5), yellow mid-priority (2.6-3.0), and blue lowest priority (3.1-5.0)

Site	Phase	Cost-effect. (40%)	Time pressure (30%)	Site readiness (20%)	Cost-reduction opp. (10%)	Score (1=highest priority)	Notes
PW & Parks: 128 Sackville Rd	Phase 1	1	1	2	1	1.2	Best-case savings up to \$11.7K/veh/yr. 2026/27 BEV arrivals. LM required; fits within existing service.
Transit: 111 Huron St	Single	2	1	2	2	1.7	Good economics with LM (up to \$5.3K/veh/yr savings). 2026/2027 BEV arrivals. Note: terminal relocation project may revise scope and cost.
Parks: 41 Lake St	Single	2	1	1	5	1.8	Good economics (up to \$7.6K/veh/yr savings). 2027 BEV arrival. Simple installation: 1 charger, no service upgrade, existing spare capacity.
Fire Stn 2: 65 Old Garden River Rd	Single	3	1	1	5	2.2	Positive economics. 2028 BEV arrival. Simple installation: 1 charger, no service upgrade, existing spare capacity.
PW & Parks: 128 Sackville Rd	Phase 2	1	3	4	3	2.4	Continues highest-savings site; PUC utility service upgrade required for Phase 2. Begin coordination at least 12 months in advance.
Cemetery 1: 27 4th Line E	Single	1	5	1	5	2.6	High savings (up to \$10.5K/veh/yr), but BEVs not due until 2030+. Low time urgency; simple 32A installation within existing service.
Civic Centre: 99 Foster Dr	Single	4	1	4	1	2.8	2026/27 BEV arrivals. Major service upgrade; unfavourable economics without LM. 2026 BEV arrivals make deployment non-deferrable.
Fire Stn 1: 72 Tancred St	Phase 1	5	1	2	1	2.8	2027 BEV arrivals. Transition cost is essentially cost-neutral vs BAU in the optimal scenario.
PW & Parks: 128 Sackville Rd	Phase 3	1	5	3	3	2.8	Strong economics (heavy-duty vehicles, high savings per vehicle). Timing contingent on HD BEV model availability and long-term future of building asset.
Cemetery 2: 1504 Peoples Rd	Single	2	5	1	5	3.0	Good per-vehicle savings; single-charger installation. BEVs not due until 2031+. Lowest time urgency of any site.
Facilities: 269 Queen St E	Single	4	3	2	3	3.2	Marginal economics without LM; positive with LM+CFR (\$1.2K/veh/yr). Two-charger install from existing panels. 2029 BEV arrivals.

Facilities: 260 Elizabeth St	Single	5	3	1	5	3.6	Lower-medium. Transition cost slightly exceeds BAU by up to ~\$1.5K/veh/yr. Single-charger install. Investment value is fleet readiness, not savings. 2029 BEV arrival.
Fire Stn 1: 72 Tancred St	Phase 2	5	3	4	1	3.8	Requires PUC utility service upgrade in baseline scenario (though may be avoidable with LM or reduced charger ratings/ratios). Unfavourable economics until CFR kicks in (~2030). Coordinate with PUC at least 12 months in advance.
Fire Stn 1: 72 Tancred St	Phase 3	5	5	3	4	4.5	Single 3/4-ton vehicle. Timing contingent on HD BEV model availability. Lowest absolute impact.

6.4 Cost-saving Opportunities

This section expands on the cost-saving measures summarized in Tables 6-1a to 6-1c and detailed on a site-by-site basis in [Section 4](#) (for example, [Section 4.3.4](#)). Beyond the base concept designs, several implementable measures can reduce either the capital cost or the long-run operating cost of the fleet charging programme. The most impactful measures fall into four categories: load management, transformer/service right-sizing, phased deployment, and charger rating and charger-to-vehicle ratio optimization.

Preliminary high-level estimates of the cost savings associated with the measures described in this section are provided in [Appendix G](#). These estimates are indicative and will require refinement during detailed design.

6.4.1. Load management

Load management is recommended or required at six of the eleven fleet sites ([Table 5-2](#), [Section 5.1.3](#)). At all applicable sites, load management reduces peak coincident charging demand and the associated demand charges (see [Sections 3.5.2](#) and [7.2.2](#)), improving the long-run financial case relative to BAU. At capacity-constrained sites, it also enables capital cost savings by allowing utility transformer and service upgrade specifications to be downsized, which drives the service right-sizing savings described in the following section.

6.4.2. Phased deployment and service right-sizing

At the two multi-phase sites (128 Sackville Rd and 72 Tancred St), phasing the charger build-out in line with BEV arrivals defers a combined ~\$1.6M in capital expenditure by 1–4 years, reducing the net present cost of the programme.

Load management and charger optimizations also enable service right-sizing at three sites. At 99 Foster Dr (Civic Centre), load management reduces the coincident peak demand of $28 \times 80\text{A}$ chargers below 500 kVA, allowing the utility transformer to be downsized from 750 kVA to 500 kVA and saving approximately \$75,000 relative to the base plan (see [Section 4.4.4](#)). The interaction of this service right-sizing with charger rating and ratio reduction options at 99 Foster Dr is discussed further in [Section 6.4.3](#).

A similar transformer right-sizing opportunity exists at PW & Parks (128 Sackville Rd). The baseline Phase 2 concept design specifies a new utility-owned 1,000 kVA transformer to serve the full light-duty vehicle fleet. As discussed in [Section 4.5.4](#), load management or reduced charger ratings could reduce the Phase 2 peak charging demand sufficiently to allow the transformer to be downsized from 1,000 kVA to 500 kVA.

At Fire Hall 1 (72 Tancred St), the base plan Phase 2 design requires a new utility pad-mounted transformer ([Section 4.6.4](#)). With load management, the site's coincident charging demand can be

maintained within the capacity of the existing electrical service, eliminating the Phase 2 utility upgrade and saving approximately \$224,000.

6.4.3. Charger rating and charger-to-vehicle ratio reduction

Analysis of the BEV replacement models assumed at each fleet site indicates that all vehicle types could fully recharge within their overnight dwell time at 32A, with two exceptions: the Kia EV9 Extended Range at Transit (111 Huron St) requires a minimum of 48A, and future heavy-duty EV trucks at PW & Parks (128 Sackville Rd) require a minimum of 80A for reliable daily recharge. This creates two cost-saving opportunities at most fleet sites:

- Using charger ratings as low as 32A (or 48A for the Kia EV9 Extended Range at Transit, 80A for future HD trucks at 128 Sackville Rd) instead of 80A reduces charger unit cost by approximately \$700-\$1,100 per port, along with reduced ratings required for supporting electrical distribution infrastructure. The trade-off is reduced charging speed, which may be a consideration if fleet operations change, quick top-ups are required outside of the overnight dwell time, or if peak charging demand increases in future years.
- Charger-to-vehicle ratio reduction: At sites where vehicles have sufficient battery capacity and dwell time to operate for multiple days before recharging overnight at 80A, not every vehicle needs its own dedicated charger port. Reducing the ratio from 1:1 reduces total charger procurement and installation cost, at the cost of reduced scheduling flexibility. Possible charger-to-vehicle ratio reductions at each site are assessed in [Section 4](#).

These two measures are illustrated in combination with load management in for 99 Foster in [Section 4.4.5](#). The base plan budget for $28 \times 80A$ chargers is approximately \$965,000 ([Section 7.1.1](#)). Applying load management with reduced charger ratings (48A) allows the utility transformer to be downsized to 500 kVA and reduces distribution component ratings throughout, yielding a preliminary total installed budget of approximately \$775,000, which saves approximately \$190,000 (20%). Alternatively, applying load management with a reduced charger-to-vehicle ratio ($12 \times 80A$, as presented in the concept design in [Section 4.4.5](#)) yields a preliminary installed budget of approximately \$552,000, saving ~\$413,000 (43%). Cost summaries for both alternatives are presented in [Table 7-5](#), and detailed breakdowns can be found in [Appendix F.4](#).

Note that the 32A charger specifications at Cemetery 1 (27 4th Line E) and Cemetery 2 (1504 Peoples Rd) are **not** cost-saving choices: at Cemetery 1, the existing 100A single-phase service cannot support 80A chargers without a utility service upgrade, making 32A the only structurally feasible specification. These entries do not appear in [Table 6-4](#).

6.5 Contracting Strategies for Programme Delivery

Sections [6.1](#) through [6.4](#) outline a phased deployment plan spanning approximately 15 installation phases between 2026 and 2030+. Delivered using a conventional, project-by-project procurement approach, this would require the City to issue and administer a separate RFP for each phase as funding

becomes available. That creates significant administrative burden, inconsistent equipment and design standards across sites, repeated legal and procurement review cycles, and recurring delays as each new procurement is initiated. This section outlines contracting structures the City could consider to streamline procurement and delivery across the full multi-year programme, rather than managing it as a series of independent projects.

Each structure below is compatible with the City's competitive procurement obligations; what differs is the scope of work captured within a single procurement, how subsequent phases are authorized, and where responsibility for integration and performance sits.

Broadly, the City has two ways to structure delivery of the programme:

- 1. Run the programme itself and contract out each project.** Under the first five structures below (Design-Bid-Build, EPC, EPCM, Progressive Design-Build, and DBOM), the City acts as programme manager. It scopes, procures, and administers each phase as a standalone project, choosing how much design, construction, and operations responsibility to bundle into each contract.
- 2. Retain a programme delivery partner under a single master agreement.** Under a programme-level master agreement, one selection establishes a qualified partner and a commercial framework for the full multi-year programme. Individual sites are then authorized through work orders under the agreement rather than through new RFPs, with the partner responsible for planning, procurement, delivery, and integration across all phases.

The distinction matters because fleet electrification is not a single project. It is a multi-year programme delivered in waves that track vehicle replacement cycles, where charger technology, vehicle models, and energy requirements continue to evolve. Structures that require a fully defined scope before contracting are a poor fit for that reality; a programme-level agreement is designed to absorb it.

Table 6-5: Comparison of contracting structures

Part A: Project-by-project structures (City manages the programme; each phase separately procured)

Structure	Description	Pros	Cons
Design-Bid-Build (DBB)	The conventional approach: the City procures design, construction, and (where applicable) O&M as separate, sequential contracts with separate vendors, for every project.	Familiar process; maximum competition at each stage; clear separation of design and construction liability.	Requires a fully defined scope before tendering, which a multi-year programme cannot provide at the outset; separate procurements tend to produce a mix of equipment with poor interoperability; if the design has errors, the contractor can claim extra costs; no single party is responsible for the end

			result; slowest and most resource-intensive approach across a multi-phase programme.
EPC / Turnkey Design-Build	The City hires one company per project to handle design and construction under a single fixed-price contract. The City owns the infrastructure once built.	Single point of accountability per project; fixed-price potential; simplified procurement; faster delivery.	One RFP still required per project or site; City responsible for O&M after warranty; technology and integration risk across phases remains with the City.
Engineer-Procure-Construct-Manage (EPCM)	The City retains a construction manager to coordinate design and multiple trade contractors, rather than a single design-builder.	Greater cost transparency; flexibility to select individual contractors; ability to make design changes during construction.	City assumes most project risk among the stakeholders involved; requires experienced internal project management; greater administrative burden; less cost certainty.
Progressive Design-Build (PDB)	A design-build partner is procured per project before design is finalized, with pricing negotiated as the design develops.	Early contractor involvement improves design and budgeting; fewer change orders; more accurate pricing before construction begins.	Procured project by project; longer planning phase; pricing not finalized immediately; requires greater City engagement during design.
Design-Build-Operate-Maintain (DBOM)	One contractor is responsible for design, construction, and long-term O&M of a given project under a single agreement.	One partner accountable for performance; guaranteed uptime; reduced City staffing requirements; predictable operating costs.	Longer contract commitments per project; less flexibility to change vendors; City typically still funds initial infrastructure; each project still separately procured.

Part B: Programme partnership structure (one selection covers the programme)

Structure	Description	Pros	Cons
Master Services Agreement (MSA) / Principal Agreement	A single selection establishes a qualified programme delivery partner and a master commercial framework: design standards, prenegotiated fees, capped project management costs, open-book cost transparency,	One selection process instead of many; future sites authorized by work order rather than new RFPs; faster initiation of each phase once funding is confirmed; single party accountable for integration and end-to-end	Multi-year relationship with a single delivery partner rather than re-opening the market at each phase; requires a well-structured agreement with clear governance, transparency, and exit

	service levels, and governance. Each site proceeds as a work order under the agreement, typically following a progressive design-build, stage-gated process, with a fixed price set once that site's design is finalized.	performance across all sites; no committed volume, so the City retains full discretion over pace and scale.	provisions to protect the City's interests.
--	---	---	---

Note on Charging-as-a-Service (CaaS). CaaS (Section 7.3.1) is a financing model, not an alternative to the structures above. Under CaaS, a provider finances, owns, and operates the infrastructure in exchange for a recurring fee. It can be applied to an individual project delivered under any of the structures above, or on a site-by-site basis under a master agreement, wherever upfront capital is constrained. Section 6.5.3 discusses how financing models combine with the delivery structure.

6.5.1. Recommended Approach: Programme Delivery via a Program-Level Master Agreement

Given the scale and phasing of the City's roadmap, a programme-level master agreement (a Master Services Agreement, sometimes structured as a Principal Agreement) is well suited to delivering the remaining phases.

Under this approach, the City establishes a single agreement with a qualified programme delivery partner covering the full multi-year programme (for example, "Fleet Electrification Infrastructure Programme, 2027 to 2032"). The agreement defines the programme envelope rather than individual site scopes: the anticipated number of sites and ports, the deployment horizon, and the categories of work (design, procurement, construction, commissioning, operations and maintenance, and energy management). Individual sites do not need to be scoped when the agreement is established. As funding is confirmed, each site (for example, the Phase 2 sites identified in Section 6.1.3) proceeds through a work order under the existing agreement, with its scope and budget defined at that point.

The agreement can be established through the procurement route the City determines is most appropriate under its Purchasing Bylaw and applicable trade agreements. Options include a single competitive RFP for the programme, or, where the Bylaw provides for it, a direct arrangement with a qualified public-sector delivery partner. In either case, competition is preserved within the programme itself: the delivery partner conducts open, public-sector-compliant competitive procurement for equipment, engineering, and construction under the agreement, typically through a vendor-of-record framework with secondary competitions per project. On comparable programmes delivered under this structure, approximately 90% of programme spend is competitively procured; the balance is the partner's transparent, prenegotiated fees.

The commercial framework is established up front:

- **Open-book cost transparency with prenegotiated fees.** Rather than fixed unit pricing, the partner's construction management and O&M fees are negotiated once, project management costs are capped as a percentage of project value, and all subcontractor and equipment costs flow through transparently, so the City can see how every cost is built up.
- **Fixed price per site at design finalization.** Each site's budget is refined through a staged design process. Once design is finalized, the price is fixed and the delivery partner carries cost and schedule risk through to completion. Shared-savings provisions mean that if a site comes in under budget or ahead of schedule, the City benefits directly, aligning incentives against the change-order escalation typical of conventional delivery.
- **No committed volume.** The agreement obligates the City to nothing beyond each work order it chooses to issue. If the City slows or pauses fleet replacement, no payment obligation accrues for future phases. This preserves the City's budget flexibility while still securing programme-level standards and pricing discipline.
- **Single accountability for integration.** One partner is responsible for ensuring that chargers, software, electrical infrastructure, and vehicles work together across all sites, including the city-wide CMS integration discussed in [Section 5.3](#), removing the handoff gaps between designers, contractors, and equipment vendors where reliability is typically lost.
- **Faster initiation of each phase.** Subsequent phases begin as soon as funding is confirmed, without a new procurement cycle, and long-lead equipment can be ordered early in design.
- **Reduced administrative and legal burden** on City procurement and legal staff, with a central point of accountability for coordinating PUC engagement, design, and installation across sites with similar timing (see [Section 6.1.1](#)).

This approach involves a multi-year relationship with a single delivery partner rather than re-opening the market at each phase. In exchange, the City secures transparent fees and service levels established at the outset, competitive procurement of the underlying equipment and construction throughout the programme, and continuity, accountability, and schedule certainty across the full deployment. These are benefits that are difficult to replicate when each phase is procured and awarded independently.

This structure is in active use by Canadian public-sector fleet owners, including the Toronto Transit Commission and Durham Region Transit, for programmes with the same characteristics as the City's: multi-year, multi-site, phased against vehicle replacement cycles, with evolving technology and funding timing.

6.5.2. Relationship to Financing Models

The contracting structure selected for programme delivery is independent of, but complementary to, the financing models discussed in [Section 7.3](#). CaaS ([Section 7.3.1](#)) is a financing overlay that can apply to any individual project, including projects delivered as work orders under a master agreement, wherever upfront capital is constrained. A Build-Transfer-Operate arrangement ([Section 7.3.2](#)) is likewise compatible with an EPC, Progressive Design-Build, or master-agreement delivery structure, since the City (or its funding partners) finances construction directly and an operator manages the network under a long-term O&M agreement.

In practice, the City could combine a master-agreement delivery structure with either financing model on a phase-by-phase basis: a single partner could deliver each phase on a Build-Transfer-Operate basis as City capital becomes available, or under a CaaS arrangement where upfront capital is constrained. Either combination preserves the procurement efficiencies described above while leaving the City's financing decision ([Section 7.3](#)) flexible across the programme.

6.5.3. Illustrative Financial Benefits of Programmatic Delivery

The outcomes summarized in Table 6-7 are drawn from multi-phase municipal and transit electrification programmes delivered under programme-level master agreements, including programmes PowerON delivers for the Toronto Transit Commission and Durham Region Transit. They are presented as an indication of where financial value typically arises under this delivery model, not as projections for the City's programme.

Table 6-7: Illustrative financial benefits of programmatic deliver, based on experience from comparable municipal and transit electrification programmes

Source of Value	Mechanism	Illustrative Financial Impact
Early utility and site-strategy engagement	Engaging the delivery partner before scope is locked under a single procurement allows utility cost and site options to be evaluated up front, rather than after a contractor has already been tendered a fixed scope.	On a comparable municipal electrification programme, early engagement allowed a multi-million-dollar utility upgrade originally estimated at the existing site to be avoided entirely by redirecting the programme to a lower-cost site within one to two months, with minimal sunk cost.
Forward-compatible design	A single accountable partner across phases has the incentive (and the contractual continuity) to size Phase 1 infrastructure, such as switchgear, conduit, and service capacity, to accommodate later phases, avoiding rework when subsequent phases are funded.	On the same programme, sizing the Phase 1 electrical service to accommodate Phase 2 and 3 load avoided approximately \$430,000 in later civil works that would otherwise have been needed to expand the service entrance.
Value engineering at the design stage	Design optimization (layout, voltage class, equipment configuration,	Industry experience on comparable fleet and transit electrification projects shows

	standardization) delivers the largest savings when it occurs before procurement and construction lock in cost, which a programmatic delivery model supports by involving the delivery partner from concept design onward.	design-stage value engineering typically identifies savings in the range of 15-25% of project cost when the delivery partner is engaged at concept design rather than after design is finalized.
Portfolio-scale purchasing power	An established delivery partner operating at scale across multiple clients brings pre-negotiated pricing and established vendor relationships that a single municipality procuring independently cannot access. The pricing advantage comes from the partner's aggregated volume and market standing across their full portfolio, not from the volume committed by any individual client.	On comparable programmes, equipment costs procured through a delivery partner's established supply relationships have been reduced by approximately 15% between preliminary estimate and fixed pricing, with procurement timelines shortened by six or more months compared to a municipality running each equipment category through a stand-alone competitive process.
Open-book change-order discipline	Where the delivery partner holds design, procurement, and construction management responsibility under one commercial structure, change orders are not a separate profit centre, and costs are visible to the owner on an open-book basis throughout delivery.	Comparable conventional Design-Bid-Build delivery typically sees change-order escalation in the range of 15-20% of contract value during construction; programmatic delivery models with open-book costing and aligned incentives are structured to avoid this pattern.
Long-term operations and maintenance performance	Single accountability for ongoing O&M, rather than a split between an OEM warranty, a separate electrical contractor, and internal staff, removes the handoff gaps that typically degrade uptime and repair response time.	Reported performance on comparable transit charging portfolios under this delivery model includes charger uptime consistently between 97% and 99%, with average response times of approximately one day across all priority levels.

7 Financial Analysis

7.1 Infrastructure Cost Estimation

7.1.1. Baseline Design Options

[Table 7-1](#) summarizes the hardware and installation costs evaluated for each site based on the baseline concept designs presented in [Section 4](#), following the methodology presented in [Section 3.5.1](#). A detailed breakdown of installation costs for each site is provided in Appendix F.

Charger hardware costs are benchmarked at \$1,900 per 32A charger, \$2,300 per 48A charger, and \$3,000 per 80A charger based on industry pricing data for commercial EV chargers. Details on these costs can be found in [Appendix B.1](#).

Preliminary fleet-wide “low-cost” estimates of charger hardware and installation costs with the cost-saving measures discussed in Section 6.4 applied can be found in Tables [G-1](#) and [G-4](#).

Table 7-1: Charger hardware and installation costs evaluated for each site

Site	Phase	Year	Recommended Chargers per Roadmap	Charger Hardware Cost	Installation Cost / Charger Excl. Utility Upgrades	Installation Cost Excl. Utility Upgrades	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades
Cemeteries – 27 4th Line E	Single Phase	2030+	3 x 32A	\$5,700	\$8,524 / charger	\$25,573	\$31,273	\$0	\$31,273
Cemeteries – 1504 Peoples Rd	Single Phase	2031+	1 x 32A	\$1,900	\$13,936 / charger	\$13,936	\$15,836	\$0	\$15,836
Transit – 111 Huron St	Single Phase	2027	5 x 80A (+1 existing)	\$15,000	\$19,442 / charger	\$97,210	\$112,210	\$0	\$112,210
Civic Centre – 99 Foster Dr	Single Phase	By Q1 2027	28 x 80A	\$84,000	\$19,912 / charger	\$557,532	\$641,532	\$323,498	\$965,030
Public Works and Parks – 128 Sackville Rd	Phase 1	By Q1 2027	16 x 80A	\$48,000	\$20,836 / charger	\$333,371	\$381,371	\$0	\$381,371
	Phase 2	2028-2029	22 x 80A	\$66,000	\$29,489 / charger	\$648,760	\$714,760	\$284,430	\$999,190
	Phase 3	2030+	14 x 80A	\$42,000	\$16,689 / charger	\$233,652	\$275,652	\$0	\$275,652
Fire Department – 72 Tancred St	Phase 1	By Q1 2027	6 x 80A	\$18,000	\$24,777 / charger	\$148,660	\$166,660	\$0	\$166,660
	Phase 2	2027-2028	6 x 80A	\$18,000	\$20,167 / charger	\$121,000	\$139,000	\$223,844	\$362,844
	Phase 3	2030+	1 x 80A	\$3,000	\$33,105 / charger	\$33,105	\$36,105	\$0	\$36,105
Fire Department – 65 Old Garden River Rd	Single Phase	2027	1 x 80A	\$3,000	\$13,966 / charger	\$13,966	\$16,966	\$0	\$16,966
Northern Community Centre – 556 Goulais Ave	Single Phase	2027	4 x 80A	\$12,000	\$40,233 / charger	\$160,930	\$172,930	\$0	\$172,930
Parks – 41 Lake St	Single Phase	By Q1 2027	1 x 80A	\$3,000	\$30,724 / charger	\$30,724	\$33,724	\$0	\$33,724
Facilities – 269 Queen St E (GFL Memorial Gardens)	Single Phase	2028	2 x 80A	\$6,000	\$27,049 / charger	\$54,097	\$60,097	\$0	\$60,097
Facilities – 260 Elizabeth St (John Rhodes Community Centre)	Single Phase	2028	1 x 80A	\$3,000	\$34,597 / charger	\$34,597	\$37,597	\$0	\$37,597
All Sites and Phases	—	Q1 2027 – 2031+	107 × 80A + 4 × 32A	\$328,600	—	\$2,507,113	\$2,835,713	\$831,772	\$3,667,485

[Figure 7-1](#) compares the total charging infrastructure installation budget (excluding hardware, which is similar on a per-charger basis for all sites) between the 11 sites assessed, and are broken down by phase at the two multi-phase sites (72 Tancred St and 128 Sackville Rd). The majority of installation costs are concentrated at 128 Sackville Rd (46%), 99 Foster Dr (27%), and 72 Tancred St (16%), as these three sites host the majority of fleet vehicles.

Figures [7-2](#) and [7-3](#) compare the installation budget for each site on a per charger basis (7-2) and per kW of charging power installed (7-3), with a breakdown by phase at 72 Tancred St and 128 Sackville Rd. Overall, the highest per-kW installation costs are seen in the Phase 2 installations at 128 Sackville Rd and 72 Tancred St due to the utility service upgrade required in these phases, though it's worth noting that this upgrade also supports the subsequent phase 3 installations at these two sites, which have relatively moderate per-kW costs.

The Civic Centre at 99 Foster Dr also has relatively high per-charger installation costs due to the service upgrade required, as do 260 Elizabeth St and 269 Queen St E due to the excavation and backfilling needed to run underground conduit to supply a single charger.

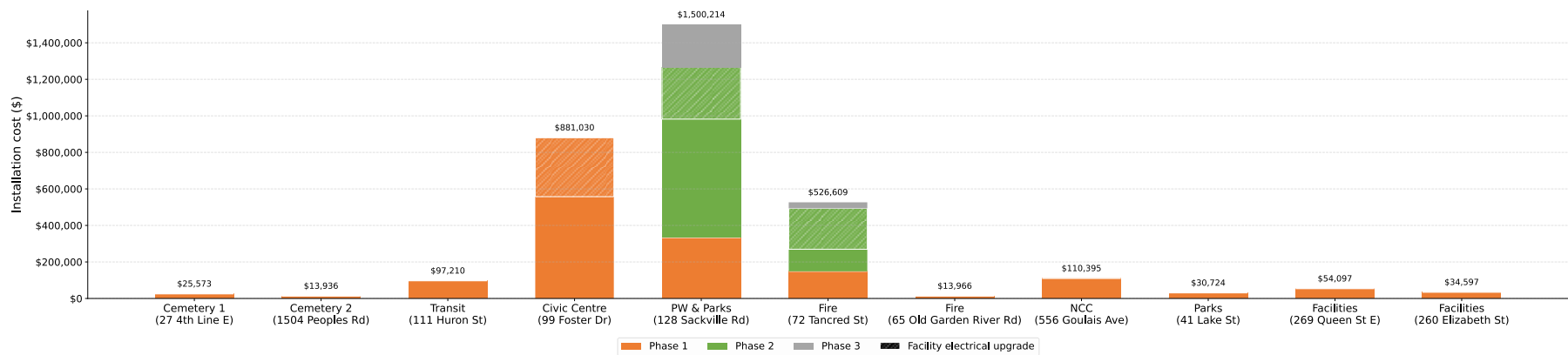


Figure 7-1: Infrastructure installation cost at each site, broken down by phase for the multi-phase sites (128 Sackville Rd and 72 Tancred)

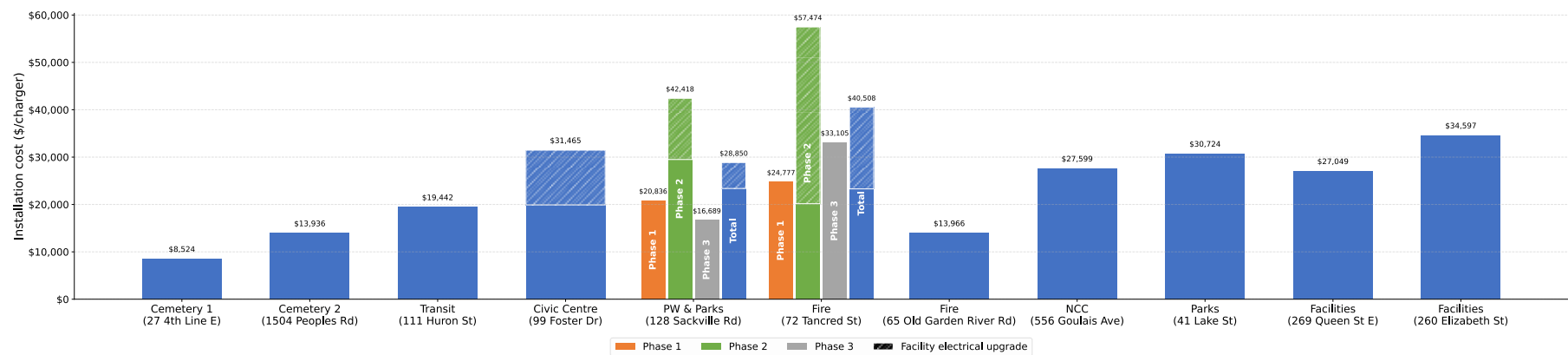


Figure 7-2: Infrastructure installation cost per charger at each site, broken down by phase for the multi-phase sites (128 Sackville Rd and 72 Tancred)

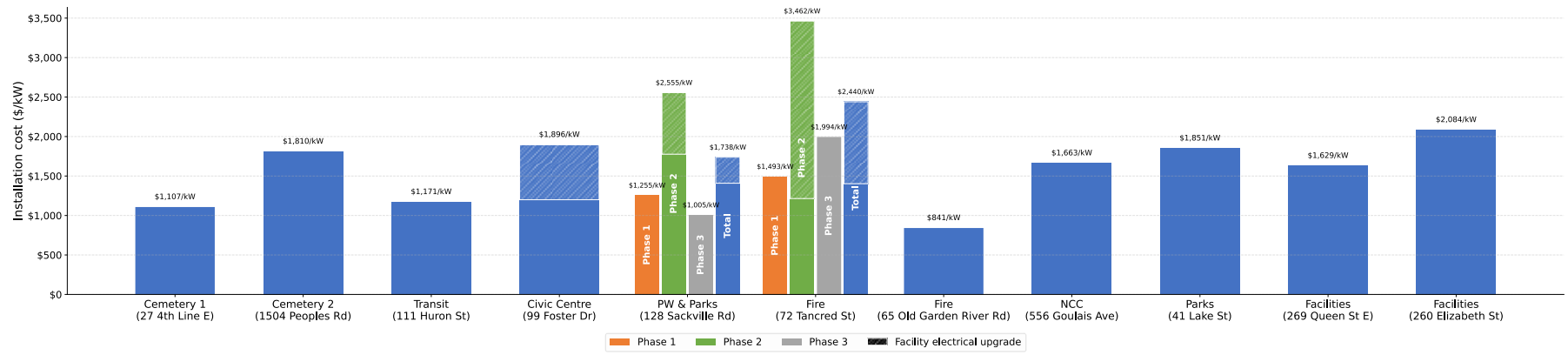


Figure 7-3: Infrastructure installation cost per kW of charging capacity installed at each site, broken down by phase for the multi-phase sites (128 Sackville Rd and 72 Tancred)

7.1.2. Year-by-year Capital Budget

Tables [7-2](#) and [7-3](#) present the year-by-year capital budget for EV charging infrastructure, organized by installation period according to the fleet electrification roadmap. Two versions are provided to support financial planning under different cash-flow assumptions. In Version 1 ([Table 7-2](#)), the full cost of multi-year installations, where civil and electrical work spans more than one calendar year (72 Tancred St Phase 2, 2027–2028; 128 Sackville Rd Phase 2, 2028–2029), is allocated to the final year of installation. In Version 2 ([Table 7-3](#)), the cost of those multi-year installations is distributed evenly across the installation years. The total programme cost is the same in both versions; the two tables differ only in the timing of the multi-year items.

For single-phase sites, the two versions are identical. Note that approximately \$300K of the Civic Centre (99 Foster Dr) Q1 2027 scope can optionally be deferred by phasing the charger hardware and conduit installation; see the Notes column of [Table 7-1](#) and [Section 7.1.2](#) for details.

Preliminary fleet-wide “low-cost” estimates of year-by-year capital budgets with the cost-saving measures discussed in Section 6.4 applied can be found in Tables [G-2](#) and [G-3](#) (with load management and reduced charger ratings), and in Tables [G-5](#) and [G-6](#) (with load management and reduced charger-to-vehicle ratios).

Table 7-2: Year-by-year charger installation budget – Version 1: Multi-year install costs allocated to the final installation year

Year	Site	Phase	Recommended Chargers per Roadmap	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades	Notes
By Q1 2027	Civic Centre – 99 Foster Dr	Single Phase	28 × 80A	\$641,532	\$323,498	\$965,030	Conduit and charger hardware for 23 of the 28 chargers can optionally be deferred until later replacements (~\$300K deferrable). Major electrical infrastructure (utility transformer, 2000A switchboard, 800A panel) to be installed upfront regardless of phasing.
	PW & Parks – 128 Sackville Rd	Phase 1	16 × 80A (+2 existing)	\$381,371	\$0	\$381,371	
	Fire Department – 72 Tancred St	Phase 1	6 × 80A	\$166,660	\$0	\$166,660	
	Parks – 41 Lake St	Single Phase	1 × 80A	\$33,724	\$0	\$33,724	
	Q1 2027 Subtotal	—	51 × 80A	\$1,223,287	\$323,498	\$1,546,785	
2027	Transit – 111 Huron St	Single Phase	5 × 80A (+1 existing)	\$112,210	\$0	\$112,210	Assume public chargers installed in 2027; exact timing to be decided by City
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 80A	\$16,966	\$0	\$16,966	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$172,930	\$0	\$172,930	
	2027 Subtotal	—	10 × 80A	\$302,106	\$0	\$302,106	
2028	Fire Department – 72 Tancred St	Phase 2	6 × 80A	\$139,000	\$223,844	\$362,844	Full cost of 2027–2028 multi-year installation allocated to final year (2028).
	Facilities – 269 Queen St E	Single Phase	2 × 80A	\$60,097	\$0	\$60,097	
	Facilities – 260 Elizabeth St	Single Phase	1 × 80A	\$37,597	\$0	\$37,597	
	2028 Subtotal	—	9 × 80A	\$236,694	\$223,844	\$460,538	
2029	PW & Parks – 128 Sackville Rd	Phase 2	22 × 80A	\$714,760	\$284,430	\$999,190	Full cost of 2028–2029 multi-year installation allocated to final year (2029).
	2029 Subtotal	—	22 × 80A	\$714,760	\$284,430	\$999,190	
2030+	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$31,273	\$0	\$31,273	Timing per roadmap is 2031+; included in 2030+ planning budget.
	PW & Parks – 128 Sackville Rd	Phase 3	14 × 80A	\$275,652	\$0	\$275,652	
	Fire Department – 72 Tancred St	Phase 3	1 × 80A	\$36,105	\$0	\$36,105	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$15,836	\$0	\$15,836	
	2030+ Subtotal	—	15 × 80A + 4 × 32A	\$358,866	\$0	\$358,866	
All Years	—	—	107 × 80A + 4 × 32A	\$2,835,713	\$831,772	\$3,667,485	

Table 7-3: Year-by-year charger installation budget – Version 2: Multi-year install costs distributed evenly across installation years

Year	Site	Phase	Recommended Chargers per Roadmap	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades	Notes
By Q1 2027	Civic Centre – 99 Foster Dr	Single Phase	28 × 80A	\$641,532	\$323,498	\$965,030	Conduit and charger hardware for 23 of the 28 chargers can optionally be deferred until later replacements (~\$300K deferrable).
	PW & Parks – 128 Sackville Rd	Phase 1	16 × 80A	\$381,371	\$0	\$381,371	
	Fire Department – 72 Tancred St	Phase 1	6 × 80A	\$166,660	\$0	\$166,660	
	Parks – 41 Lake St	Single Phase	1 × 80A	\$33,724	\$0	\$33,724	
	Q1 2027 Subtotal	—	51 × 80A	\$1,223,287	\$323,498	\$1,546,785	
2027	Transit – 111 Huron St	Single Phase	5 × 80A (+1 existing)	\$112,210	\$0	\$112,210	Assume public chargers installed 2027; exact timing to be decided by City 50% of 2027–2028 multi-year installation cost distributed evenly
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 80A	\$16,966	\$0	\$16,966	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$172,930	\$0	\$172,930	
	Fire Department – 72 Tancred St	Phase 2 (2027)	6 × 80A	\$69,500	\$111,922	\$181,422	
	2027 Subtotal	—	16 × 80A	\$371,606	\$111,922	\$483,528	
2028	Fire Department – 72 Tancred St	Phase 2 (2028)	6 × 80A	\$69,500	\$111,922	\$181,422	50% of 2027–2028 multi-year installation cost distributed evenly 50% of 2028–2029 multi-year installation cost distributed evenly
	Facilities – 269 Queen St E	Single Phase	2 × 80A	\$60,097	\$0	\$60,097	
	Facilities – 260 Elizabeth St	Single Phase	1 × 80A	\$37,597	\$0	\$37,597	
	PW & Parks – 128 Sackville Rd	Phase 2 (2028)	22 × 80A	\$357,380	\$142,215	\$499,595	
	2028 Subtotal	—	31 × 80A	\$524,574	\$254,137	\$778,711	
2029	PW & Parks – 128 Sackville Rd	Phase 2 (2029)	22 × 80A	\$357,380	\$142,215	\$499,595	50% of 2028–2029 multi-year installation cost distributed evenly
	2029 Subtotal	—	22 × 80A	\$357,380	\$142,215	\$499,595	
2030+	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$31,273	\$0	\$31,273	Timing per roadmap is 2031+; included in 2030+ planning budget.
	PW & Parks – 128 Sackville Rd	Phase 3	14 × 80A	\$275,652	\$0	\$275,652	
	Fire Department – 72 Tancred St	Phase 3	1 × 80A	\$36,105	\$0	\$36,105	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$15,836	\$0	\$15,836	
	2030+ Subtotal	—	15 × 80A + 4 × 32A	\$358,866	\$0	\$358,866	
All	—	—	107 × 80A + 4 × 32A	\$2,835,713	\$831,772	\$3,667,485	

7.1.3. Alternative Design Options

For two sites Cemeteries – 1504 Peoples Rd (Cemeteries) and 99 Foster Dr (Civic Centre), the study evaluated an alternative concept design alongside the baseline. The cost summaries for both options at each site are presented below; detailed breakdowns are provided in [Appendix F](#).

Cemeteries – 1504 Peoples Road

The baseline concept design for 1504 Peoples Rd installs a single 32A Level 2 charger to serve the one BEV truck replacement planned for this site. An optional future design with a second 32A charger and load-sharing capability is also evaluated, should the City wish to provide a dedicated port for each vehicle in the event of a second BEV assignment to this site. The incremental cost of adding the second charger is modest at approximately \$5,300, as the civil work (core drill, conduit, line painting) and most of the electrical infrastructure are already in place from the baseline installation.

Table 7-4: Cost summary by concept design option – Cemetery 2 – 1504 Peoples Rd

Design Option	Installation Cost	Charger Hardware	Total
Baseline – 1× 32A Level 2 EV Charger (Indoor)	\$13,936	\$1,900	\$15,836
Alternative – 2× 32A Level 2 EV Chargers (Indoor) with load management	\$17,353	\$3,800	\$21,153
Difference (Alternative – Baseline)	+\$3,417	+\$1,900	+\$5,317

Civic Centre – 99 Foster Drive

The baseline concept design for 99 Foster Dr installs 28 × 80A Level 2 chargers with a new 750 kVA utility transformer. An alternative design using 48A chargers and a smaller 500 kVA transformer is also evaluated as a cost-saving option (see [Section 4.4.4](#) and [Section 4.4.5](#) for the discussion and rationale). The 48A design reduces the total budget by approximately \$190,000 (20%), driven primarily by the smaller transformer (~\$75,000), smaller-gauge conductors throughout the distribution system (~\$36,000), the main switchboard downsize from 2000A to 1600A (~\$27,000), and smaller conduit and fittings (~\$18,000). The 48A chargers also carry a lower unit cost than 80A chargers, contributing a further ~\$20,000 in hardware savings.

The baseline concept design for 99 Foster Dr installs 28 × 80A Level 2 chargers with a new 750 kVA utility transformer. Two alternative low-cost concept designs are also evaluated alongside the baseline (see [Section 4.4.5](#) for design details and rationale): a reduced charger rating design using 28 × 48A chargers with a 500 kVA transformer, and a reduced charger-to-vehicle ratio design using 12 × 80A chargers with load management and a 500 kVA transformer. Cost summaries for all three options are presented in [Table 7-5](#); detailed breakdowns are provided in [Appendix F.4](#).

The 48A design reduces the total budget by approximately \$190,000 (20%) compared to the baseline, driven primarily by the smaller transformer (~\$75,000), smaller-gauge conductors throughout the

distribution system (~\$36,000), the main switchboard downsize from 2000A to 1600A (~\$27,000), and smaller conduit and fittings (~\$18,000). The 48A chargers also carry a lower unit cost than 80A chargers, contributing a further ~\$20,000 in hardware savings. The trade-off is reduced per-port charging speed (10.0 kW at 48A versus 16.7 kW at 80A). All BEV replacement models assumed at this site can complete a full overnight recharge at 48A, but the reduced speed may be a consideration if fleet operations change or vehicles require quick top-ups outside the overnight dwell window.

The reduced charger-to-vehicle ratio design (12 × 80A chargers with load management) reduces the total budget by approximately \$414,000 (43%) compared to the baseline, and by approximately \$225,000 (29%) compared to the 48A alternative. The principal sources of saving are reduced civil works and electrical wiring from 16 fewer charger installations (~\$177,000 and ~\$68,000 respectively), the smaller utility transformer (~\$57,000), and reduced charger hardware costs for 16 fewer ports (~\$48,000). The primary trade-off is that, with 12 ports serving 28 vehicles, not all vehicles can be plugged in on any given night; some vehicles will therefore need to go more than one day without charging on a rotating basis. This is feasible at 99 Foster Dr because all BEV replacement models assumed at this site have sufficient battery capacity to operate for multiple days before requiring an overnight recharge at 80A ([Table 4-7](#), [Section 4.4.4](#)), but requires disciplined management of overnight parking and charging assignments to ensure vehicles are charged within their battery capacity limits.

Table 7-5: Cost summary by option – Civic Centre – 99 Foster Dr

Design Option	Installation Cost	Charger Hardware	Total
Baseline – 750 kVA transformer, 28 × 80A Level 2 EV Chargers	\$881,030	\$84,000	\$965,030
Alternative 1 – 500 kVA transformer, 28 × 48A Level 2 EV Chargers	\$711,126	\$64,400	\$775,526
<i>Saving (Alternative 1 vs. baseline)</i>	<i>–\$169,904</i>	<i>–\$19,600</i>	<i>–\$189,504</i>
Alternative 2 – 500 kVA transformer, 12 × 80A Level 2 EV Chargers (with load management)	\$515,010	\$36,000	\$551,010
<i>Saving (Alternative 2 vs. baseline)</i>	<i>–\$366,020</i>	<i>–\$48,000</i>	<i>–\$414,020</i>

If the City instead wishes to retain 80A chargers and a 1:1 charger to vehicle ratio while still achieving a smaller transformer, load management can be used to cap peak demand and allow the 500 kVA transformer. In this scenario, the savings are limited to the transformer reduction alone (approximately \$75,000), reducing the overall budget from approximately \$965,000 to approximately \$890,000 (an 8% reduction).

7.2 Financial Modeling

7.2.1. Model Inputs and Assumptions

The financial model evaluates infrastructure, energy, and fuel costs across a 15-year horizon for each fleet site and for the NCC public charging site. The tables below summarize the key input parameters and assumptions, organized by category. Infrastructure and charger cost inputs are detailed in [Appendix B.1](#); time-of-use electricity rates are documented in [Appendix B.2](#); and the modelled Clean Fuel Regulation (CFR) credit rate schedule is provided in [Appendix B.3](#). A complementary vehicle-level TCO comparison that extends the analysis to include vehicle

acquisition costs (lease vs. purchase) is provided in [Appendix C](#) for a representative fleet vehicle at 128 Sackville Rd.

General Parameters and Assumptions

Table 7-6: General financial model parameters and assumptions applied across all sites

Parameter	Value	Notes
Analysis horizon	15 years	Starts in the first year new chargers are installed at the site.
Annual cost escalation	2.0 %/year	Applied to electricity, fuel, demand charges, and public charging rate.
Gasoline price	\$1.50/L	Based on current gasoline prices in the Sault Ste Marie area.
Demand charge rate	\$12.89/kW/month	PUC Distribution (\$9.02) + Transmission Network (\$3.87) charges
Fleet charger lifetime	10 years	One mid-life hardware replacement within the 15-year analysis window
Replacement labour fraction	10%	Assumed percent of original installation cost needed to replace an existing charger (on top of the hardware cost) once it reaches its end of life

Vehicle Fuel Economy Assumptions

[Table 7-7](#) summarizes the midpoints of the ICE fuel and BEV energy economy ranges evaluated for each vehicle class considered in this study, sourced from the EPA's [fueleconomy.gov](https://www.fueleconomy.gov) database). The financial model uses the midpoint for each vehicle to calculate energy, fuel, and electricity demand. A detailed breakdown for each make and model in the fleet and its assumed BEV replacement vehicle can be found in [Table D-1](#).

Table 7-7: ICE fuel and BEV energy economy midpoints by vehicle class

Vehicle Class	ICE Fuel Economy Range (L/100 km)	ICE Midpoints (L/100 km)	BEV Replacement Model(s)	BEV Energy Economy Range (kWh/km)	BEV Energy Economy Midpoints (kWh/km)
Passenger car / sedan	6.2 – 13.8	~8–11	Chevrolet Bolt / Hyundai Ioniq 6	0.133 – 0.25	0.17 – 0.21
SUV / crossover	6.5 – 14.7	~8–12	Kia EV9 / Chevrolet Equinox EV / VW ID.4	0.155 – 0.26	0.19 – 0.21
Light pickup (½-ton)	9.0 – 15.7	~12–13	Chevrolet Silverado EV	0.250 – 0.40	0.33
Heavy pickup / HD (¾-ton+)	13.1 – 21.4	~15–18	Future HD EV Truck	0.250 – 0.50	0.38

Cargo van	12.4 – 21.4	~14–18	Ford E-Transit	0.33 – 0.45	0.39
-----------	-------------	--------	----------------	-------------	------

Site-Specific Inputs

[Table 7-8](#) lists the key site-level inputs for the ten (10) fleet charging sites, with an additional one (1) public charging site. The start year of the financial model is the first year that new chargers are assumed to be installed at the site. Fleet operating days determine annual fuel and energy throughput. Charger rating and minimum power draw per charger are the primary inputs to the peak demand calculation; where load management (LM) is enabled, coincident peak demand is managed to the stated minimum. Average daily distance and vehicle dwell time determine daily charging energy, which drives both electricity cost and CFR credit generation.

Additional details on the fleet operating days and blended TOU rates can be found in [Section 3.5.2](#) and [Appendix B.2](#).

Table 7-8: Site-level financial model inputs for the ten fleet charging sites and one public charging site. Model start year = year of first new charger installation at the site. Min. power draw per charger is used in the load-managed peak demand calculation. Max daily kWh/charger is the weighted average maximum daily charging energy across the vehicle fleet at the site, based on midpoint rated BEV energy consumption and maximum daily distance.

Site	Model Start Yr	Fleet Op. Days (days/yr)	Load Mgmt.	Charger Rating	Chargers at Full Buildout	Min. Power Draw/Ch (kW)	Avg. Daily Distance (km)	Max Daily kWh/Charger	Blended TOU Rate (\$/kWh)
Cemetery 1 - 27 4th Line E	2030	313	Yes	32A	3	6.1	200	72.5	0.14
Cemetery 2 - 1504 Peoples Rd	2032	313	No	32A	1	5.2	200	65.0	0.14
Transit - 111 Huron St	2027	365	Yes	80A	6	3.4	183	46.0	0.14
Civic Centre - 99 Foster Dr	2026	261	No	80A	28	2.6	100	25.1	0.12
PW & Parks - 128 Sackville Rd	2026	365	No	80A	52	5.6	220	71.0	0.14
Fire - 72 Tancred St	2026	261	Yes	80A	13	1.8	100	23.5	0.17
Fire - 65 Old Garden River	2027	261	No	80A	1	2.5	100	32.5	0.17
Parks - 41 Lake St	2026	365	No	80A	1	7.8	275	98.1	0.14
269 Queen St East	2028	261	Yes	80A	2	3.7	100	35.8	0.12
Facilities - 260 Elizabeth St	2028	261	Yes	80A	1	3.5	100	32.5	0.12

Northern Community Centre – 556 Goulais Ave	2027	365	No	80A	4	N/A	N/A	N/A (varies with sensitivity analysis)	0.14
---	------	-----	----	-----	---	-----	-----	--	------

Charger Hardware and Annual Operating Costs

[Table 7-9](#) shows the unit hardware and annual operating costs by charger type, which are consistent across all sites. Operating cost components are described in [Appendix B-1](#). Site-specific installation costs are presented in [Section 7.1](#)

Note that the load management software cost only applies to sites where load management is enabled.

Table 7-9: Charger hardware and operating costs accounted for in the financial model

Charger Type	Hardware Cost (per charger)	Annual Operating Costs (per charger/yr)		
		Network and connectivity fees	Other operational expenses	Load management software (if using)
32A	\$1,900	\$200	\$100	\$240
48A	\$2,300	\$200	\$120	\$240
80A	\$3,000	\$200	\$150	\$240

Clean Fuel Regulation (CFR) Revenue Parameters

CFR credit methodology and the full rate schedule are documented in [Section 3.5.2](#) and [Appendix B.3](#). [Table 7-10](#) presents the key parameters governing CFR revenue in the financial model.

Table 7-10: Key parameters governing CFR revenue in the financial model

CFR Parameter	Value	Notes
CFR initial rate (2026)	\$0.14/kWh	Decays annually per schedule in Appendix B.3
CFR eligibility window	10 years per site	From first BEV operation at the site
Revenue share to City	90%	Assumption based on PowerON's CFR management program (see Section 7.4.2)

7.2.2. Fleet Charging

The financial model evaluates the annualized cost of electrifying the City's fleet across all eleven sites over a 15-year horizon according to the Transition scenario introduced in [Section 3.2](#). Costs are

expressed on a per-vehicle-per-year basis and include amortized infrastructure installation, electricity consumption, demand charges, residual ICE fuel costs during the transition period, and (optionally) Clean Fuel Regulation (CFR) credit revenue as an offset. In the BAU scenario, costs reflect continued diesel and gasoline fuel expenditure plus the electricity cost of the small number of BEVs already in the fleet. The full methodology underlying these calculations is described in [Section 3.5.2](#); infrastructure cost budgets are developed using the procedure in [Section 3.5.1](#).

Fleet-wide Results

[Figure 7-4](#) summarizes the annualized cost per vehicle across all fleet sites, comparing the Transition and BAU scenarios with and without load management (LM), and optionally including CFR credits (red horizontal bars and red text). Without load management, the Transition scenario yields a fleet-average annualized net cost of approximately \$8,731/vehicle/year, approximately 30% less than the \$12,420/vehicle/year fuel cost in the BAU scenario. Demand charges, which scale with the site's peak power demand (see Section 3.5.2), represent the single largest discretionary cost driver in the Transition scenario, contributing approximately \$2,690/vehicle/year without LM.

With load management enabled, peak demand is actively curtailed to the minimum needed to simultaneously recharge all vehicles overnight, reducing the annualized demand charge component from approximately \$2,690 to \$770/vehicle/year. While the LM software subscription (\$20/charger/month) adds approximately \$240/vehicle/year to annualized costs, the net saving from demand charge reduction is approximately \$1,920/vehicle/year, bringing the fleet-average Transition cost down to approximately \$7,024/vehicle/year, which represents a saving of approximately \$5,396/vehicle/year (43%) relative to BAU without CFR credits. Under the optimal configuration – load management enabled at all six applicable sites and CFR credits included – the Transition cost falls further to approximately \$5,757/vehicle/year, a saving of approximately \$6,623/vehicle/year (53%) relative to BAU. [Figure 7-5](#) below translates these per-vehicle results to 15-year cumulative totals across the full fleet, illustrating the overall scale of the cost reduction opportunity. CFR credits are discussed in detail in [Section 3.5.2](#).

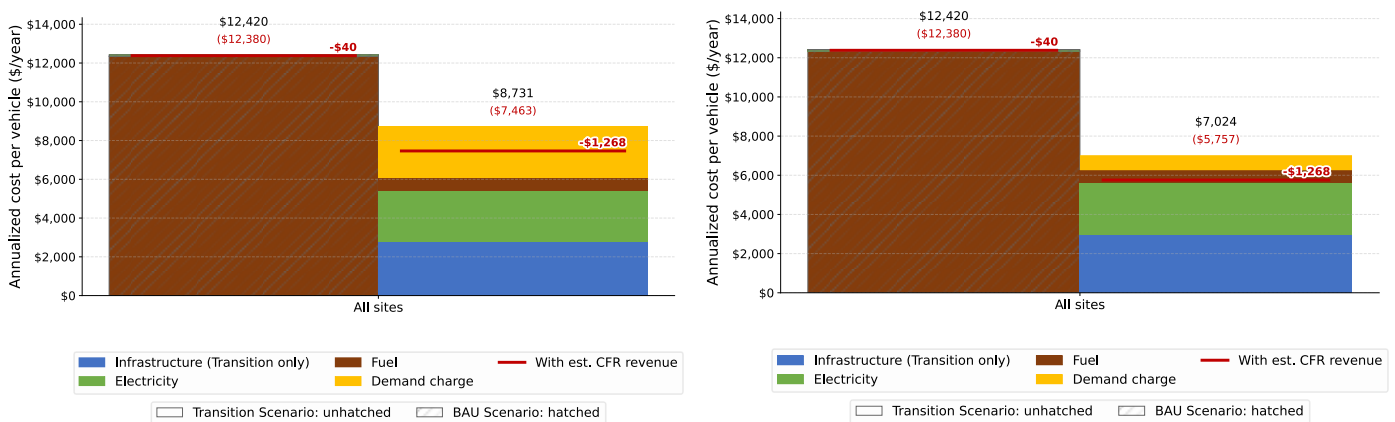


Figure 7-4: Annualized infrastructure and energy cost per vehicle over all sites for the BAU (hatched) vs. Transition (solid) scenario, without (left) and with (right) load management. Red bars show estimated cost reduction accounting for CFR revenue.

Over the full 15-year horizon, the cumulative cost savings from fleet electrification are substantial. Without load management and excluding CFR credits, the Transition scenario reduces total fleet costs by approximately \$5.9 million relative to the \$19.9 million BAU baseline. Enabling load management at the six applicable sites increases this to approximately \$8.6 million in cumulative savings. Under the optimal configuration – load management at those six sites with CFR credits applied – total 15-year Transition costs fall to approximately \$9.2 million, representing a cumulative saving of up to ~\$10.6 million (53%) compared to continuing with a conventional ICE fleet.

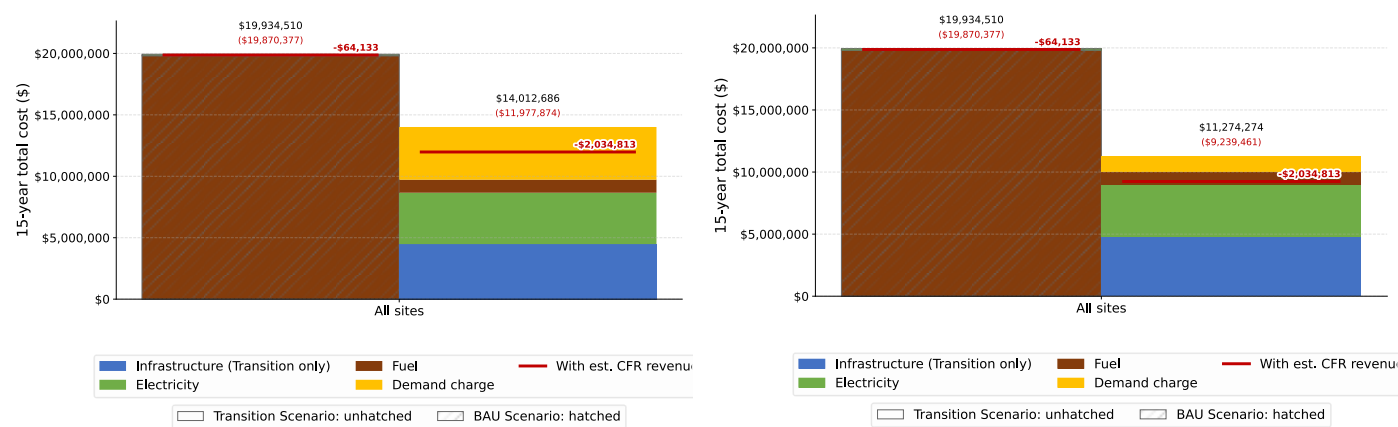


Figure 7-5: Total 15-year infrastructure and energy cost over all sites for the BAU (hatched) vs. Transition (solid) scenario, without (left) and with (right) load management. Red bars show estimated cost reduction accounting for CFR revenue.

Per-site Results

Figures 7-6 and 7-7 compare annualized per-vehicle costs at each site between the Transition and BAU scenarios without (7-6) and with (7-7) load management, respectively. Table 7-11 summarizes the annualized net cost per vehicle at each site under three scenarios: (1) no load management, excluding CFR credits; (2) with load management, excluding CFR; and (3) with load management, including CFR credits. The BAU net cost is shown for reference in scenario (1). Green savings figures indicate the Transition scenario is cheaper than BAU; red figures indicate it is more expensive.

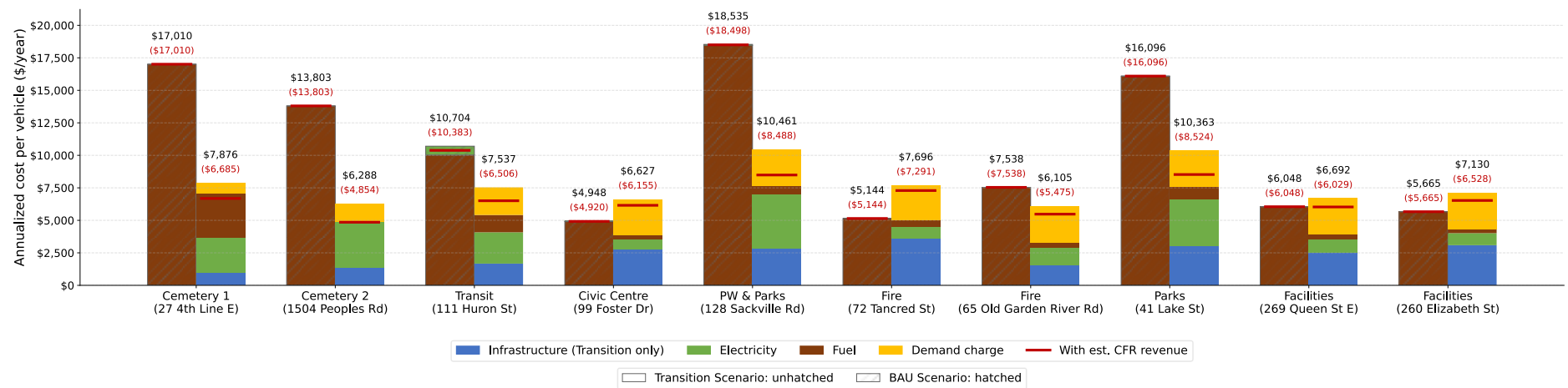


Figure 7-6: Annualized infrastructure and energy cost per vehicle at each fleet charging site in the BAU (hatched) vs. Transition (solid) scenario, without load management. Red bars show estimated cost reduction accounting for CFR revenue.

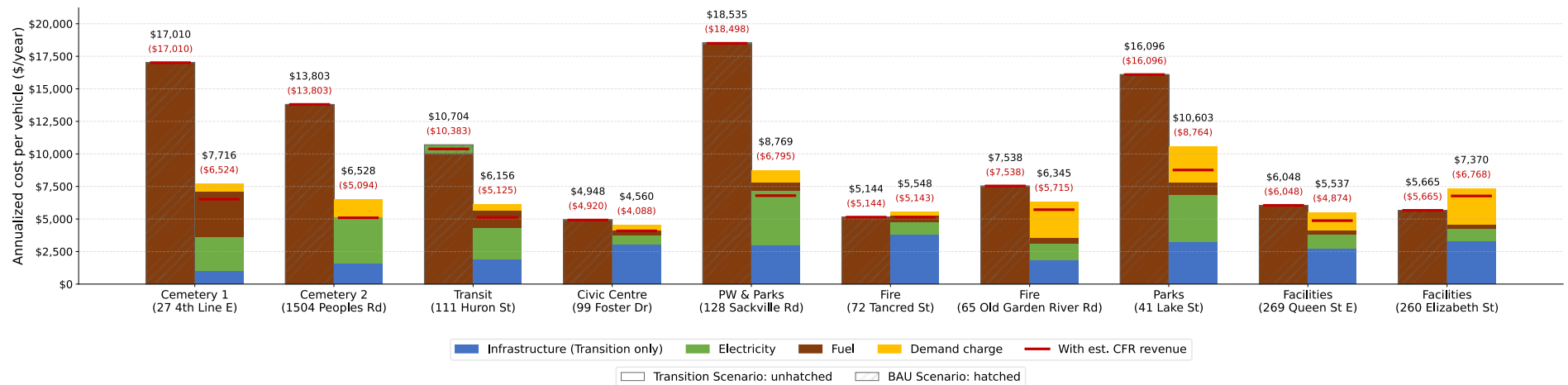


Figure 7-7: Annualized infrastructure and energy cost per vehicle at each fleet charging site in the BAU (hatched) vs. Transition (solid) scenario, with load management. Red bars show estimated cost reduction accounting for CFR revenue.

Table 7-11: Annualized net cost per vehicle at each fleet site in the Transition scenario under three scenarios, compared against the BAU net cost (\$/vehicle/year, 15-year horizon. "With LM" indicates load management is enabled; "Include CFR" indicates Clean Fuel Regulation credits are included in the Transition cost. BAU net cost is shown once per site (scenario 1) and is constant across scenarios.

Site	With LM?	Include CFR?	Transition (\$/veh/yr)	BAU (\$/veh/yr)	Savings vs BAU (\$/veh/yr)	Benefits from LM?
Cemetery 1 – 27 4th Line E	No	No	\$7,876	\$17,010	+\$9,134	Yes
	Yes	No	\$7,716		+\$9,294	
	Yes	Yes	\$6,524		+\$10,486	
Cemetery 2 – 1504 Peoples Rd	No	No	\$6,288	\$13,803	+\$7,515	No
	Yes	No	\$6,528		+\$7,275	
	Yes	Yes	\$5,094		+\$8,709	
Transit – 111 Huron St	No	No	\$7,537	\$10,704	+\$3,167	Yes
	Yes	No	\$6,156	\$10,704	+\$4,548	
	Yes	Yes	\$5,125	\$10,383	+\$5,258	
Civic Centre – 99 Foster Dr	No	No	\$6,627	\$4,948	-\$1,679	Yes
	Yes	No	\$4,560		+\$388	
	Yes	Yes	\$4,088		+\$832	
PW & Parks – 128 Sackville Rd	No	No	\$10,461	\$18,535	+\$8,074	Yes
	Yes	No	\$8,769	\$18,535	+\$9,766	
	Yes	Yes	\$6,795	\$18,498	+\$11,703	
Fire – 72 Tancred St	No	No	\$7,696	\$5,144	-\$2,552	Yes
	Yes	No	\$5,548		-\$404	
	Yes	Yes	\$5,143		+\$1	
Fire – 65 Old Garden River Rd	No	No	\$6,105	\$7,538	+\$1,433	No
	Yes	No	\$6,345		+\$1,193	
	Yes	Yes	\$5,715		+\$1,823	
Parks – 41 Lake St	No	No	\$10,363	\$16,096	+\$5,733	No
	Yes	No	\$10,603		+\$5,493	
	Yes	Yes	\$8,764		+\$7,332	
Facilities – 269 Queen St E	No	No	\$6,692	\$6,048	-\$644	Yes
	Yes	No	\$5,537		+\$511	
	Yes	Yes	\$4,874		+\$1,174	
Facilities – 260 Elizabeth St	No	No	\$7,130	\$5,665	-\$1,465	No
	Yes	No	\$7,370		-\$1,705	
	Yes	Yes	\$6,768		-\$1,103	
Full fleet (all sites)	No	No	\$8,731	\$12,420	+\$3,689	Yes
	Yes	No	\$7,024	\$12,420	+\$5,396	
	Yes	Yes	\$5,757	\$12,380	+\$6,623	

The majority of sites show significant cost savings relative to BAU across all three scenarios. The largest reductions at Cemetery 1 (27 4th Line E), PW & Parks (128 Sackville Rd), and Parks (41 Lake St) are primarily driven by relatively high daily driving distances, which increase annual BAU fuel expenditures and amplify the per-vehicle energy cost benefit of electrification, while also generating above-average CFR credits from higher electricity consumption. These sites also benefit from relatively modest per-vehicle infrastructure costs: 128 Sackville Rd spreads significant capital across a large fleet, while Cemetery 1 and 41 Lake St have simple, low-cost installations with no service upgrades required.

Load management reduces annualized transition costs at six of the ten sites:

- Cemetery 1 (27 4th Line E)
- Transit (111 Huron St)
- Civic Centre (99 Foster Dr),
- PW & Parks (128 Sackville Rd),
- Fire Hall 1 (72 Tancred St), and
- Facilities (269 Queen St E)

At five of these sites, the demand charge reduction outweighs the \$240/vehicle/year LM software subscription cost. At Cemetery 1, the software subscription is included regardless, as LM is required there to keep peak demand within the existing single-phase service, so the full demand charge reduction translates directly to cost savings with no additional software cost. At the remaining four sites, LM does not generate sufficient demand savings to justify its cost, and the no-LM scenario represents the cost baseline.

Four sites show higher Transition scenario costs than BAU in the no-LM, no-CFR baseline:

- Civic Centre (99 Foster Dr)
- Fire Hall 1 (72 Tancred St)
- 269 Queen St E
- 260 Elizabeth St

Load management resolves the cost differential at Civic Centre, 269 Queen St E, and 72 Tancred. 260 Elizabeth St is the only site at which Transition scenario costs remain above BAU across all scenarios: this single-charger site carries an annualized per-vehicle infrastructure and demand cost that exceeds its BAU fuel benchmark.

7.2.3. Public Charging at the Northern Community Centre (556 Goulais)

In addition to fleet electrification, the financial model evaluates the viability of public EV charging at the Northern Community Centre (NCC) at 556 Goulais Avenue. Unlike the fleet sites, the NCC analysis is conducted on a per-charger basis, with revenue generated through public charging fees and, where eligible, CFR credits offsetting the annualized infrastructure, electricity, and demand charges. The NCC cost and revenue methodology is described in [Section 3.5.2](#) (NCC Public Charging Site and Clean Fuel Regulation Revenue).

Baseline scenario

Figure 7-8 presents waterfall plots showing the breakdown of annualized cost and revenue per charger under a baseline scenario of 4 hours/day of charging utilization at a public charging rate of \$0.32/kWh, which is representative of typical rates in Northern Ontario. The left panel shows results without CFR revenue; the right panel includes CFR revenue computed according to the rate schedule described in Section 3.5.2.

The primary cost components are annualized infrastructure (\$2,850/charger/yr, per Section 3.5.1 and Section 3.5.2), base electricity (\$6,980/charger/yr), and demand charges (\$2,960/charger/yr), totalling approximately \$12,790/charger/year. At 4 hours/day, public charging revenue amounts to approximately \$11,180/charger/yr, which is not quite sufficient on its own to cover costs, resulting in a net shortfall of approximately \$1,610/charger/yr without CFR support. With CFR credits included (approximately \$2,440/charger/yr beginning in 2030, as modelled per Section 3.5.2), the baseline scenario shifts to a net revenue of approximately \$830/charger/yr. The 4h/day benchmark therefore sits close to the financial breakeven threshold, with CFR credits providing the margin that determines whether the site generates an overall surplus or a deficit.

****Important Note**:** CFR credits from public chargers are subject to an EV Adoption Fund obligation, requiring a portion of proceeds to be directed to EV adoption activities. This does not affect the figures modelled in this section, but does constrain how that revenue can be deployed. The City should confirm current contribution requirements with ECCC or a qualified advisor before finalizing any CFR monetization arrangement.

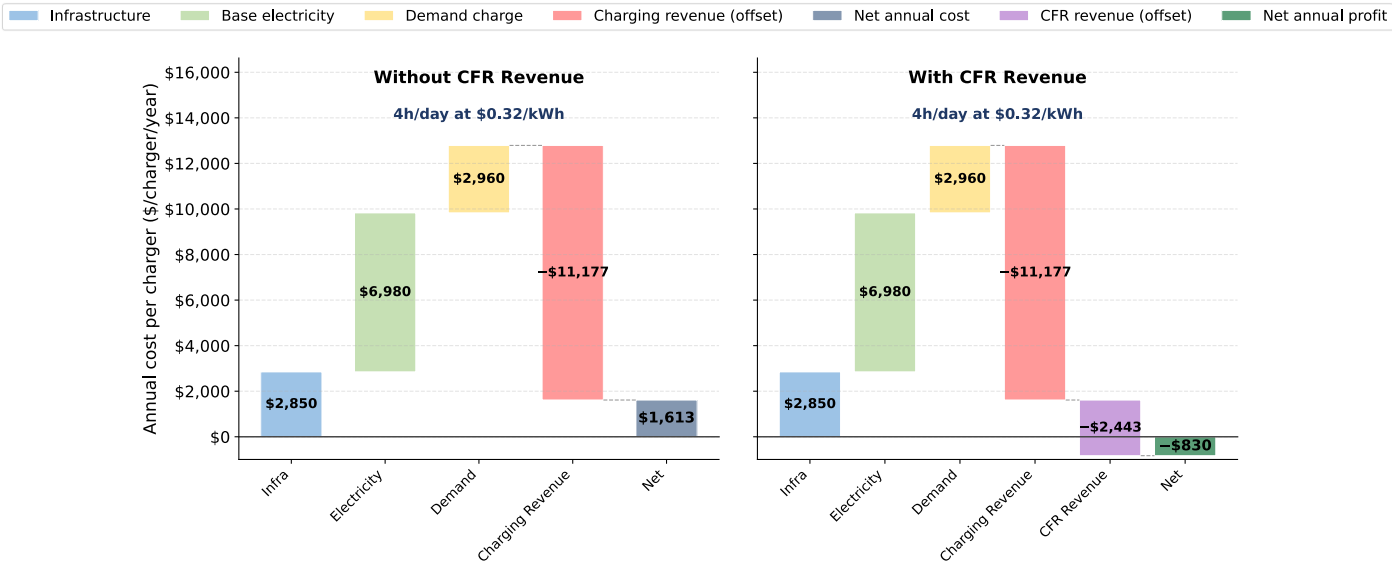


Figure 7-8: Waterfall plots showing breakdown of annualized cost per charger at the NCC with public charging revenue benchmarked at 4h/day of charging and \$0.32/kWh. Left: without CFR revenue; Right: with CFR revenue

Sensitivity to utilization and charging rate

Figures 7-9 and 7-10 extend the analysis by using sensitivity heatmaps to explore annualized net cost per charger as a function of two key parameters: the public charging rate (\$0.20–\$0.55/kWh) and average daily charger utilization (1–8 hours/day). Figure 7-8 excludes CFR credits; Figure 7-9 includes them at the rates described in Section 3.5.2. The dashed black line on each figure marks the breakeven boundary (net cost ~\$0/charger/yr).

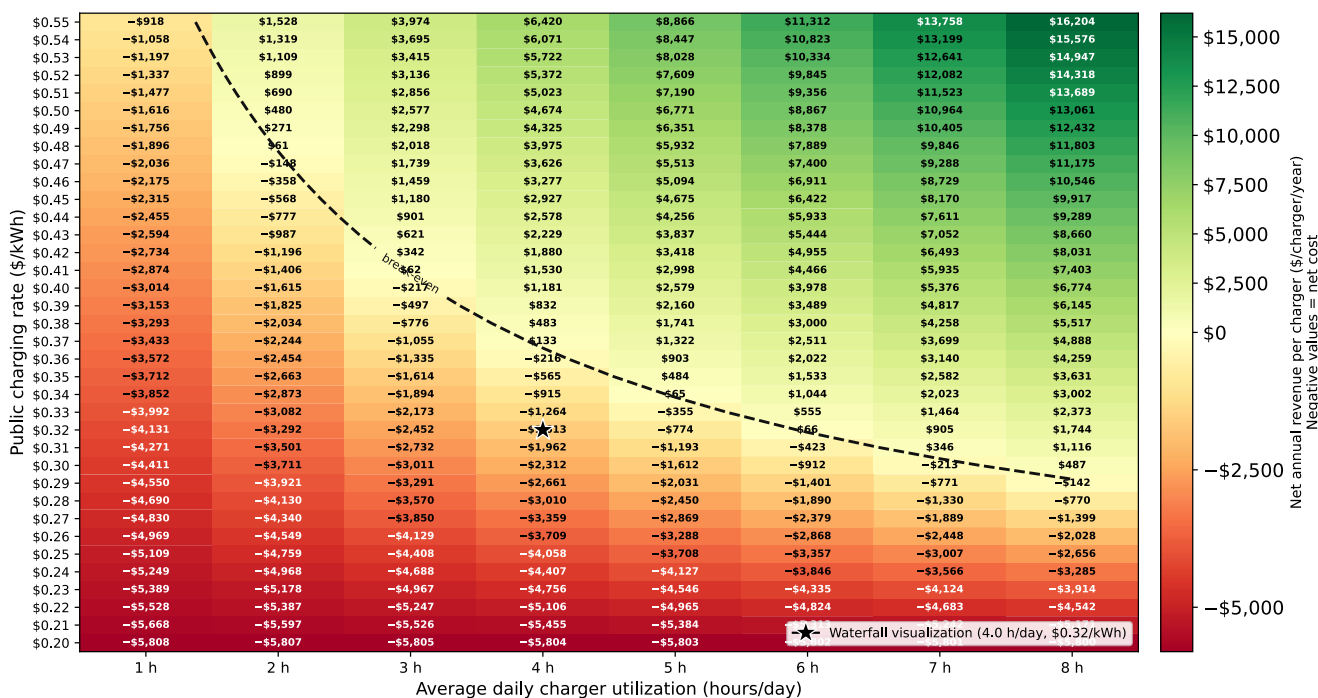


Figure 7-9: Heatmap showing the annualized cost per charger at the NCC with public charging revenue excluding CFR credit revenue, with the public charging rate allowed to vary from \$0.20/kWh to \$0.55/kWh and the average daily charger utilization allowed to vary from 1-8h. The dashed black line shows the set of assumptions that achieve breakeven costs.

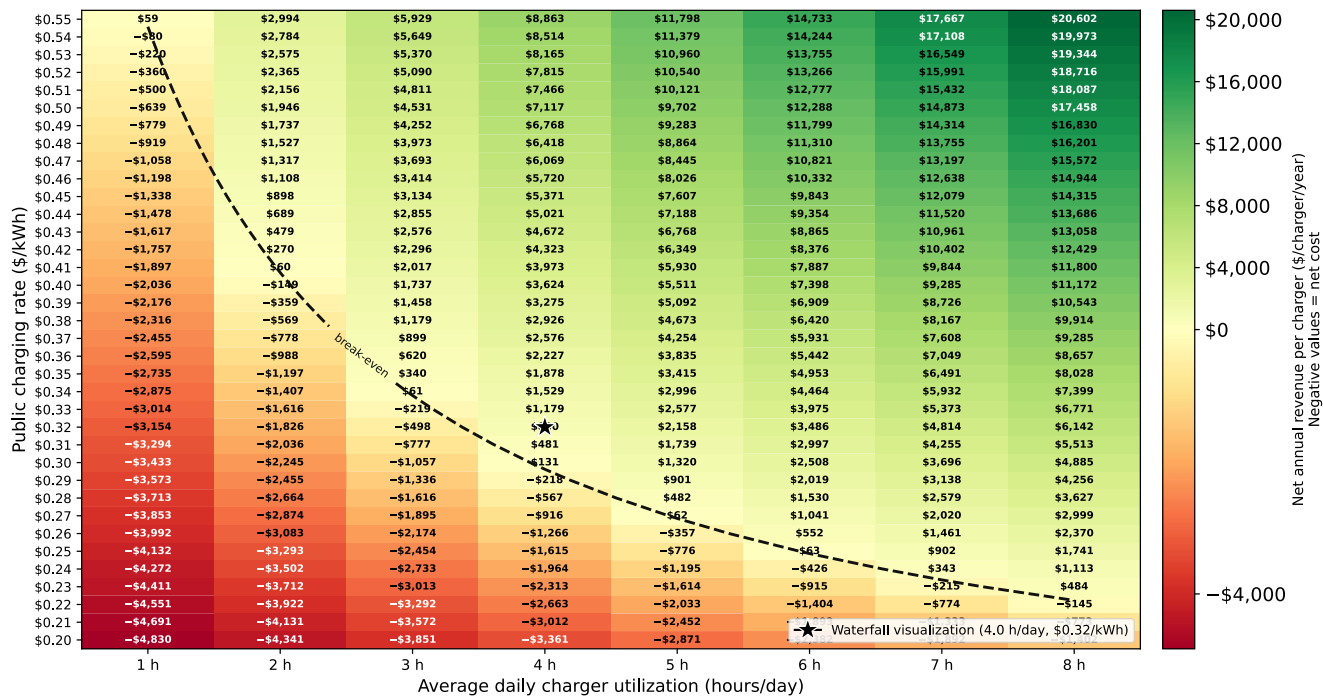


Figure 7-10: Heatmap showing the annualized cost per charger at the NCC with public charging revenue including CFR credit revenue, with the public charging rate allowed to vary from \$0.20/kWh to \$0.55/kWh and the average daily charger utilization allowed to vary from 1-8h. The dashed black line shows the set of assumptions that achieve breakeven costs.

Without CFR revenue (Figure 7-9), achieving breakeven requires approximately 6 hours/day of utilization at \$0.32/kWh, or higher charging rates at lower utilization (e.g., approximately 3–4 hours/day at \$0.40/kWh). Below \$0.30/kWh, breakeven is unachievable within 8 hours/day due to the fixed nature of demand and infrastructure charges (see Section 3.5.2).

With CFR revenue included (Figure 7-10), the breakeven boundary shifts substantially toward lower utilization: at \$0.32/kWh, breakeven is achievable at approximately 3–4 hours/day. At \$0.40/kWh, breakeven is achievable at approximately 2 hours/day. At 8 h/day and \$0.32/kWh, the net surplus reaches approximately \$6,140/charger/yr, compared to \$1,740/charger/yr at the same utilization without CFR credits. This illustrates the financial significance of CFR revenue as a complement to public charging income, and the sensitivity of results to the CFR rate schedule assumptions documented in Section 3.5.2.

7.3 Financing Strategies

Two primary financing models are available for EV charging infrastructure, allowing the City to choose a capital-light or capital-heavy approach based on SSM's budget and operational priorities.

The two primary models are:

- 1) **Financed Charging-as-a-Service (CaaS):** A third-party provider finances all upfront capital and ongoing costs, recovering its investment through pre-determined service fees over a fixed contracted period.
- 2) **Build-Transfer-Operate (BTO):** SSM and/or other levels of government fund the project upfront; assets transfer to the City upon completion of construction, with an operator continuing to manage the network post-handover under a separate long-term O&M agreement.

PowerON Energy Solutions offers services to support either model – as a CaaS provider managing the full infrastructure lifecycle, or as a construction contractor and O&M operator under a BTO arrangement – and can structure its engagement to align with the phased deployment timeline recommended in this report.

7.3.1. Charging-as-a-Service (CaaS)

Charging-as-a-Service (CaaS) is a financing model in which a third-party provider owns, installs, operates, and maintains the City’s EV charging infrastructure in exchange for a predictable recurring fee. Rather than purchasing hardware and contracting construction separately, SSM pays a fixed all-in fee that covers the full lifecycle of the infrastructure: hardware, installation, maintenance, and software management.

Under a CaaS arrangement, cost, schedule, and performance risks transfer from SSM to the service provider, which takes full operational and financial responsibility for the charging assets throughout the contract term.

This model typically combines design and construction of the following:

- Charging infrastructure
- Charger servicing and maintenance
- Management of electricity costs
- Demand response and grid service programs

Benefits of CaaS:

- No upfront costs
- Fixed fee for a set term (typically 5–10 years)
- Removes the administrative and financial burden of procuring, owning, and maintaining charging assets in-house
- Professional O&M field maintenance included
- Charge management software and software updates included
- Post-term arrangement: asset handover to SSM

CaaS is particularly well-suited to the phased nature of SSM's fleet electrification across eleven facilities: chargers can be deployed incrementally in step with vehicle replacement cycles, meaning the City avoids paying for infrastructure it does not yet need.

Based on the concept designs in this report, SSM requires approximately 111 charger ports citywide at full electrification, with a total estimated hardware and installation CapEx of approximately \$3.7M (see [Table 7-1](#)). Under a CaaS model, this upfront capital requirement is replaced by recurring service fees, estimated at ~\$600K–\$750K per year across the full portfolio over a 10-year term, with no upfront capital required. These figures are indicative; actual fee structures vary by provider and contract terms. A worked vehicle-level TCO comparison of the Lease + Purchase and Lease + CaaS scenarios for a representative fleet vehicle at 128 Sackville Rd is provided in [Appendix C](#).

CaaS Example: Phase 1 Infrastructure Installation at 128 Sackville Rd

The Phase 1 infrastructure installation at PW & Parks (128 Sackville Rd) is assessed to illustrate a specific example of how a CaaS arrangement could look in practice. This site hosts the largest number of fleet vehicles of the 11 considered in this study and is also examined in the vehicle-level TCO comparison in [Appendix C](#).

Phase 1 involves installing charging infrastructure to serve the first 15 BEV replacements at the site, with an estimated hardware and installation CapEx of approximately \$381,000. Under a CaaS arrangement, this upfront investment and ongoing operational expenses are replaced by an estimated annual service fee of approximately \$68,600/year over ten years.

In the BAU scenario where the fleet does not electrify, the annualized energy cost for this phase is approximately \$222,100/year, driven almost entirely by ongoing fuel expenses for the 15 vehicles that remain ICE rather than being replaced by BEVs. Without load management, the Transition scenario under CaaS has an estimated total annualized energy and infrastructure cost of approximately \$170,300/year, which saves approximately \$51,800/year (23%) relative to BAU. This comprises the CaaS service fee (~\$68,600/year), electricity costs (~\$54,300/year), and demand charges (~\$47,400/year). With estimated Clean Fuel Regulation (CFR) credits applied, the net annual cost falls further to approximately \$143,400/year, a saving of approximately \$76,800/year (35%).

With load management enabled, peak electricity demand is actively curtailed, reducing demand charges at this site from approximately \$47,400/year to approximately \$16,000/year. This further reduces the total annualized Transition scenario cost to approximately \$138,900/year (saving ~\$83,200/year, or 37%, relative to BAU). With CFR credits included, the net annual cost is approximately \$112,000/year, a saving of approximately \$108,200/year (49%) relative to BAU. Figure 7-11 illustrates the annual cost breakdown for BAU versus the Transition scenario with load management enabled at this site.

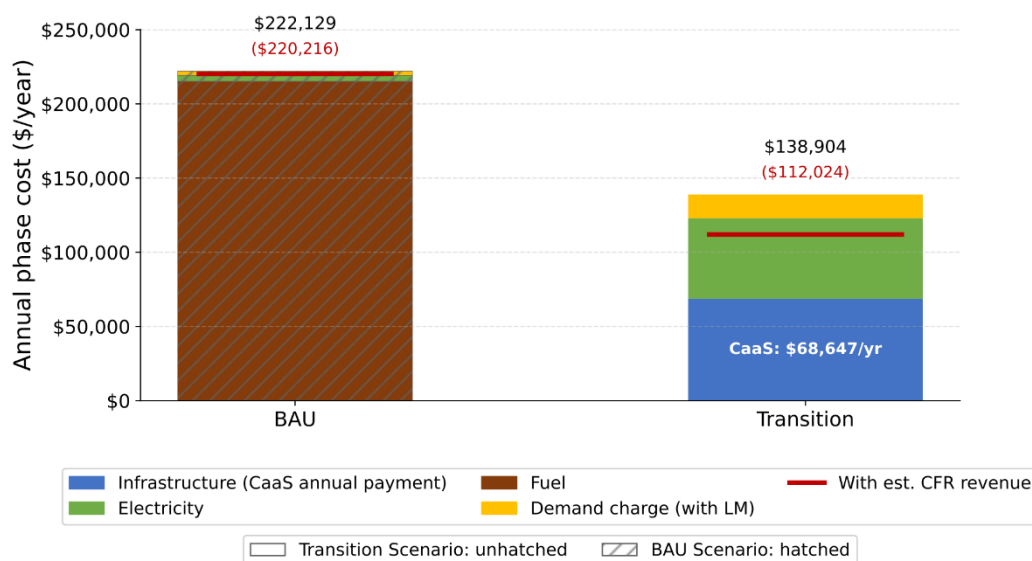


Figure 7-11: Annual cost breakdown for BAU vs. Transition (CaaS) scenario at PW & Parks – 128 Sackville Road, Phase 1, with load management enabled. Transition bar shows gross cost; ‘With est. CFR revenue’ marker shows net cost after Clean Fuel Regulation credits.

The availability of federal or provincial grant funding such as NRCan's Zero Emission Vehicle Infrastructure Program (ZEVIP) discussed in [Section 7.5](#), can be factored into the CaaS fee to further reduce the City's annual cost.

7.3.2. Build-Transfer-Operate (BTO)

Under a BTO model, SSM and/or partner funding agencies finance the project upfront. A third-party operator constructs and commissions the charging infrastructure, then transfers ownership of the assets to the City upon completion. The operator continues to manage the network on SSM's behalf under a separate long-term operations and maintenance agreement.

This approach provides full City ownership and autonomy but involves higher upfront investment and carries greater operational risk relative to a CaaS arrangement.

Benefits of BTO:

1. Full ownership of infrastructure assets, strengthening the City's asset portfolio and long-term balance sheet value.
2. Full control over the design and construction process
3. Operational autonomy: the City retains commercial control and can manage operations, vendors, and contract terms according to its own governance requirements.

Competitive procurement under a BTO model is straightforward: SSM can tender construction and O&M services separately or together across multiple providers.

Table 7-12: Summary comparison of CaaS and BTO models

Feature	Charging as a Service (CaaS)	Build-Transfer-Operate (BTO)
Upfront Investment	No large upfront investment required. Includes a predictable, fixed all-in 7-10 year payment plan.	SSM pays upfront, with financing available through government grants, green bonds, or other public and private capital sources.
Infrastructure Development	The service provider assumes financial and administrative risks for repairs, replacements, warranties, and parts management.	SSM assumes these responsibilities, with optional design and construction packages available from qualified service providers.
Asset Ownership	Infrastructure is owned by the service provider, keeping it off SSM's balance sheet.	SSM owns the charging infrastructure.
Cost Predictability	Fixed CaaS fees offer financial stability, covering all operational, maintenance, and infrastructure expenses.	Full governance over asset value and operational costs, with potential for appreciation.
Maintenance & Support	Turnkey solution includes full maintenance and support, reducing operational burdens. Included with uptime guarantee (99%).	Requires separate budget for ongoing maintenance and support. Optional O&M packages from qualified service providers are available.
Revenue Streams	Remitted to SSM. Access to the provider's incentive and revenue management services can be incorporated to lower overall CaaS fees.	Remitted to SSM. Incentive and revenue management services from qualified providers are available to help offset initial and ongoing costs.

7.4 Revenue Strategies

Municipalities can generate value from EV infrastructure through a combination of public charging revenues, clean fuel regulation credits, and funding support.

Public charging offers the most immediate and controllable revenue stream through user fees, while Canada's Clean Fuel Regulations (CFR) can provide additional long-term value via credits tied to electricity usage.

Complementary funding and incentives available in Ontario can help offset upfront capital costs, though these programs are limited, competitive, and typically do not provide ongoing revenue.

7.4.1. Public Charging Revenue

Of the sites assessed in this study, the Northern Community Centre (NCC) at 556 Goulais Avenue is the only location where public EV charging is being considered. The financial analysis of public charging viability at the NCC is presented in [Section 7.2](#), with full sensitivity analysis summarized in Figures [7-9](#) and [7-10](#). This section presents benchmarks for public charging pricing strategies and contextualizes the NCC results against those benchmarks.

Revenue from public EV charging is generated through user fees, structured as a per-kWh rate, session fee, at publicly accessible charging stations. Utilization is the primary determinant of revenue, with charger location, dwell time, facility programming, and pricing all contributing to the number of hours per day a charger is in active use. [Table 7-13](#) summarizes the three principal pricing strategies considered for Level 2 public charging in a municipal context, along with their typical rate ranges and applicable use cases.

Table 7-13: Municipal Level 2 public charging pricing strategies and applicable rate ranges.

Pricing Strategy	Rate Range (\$/kWh)	Context
High-Utilization / Public Good	\$0.20 – \$0.35	Prioritizes EV adoption and charger utilization. Appropriate for early-stage network expansion, underutilized sites, or where the primary objective is accelerating community EV uptake.
Balanced Municipal (Recommended)	\$0.25 – \$0.45	Balances cost recovery with accessibility goals; remains below premium public L2 market pricing (~\$0.62/kWh); improves utilization relative to higher-priced networks. Appropriate for most municipal contexts.
Conservative Revenue-Focused	\$0.40 – \$0.55	Maximizes revenue recovery where high utilization is already demonstrated or demand is constrained (e.g., urban cores, high-congestion sites). Suitable when the municipality prioritizes faster capital cost recovery.

NCC Public Charging: Financial Viability

The NCC public charging analysis is presented on a per-charger basis, evaluating whether user-fee revenue can offset the annualized infrastructure, electricity, and demand costs of the installation. The financial model uses a baseline scenario of 4 hours per day of charging utilization at a public rate of \$0.32/kWh, which is representative of Level 2 public charging in Northern Ontario and falls within the Balanced Municipal pricing range identified above.

Under the baseline scenario, total annualized costs per charger amount to approximately \$12,790/charger/year, comprising annualized infrastructure costs (\$2,850/charger/yr), base electricity (\$6,980/charger/yr), and demand charges (\$2,960/charger/yr). At 4 hours/day and \$0.32/kWh, public charging revenue amounts to approximately \$11,200/charger/yr — generating a net shortfall of approximately \$1,610/charger/yr. With CFR credits included (approximately \$2,440/charger/yr from 2030 onward, as described in [Section 3.5.2](#)), the baseline scenario shifts to a net surplus of approximately \$830/charger/yr. The 4 h/day benchmark therefore sits close to the financial breakeven threshold, with CFR revenue providing the margin that determines whether the site is net positive or negative over the analysis horizon.

The sensitivity analysis (Figures [7-9](#) and [7-10](#)) characterizes how the breakeven threshold changes across the full range of pricing and utilization assumptions. Key findings are summarized below.

- **Without CFR ([Figure 7-9](#)):** At the Balanced Municipal midpoint of \$0.32/kWh, breakeven requires approximately 6 hours/day of utilization. Moving to the upper end of the Balanced range (\$0.40–\$0.45/kWh) reduces the breakeven requirement to approximately 2–3 hours/day. Within the Conservative Revenue-Focused range (\$0.40–\$0.55/kWh), breakeven is achievable at approximately 2 hours/day, a substantially more attainable target. The High-Utilization / Public Good range (\$0.20–\$0.35/kWh) is the most challenging from a financial viability standpoint: breakeven requires approximately 4–5 hours/day at \$0.35/kWh, increasing to approximately 7–8 hours/day at \$0.30/kWh, and is unachievable within 8 hours/day at rates below \$0.30/kWh without CFR support.
- **With CFR ([Figure 7-10](#)):** CFR credits substantially shift the breakeven boundary toward lower utilization across all pricing tiers. At \$0.32/kWh, breakeven is achievable at approximately 3–4 hours/day, compared to approximately 6 hours/day without CFR. At \$0.40/kWh, breakeven drops to approximately 2 hours/day. At 8 hours/day and \$0.32/kWh, CFR credits increase net surplus from approximately \$1,740/charger/yr to approximately \$6,140/charger/yr, illustrating the significant financial contribution of CFR revenue at higher utilization levels. The financial impact of CFR on NCC public charging is discussed further in [Section 7.4.2](#).

Overall, the NCC analysis indicates that public charging at the \$0.32/kWh Balanced Municipal midpoint can approach financial viability under plausible utilization assumptions, particularly when CFR revenue is included. Without CFR, the site requires sustained daily utilization of approximately 6 hours/day; with CFR credits included, this threshold falls to approximately 3–4 hours/day. Pricing in the upper Balanced or lower Conservative ranges (\$0.40–\$0.45/kWh) would substantially improve the financial outlook, reducing the without-CFR breakeven requirement to approximately 2–3 hours/day. A rate in this range may be appropriate for the NCC given its community recreation context and the regional pricing environment, while still remaining accessible to EV users.

7.4.2. Clean Fuel Regulations (CFR) Revenue

Canada's Clean Fuel Regulation (CFR) creates an ongoing secondary revenue stream for entities that dispense electricity to charge light- and medium-duty on-road vehicles. The methodology for estimating CFR revenue, including the carbon intensity parameters, credit rate schedule, and key constraints, is described in [Section 3.5.2](#). This section summarizes the modelled financial impact of CFR revenue on the results presented in [Section 7.2](#), and describes PowerON's offerings for managing and monetizing CFR credits on the City's behalf.

Financial Impact of CFR Revenue on Fleet Charging Results

PowerON has confirmed that the City's ChargePoint agreement does not restrict CFR credit ownership, and the City is eligible to collect CFR credits on all chargers, including the five currently installed ChargePoint units. New fleet chargers installed as part of this program are eligible from the first year of BEV operation at each site. The 'with CFR' results throughout [Section 7.2](#) and [Table 7-14](#) reflect fleet

CFR revenue starting from each site's first year of BEV operation, annualized over the full 15-year analysis window. The 'without CFR' scenario represents the counterfactual in which the City does not monetize any fleet credits at all. CFR revenue from the five existing public-access chargers is addressed separately in [Section 7.4.1](#).

Across the full fleet, accounting for CFR revenue reduces the annualized transition cost per vehicle by approximately \$1,270/vehicle/year, from approximately \$8,730 to approximately \$7,460 per vehicle per year without load management, and from approximately \$7,020 to approximately \$5,760 per vehicle per year with load management enabled. This represents an approximately 15–18% reduction in the all-in transition cost, improving the City's cost advantage over BAU from approximately 29% to 40% (without load management) and from approximately 43% to 53% (with load management).

The per-vehicle CFR benefit varies across sites depending on vehicle type and annual driving distance, as credit generation is proportional to electricity dispensed. [Table 7-14](#) summarizes the estimated CFR savings by site.

Table 7-14: Annualized CFR savings and net cost per vehicle by site in the Transition scenario without load management (\$/vehicle/year, 15-year horizon). Sites marked in italics show Transition costs above BAU in the no-CFR baseline; see Table 7-4 for results with load management.

Site	Transition Net (no CFR)	Transition Net (with CFR)	CFR Saving (\$/vehicle/yr)
Cemetery 1 – 27 4th Line E	\$7,876	\$6,685	\$1,192
Cemetery 2 – 1504 Peoples Rd	\$6,288	\$4,854	\$1,434
Transit – 111 Huron St	\$7,537	\$6,506	\$1,031
Civic Centre – 99 Foster Dr	\$6,627	\$6,155	\$471
PW & Parks – 128 Sackville Rd	\$10,461	\$8,488	\$1,974
Fire – 72 Tancred St	\$7,696	\$7,291	\$405
Fire – 65 Old Garden River Rd	\$6,106	\$5,475	\$630
Parks – 41 Lake St	\$10,363	\$8,524	\$1,839
Facilities – 269 Queen St E	\$6,692	\$6,029	\$663
Facilities – 260 Elizabeth St	\$7,130	\$6,528	\$602
Full fleet (average)	\$8,731	\$7,463	\$1,268

The highest per-vehicle CFR benefit accrues at sites with larger vehicles and greater daily driving distances, Public Works & Parks – 128 Sackville Rd) and Parks – 41 Lake St E, because credit generation is directly proportional to kWh dispensed. Cemetery sites also show above-average CFR savings for the same reason. Fleets with shorter daily ranges (Fire stations, Civic Centre) generate less electricity throughput and therefore lower per-vehicle CFR benefit.

Financial Impact of CFR Revenue on Public Charging at the NCC

CFR credits also apply to publicly accessible Level 2 chargers at the Northern Community Centre (NCC). As shown in Figures 7-8 and 7-9 and discussed in [Section 7.2](#), the inclusion of CFR revenue substantially improves the financial viability of the NCC public charging site. Without CFR, achieving

breakeven requires approximately 7–8 hours per day of charging utilization at \$0.32/kWh; with CFR included, the breakeven threshold drops to approximately 5–6 hours per day at the same rate. At higher rates (\$0.40–\$0.45/kWh), CFR revenue enables breakeven at utilization as low as 3–4 hours per day.

****Important note**:** A portion of CFR revenues from publicly accessible chargers must be reinvested into EV infrastructure or adoption programs under current federal rules, limiting their use for general operating purposes. This restriction does not apply to fleet charging sites.

PowerON's CFR Credit Management Services

Participating in the CFR credit market requires registration with Environment and Climate Change Canada (ECCC), ongoing compliance and verification, annual third-party audits, and systematic data collection from charge management systems. PowerON offers a full-service CFR credit management program that handles all of these requirements on the City's behalf, with zero upfront cost and a 90% revenue share to the City.

The service can be offered on a standalone basis or bundled with equipment supply and operations and maintenance services, and includes four components:

- **Complete Program Management:** Full registration and compliance with ECCC, ongoing regulatory compliance and verification, and annual third-party verification and reporting. PowerON manages all administrative obligations so City staff are not required to track or submit CFR documentation.
- **Effortless Data Collection:** Automated data collection through the deployed charge management system (CMS). Once the CMS is in place, no additional administrative burden is placed on City staff. Data integrity and completeness requirements for CFR compliance are handled by PowerON.
- **Credit Monetization.** Strategic aggregation of credits across PowerON's Canadian municipal portfolio, enabling access to above-average credit prices and transparent settlement. The City receives 90% of gross credit revenue; PowerON retains 10% to cover program costs. There are no upfront fees, as PowerON absorbs all program expenses.
- **Standalone or Integrated Delivery.** CFR monetization services are available independently of any equipment supply or maintenance agreement, giving the City flexibility to engage PowerON solely for credit management if preferred.

7.5 Incentives

Several government programs can reduce the capital cost of fleet charging infrastructure. The most relevant for a commercial fleet operation in Sault Ste. Marie include:

- **NRCan Zero Emission Vehicle Infrastructure Program (ZEVIP):** Up to 50% of total project costs (75% for Indigenous communities), maximum \$2 million per project. Fleet charging is explicitly eligible. As of mid-2026, all ZEVIP intake streams are closed for

new applications; the City should monitor NRCan for any future intake announcements ahead of the program's scheduled end in March 2027.

- **Canada Clean Technology Investment Tax Credit:** A refundable 30% tax credit on eligible clean technology property including battery storage systems and solar PV (which can pair with fleet charging). Available through December 31, 2033. EV charging stations qualify for 30–50% annual depreciation rates, significantly faster than standard capital cost allowances.
- **The Ontario EV ChargeON program** (\$66 million, with up to 75% funding for Northern Ontario locations like Sault Ste. Marie): this program is *limited to public-facing charging* stations and explicitly excludes fleet operations, but should be considered for the public charging stations at the Northern Community Centre (556 Goulais Ave).

8 Conclusion and Recommendations

8.1 Key Findings

This study assessed the feasibility of EV charging infrastructure to support the electrification of the City of Sault Ste. Marie's light-duty fleet across eleven (11) municipal facilities covering 110 vehicles across ten (10) departments. Key findings are presented below.

8.1.1. Infrastructure Assessment

Infrastructure installation to support full fleet electrification is technically feasible at all eleven sites ([Section 4](#)). Targeted electrical upgrades are required at three sites: the Civic Centre (99 Foster Dr) requires a new 750 kVA transformer; PW & Parks (128 Sackville Rd) requires a new 1,000 kVA utility service; and Fire Hall 1 (72 Tancred St) requires a service upgrade sized in coordination with PUC. The Civic Centre upgrade is on the critical path for Q1 2027 commissioning; PUC coordination should begin no later than Q3 2026 ([Section 6.2](#)). Total estimated capital cost across all sites is approximately \$3.67M (excluding HST), covering 111 charger ports; approximately 86% is concentrated at the three upgrade sites ([Table 7-1](#), [Section 7.1](#)).

8.1.2. Financial Analysis

Fleet electrification delivers meaningful cost savings at nine of the ten fleet sites. Under the optimal configuration – load management at the six applicable sites and CFR credits monetized – the fleet-average annualized Transition cost is approximately \$5,800/vehicle/year versus a BAU cost of approximately \$12,400/vehicle/year, a saving of approximately 53% ([Table 7-11](#), [Figure 7-4](#)). Load management and CFR credits are the primary cost levers: load management reduces demand charges by approximately \$1,900/vehicle/year at applicable sites, while CFR credits contribute approximately \$1,300/vehicle/year fleet-wide ([Section 7.2.2](#), [Table 7-14](#)). Expressed as 15-year cumulative costs, the optimal configuration reduces total fleet expenditure from approximately \$19.9 million under BAU to as low as \$9.2 million: a saving of up to approximately \$10.6 million ([Figure 7-5](#)). Four sites show higher Transition costs than BAU without load management or CFR credits; load management and CFR

revenue together resolve the gap at three of the four, with Facilities – 260 Elizabeth St remaining above BAU in all scenarios (Figures [7-6](#) and [7-7](#)).

8.1.3. Public Charging at the Northern Community Centre

Public EV charging at the Northern Community Centre (NCC) – 556 Goulais Ave is evaluated as a financially viable investment ([Section 7.2.3](#)). At a public charging rate of approximately \$0.32/kWh and 4 hours/day average utilization, the site falls just short of cost recovery without CFR credits but shifts to a modest net surplus when CFR revenue is included. Viability improves substantially at higher utilization or public charging rates (Figures [7-9](#) and [7-10](#)).

8.1.4. Technology Recommendations

The standard fleet charger specification is an 80A (16.7 kW) Level 2 unit, selected to satisfy all current and anticipated vehicle requirements, support load management, and preserve flexibility for future operational changes ([Section 5.1](#)). All chargers should support OCPP 2.0.1, required for CMS integration, load management controls, and CFR credit metering. Establishing a single city-wide charge management system (CMS) before Phase 1 commissioning is strongly recommended to consolidate monitoring and reporting as fleet electrification scales ([Section 5.3](#)).

8.1.5. Implementation Roadmap

The phased deployment plan ([Section 6.1](#)) spans 2027 through 2030+ across approximately 15 installation phases, aligned with Enterprise Fleet Management vehicle replacement cycles. Four sites are prioritized for Phase 1 commissioning by Q1 2027: Civic Centre – 99 Foster Dr, PW & Parks – 128 Sackville Rd (Phase 1), Fire Hall 1 – 72 Tancred St (Phase 1), and Parks – 41 Lake St (Section 6.3). Procurement, detailed design, and PUC coordination for the service upgrade at 99 Foster Dr should begin immediately.

8.2 Key Recommendations

#	Recommendation	When to Act
1	Designate a single City lead for charger procurement and installation	Immediately
2	Coordinate with PUC early on transformer and service upgrades	Immediately
3	Select a financing model aligned with the City's capital budget	Before Phase 1 procurement
4	Apply for available infrastructure incentive funding (ZEVIP)	Ongoing – monitor available infrastructure incentive programs and apply if new intakes open
5	Select and procure a charge management system	Before Phase 1 commissioning

6	Specify charger ratings to match vehicle requirements	During detailed design
7	Register for Clean Fuel Regulation (CFR) credits at all fleet charging sites	Before first chargers commissioned
8	Proceed with Phase 1 deployments (Civic Centre, PW & Parks Phase 1, Fire Hall 1, Parks – 41 Lake St)	Target Q1 2027
9	Deploy Transit – 111 Huron St and Fire Hall 2 – 65 Old Garden River Rd	2027
10	Proceed with public EV charging at Northern Community Centre	2027
11	Enable load management at applicable sites from day one	At commissioning
12	Phase remaining sites through 2028–2031	2028–2031

8.2.1. Designate a single City lead for charger procurement and installation

The City should designate one person to lead EV charger procurement and installation coordination across all departments, rather than each department managing its own tendering process independently. Centralizing this function will enable consistent technical specifications across all sites and provide volume leverage with charger suppliers and electrical contractors across the phased multi-site deployment schedule spanning 2027–2031. A central lead is also better positioned to identify opportunities to bundle procurement and construction across sites with similar installation timing, reducing mobilization costs and simplifying contract management ([Section 6.1.1](#)).

8.2.2. Coordinate with PUC early on transformer and service upgrades

[Section 6.2](#) identifies PUC utility service upgrade lead times as a key programme risk. In particular, the Civic Centre 750 kVA transformer upgrade is on the critical path for Q1 2027 deployment. The City should initiate formal coordination with the PUC in Q3 2026. As also noted in [Section 6.2](#), Phase 2 utility upgrades at 128 Sackville Rd and 72 Tancred St carry the same risk; PUC coordination for those phases should begin no later than 2027 to avoid delaying subsequent deployments.

8.2.3. Select a financing model aligned with the City's capital budget

[Section 7.3](#) presents two financing models for the City's consideration. Charging-as-a-Service (CaaS, [Section 7.3.1](#)) eliminates upfront capital in favour of a fixed recurring fee and allows infrastructure to be deployed incrementally in step with vehicle replacement cycles. Build-Transfer-Operate (BTO, [Section 7.3.2](#)) provides full City asset ownership and may be preferred if ZEVIP or other grant funding is secured to offset upfront capital. Either model can be

structured to align with the vehicle replacement schedule outlined in this report. A worked vehicle-level TCO comparison of the Lease + Purchase and Lease + CaaS scenarios for a representative fleet vehicle at 128 Sackville Rd is provided in [Appendix C](#).

8.2.4. Apply for available infrastructure incentive funding

As summarized in [Section 7.5](#), the NRCan Zero Emission Vehicle Infrastructure Program (ZEVIP) provides up to 50% of eligible project costs (maximum \$2M per project), with fleet charging explicitly eligible. As of mid-2026, ZEVIP intakes are closed for new applications. The City should monitor NRCan for future intake announcements and be prepared to submit applications promptly if a new window opens. Other potentially applicable programs are noted in [Section 7.5](#).

8.2.5. Select and procure a charge management system before Phase 1 commissioning

As discussed in [Section 5.3](#), a CMS is a prerequisite for load management, CFR metering and reporting, and coordinated fleet charging across all sites. The City currently holds a five-year ChargePoint software agreement (Year 2 of 5). ChargePoint has confirmed that new third-party OCPP 2.0.1-compatible chargers can be onboarded under the existing agreement, though these are limited to standard OCPP 2.0.1 functionality on the ChargePoint platform. This trade-off should be weighed against hardware pricing and feature requirements during procurement. Key CMS requirements and procurement considerations are detailed in Sections 5.3.2 and 5.3.3. A single City-wide CMS platform is strongly recommended to consolidate monitoring and reporting as fleet electrification scales. CMS procurement should be initiated – if not extending the existing ChargePoint agreement – in parallel with Phase 1 charger procurement.

8.2.6. Assess and optimize cost-saving opportunities during detailed engineering design

Three primary levers for reducing infrastructure costs are presented in Sections 4 and 6.4 that should be assessed and quantified at each site during detailed engineering design: load management, reduced charger ratings, and optimized charger-to-vehicle ratios. The concept designs in this report use the 80A (16.7 kW) Level 2 standard specification as a conservative baseline. Because optimal configurations are site-specific and savings from each lever are not directly compoundable, detailed engineering for each site should include a targeted analysis of these trade-offs before construction tenders are issued.

8.2.7. Register for Clean Fuel Regulation (CFR) credits at all fleet charging sites

As quantified in [Section 7.4.2](#), CFR credits reduce the annualized transition cost per vehicle by ~\$1,300/vehicle/year fleet-wide, with the largest per-vehicle benefits at PW & Parks (~\$2,000/vehicle/yr) and Parks (~\$1,800/vehicle/yr). [Section 7.4.2](#) also confirms that the City's existing ChargePoint agreement does not restrict CFR credit ownership: the City is eligible to

collect credits on all fleet chargers, including the five currently installed ChargePoint units, from the first year of BEV deployment at each site. The CFR registration process, including ECCC application, third-party verification setup, and CMS data integration, requires lead time, and the City should initiate it no later than commissioning of its first chargers to avoid forfeiting credits in early operational years. The CFR rate schedule and ten-year eligibility window are detailed in [Section 7.4.2](#) and [Appendix B.3](#).

8.2.8. Proceed with Phase 1 deployments targeting Q1 2027

As outlined in [Section 6.1.2](#) and supported by the site prioritization in [Section 6.3](#), four sites are ready for near-term deployment: Civic Centre – 99 Foster Dr, Public Works & Parks – 128 Sackville Rd (Phase 1), Fire Hall 1 – 72 Tancred St (Phase 1), and Parks – 41 Lake St. Deploying the first tranche of charging infrastructure at these four sites will enable the earliest and highest-volume vehicle replacements in the fleet transition ([Section 7.1](#)). Procurement, design, and PUC coordination should begin immediately to meet the Q1 2027 target.

8.2.9. Deploy Transit – 111 Huron St and Fire Hall 2 – 65 Old Garden River Rd in 2027

As described in [Section 6.1.3](#), these two sites require minimal electrical work and can proceed in parallel with vehicle procurement. At Transit ([Section 4.3](#)), five new 80A chargers supplement the existing ChargePoint CP50, which is retained. The existing CP50 should be confirmed as OCPP-compatible with the selected charge management system before finalizing the concept design ([Section 5.3.1](#)). As noted in [Sections 4.3](#) and [6.1.3](#), a Transit terminal relocation project is under consideration; future charger planning should account for this uncertainty before Phase 2 procurement is issued.

8.2.10. Proceed with public EV charging at Northern Community Centre

The financial analysis in [Section 7.2.3](#) evaluates the viability of public EV charging at NCC – 556 Goulais Ave. As discussed in [Section 7.4.1](#), at the Balanced Municipal midpoint of \$0.32/kWh, the site can approach financial viability with CFR credits included at approximately 3–4 hours/day of utilization; without CFR, sustained utilization of approximately 6 hours/day is required. The City should proceed with the NCC installation ([Section 4.8](#)) and establish a pricing and utilization monitoring framework to confirm financial performance in the first operational year. As noted in [Section 7.4.2](#), a portion of CFR revenue from publicly accessible chargers must under current federal rules be directed to EV adoption activities, limiting its use for general operating purposes.

8.2.11. Enable load management at applicable sites from day one

As detailed in [Section 6.4.1](#) and summarized in [Table 5-2](#), load management is recommended or required at six sites:

- Cemetery 1 (27 4th Line E)
- Transit (111 Huron St)
- Civic Centre (99 Foster Dr),
- PW & Parks (128 Sackville Rd),
- Fire Hall 1 (72 Tancred St), and
- Facilities (269 Queen St E)

Fleet-wide, load management reduces the annualized demand charge component from approximately \$2,670 to \$960/vehicle/year including the LM software subscription cost, which saves approximately \$1,710/vehicle/year ([Section 7.2.2](#)). At Fire Hall 1 – 72 Tancred St specifically, [Section 4.6.4](#) indicates that load management at any charger rating can keep peak load within available site capacity, potentially avoiding the utility service upgrade entirely. Load management should be specified and activated from commissioning at all applicable sites; the financial results in this report assume it is enabled.

8.2.12. Phase remaining sites through 2028–2030+

As outlined in Sections [6.1.3](#) and [6.1.4](#), the remaining sites are deployed across two further stages spanning 2027 through 2031+. Stage 2 (2027–2029) covers six fleet sites triggered by vehicle replacement schedules, along with the NCC public charging installation; site-specific considerations include the Transit terminal relocation project under consideration at 111 Huron St, and PUC service upgrades required at PW & Parks – 128 Sackville Rd and Fire Hall 1 – 72 Tancred St before their Phase 2 build-outs can proceed. Stage 3 (2030 and beyond) covers four sites whose installations are contingent on ¾-ton BEV pickup truck availability (currently expected ~2031): PW & Parks Phase 3, Fire Hall 1 Phase 3, Cemetery 1 – 27 4th Line E, and Cemetery 2 – 1504 Peoples Rd. Timing for Stage 3 sites should be reassessed annually as the relevant vehicle replacement windows approach.

APPENDIX A: Detailed Load Calculations

A.1. Cemeteries – 27 4th Line E

Tables A-1 and A-2 show the load calculation for the building service at 27 4th Line E, and Tables A-3 and A-4 show the load calculation for the 100A panel that would serve the EV chargers.

Table A-1: Inputs to Building Load Calculations for Cemeteries – 27 4th Line E

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	240	240	240	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
BCB	Building Capacity Buffer (%)	20%	20%	20%	Applying a % buffer to building peak load as a conservative design practice
P_{service}	Existing Building Service (kVA)	96	96	96	Based on main switchboard circuit breaker size of 600A at 120/208V.
P_{peak}	Existing Building Peak Load (kW)	29	29	29	Based on interval data from Dec. 11, 2023 to Dec. 11, 2025

Table A-2: Building Load Calculations for Cemeteries – 27 4th Line E

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Building Usable Capacity	69	69	69	$P_{\text{service}} \times \text{CL} \times \text{PF}$
P_{BCB}	Building Capacity Buffer (kW)	35	35	35	$P_{\text{peak}} \times (1 + \text{BCB})$
P_{avail}	Available Building Capacity with Buffer	34	34	34	$P_{\text{usable}} - P_{\text{BCB}}$
P_{charger}	New Charger Power (kW)	7.68	11.52	19.20	$V_{\text{new}} \times I_{\text{new}} / 1000$
N_{chargers}	Number of Chargers that can be Installed	4	3	1	$\text{Floor}(P_{\text{avail}} / P_{\text{charger}})$

Table A-3: Inputs to 100A Panel Load Calculations for Cemeteries – 27 4th Line E

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	240	240	240	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	1	1	1	100% power factor assumed for panel
PCB	Panel Capacity Buffer (%)	20%	20%	20%	Applying a % buffer to building peak load as a conservative design practice
P_{service}	Existing Panel Service (kVA)	24	24	24	Based on main switchboard circuit breaker size of 600A at 120/208V.
P_{peak}	Existing Building Peak Load (kW)	0	0	0	Assuming the 3.6 kW door operator on the panel would not be used on a continuous basis

Table A-4: 100A Panel Load Calculations for Cemeteries – 27 4th Line E

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Panel Usable Capacity (kW)	19.2	19.2	19.2	$P_{\text{service}} \times \text{CL} \times \text{PF}$
P_{PCB}	Panel Capacity Buffer (kW)	0	0	0	$P_{\text{peak}} \times (1 + \text{PCB})$
P_{avail}	Available Panel Capacity with Buffer	19.2	19.2	19.2	$P_{\text{usable}} - P_{\text{PCB}}$
P_{charger}	New Charger Power (kW)	7.68	11.52	19.20	$V_{\text{new}} \times I_{\text{new}} / 1000$
N_{chargers}	Number of Chargers that can be Installed	2	1	1	$\text{Floor}(P_{\text{avail}} / P_{\text{charger}})$

A.2. Transit – 111 Huron St.

Table A-5: Inputs to Load Calculations for Transit – 111 Huron St

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
--------	------	-------------------	-------------------	-------------------	-------

V_{charger}	New Charger Voltage (Volts)	208	208	208	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
SCB	Switchboard Capacity Buffer (%)	20%	20%	20%	Applying a % buffer to switchboard peak load as a conservative design practice
P_{service}	Existing Switchboard Service (kVA)	216	216	216	Based on main switchboard circuit breaker size of 600A at 120/208V.
P_{peak}	Existing Panel Peak Load (kW)	33	33	33	Estimated as 50% of the building-level peak load of 66 kW (Dec 2023–Dec 2025 interval data). A 50% apportionment is applied because the measured interval data reflects total building demand, including make-up air units and exhaust fans served directly from the 600V switchgear that do not appear in the 208V distribution metering. Conservative estimate pending direct switchboard-level measurement.

Table A-6: Load Calculations for Transit – 111 Huron St

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Building Usable Capacity	156	156	156	$P_{service} \times CL \times PF$
P_{SCB}	Switchboard Capacity Buffer (kW)	40	40	40	$P_{peak} \times (1 + SCB)$
P_{avail}	Available Switchboard Capacity with Buffer	116	116	116	$P_{usable} - P_{SCB}$
P_{charger}	New Charger Power (kW)	6.66	9.98	16.64	$V_{new} \times I_{new} / 1000$
N_{chargers}	Number of Chargers that can be Installed	17	11	6	$Floor(P_{avail} / P_{charger})$

A.3. Civic Centre – 99 Foster Dr

The calculation is slightly different for 99 Foster Dr because the building's existing electrical service will not be used to power any charging load. Rather, the Montana's restaurant and EV charging loads will be powered by a proposed 750 kVA transformer (which substitutes for P_{service} in the load calculation), with 150 kVA allocated to the Montana's restaurant (which substitutes for P_{peak} in the load calculation). In this case, no building capacity buffer is needed, and it is assumed that the new transformer can be continuously loaded up to 90%, rather than the 80% CL used for existing services.

Table A-7: Inputs to Load Calculations for Civic Centre – 99 Foster Dr

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	208	208	208	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	90	90	90	Assume new transformer can be safely loaded to 90%
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
$P_{\text{transformer}}$	Proposed Transformer Power (kVA)	Consider 750kVA or 500kVA	Consider 750kVA or 500kVA	Consider 750kVA or 500kVA	
P_{montana}	Montana's restaurant allocation (kW)	150	150	150	150 kVA allocated to Montana's restaurant.

Table A-8: Load Calculations for Civic Centre – 99 Foster Dr

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
$P_{\text{avail}} (750 \text{ kVA Transformer})$	Available capacity with 750 kVA transformer	525	525	525	$P_{\text{transformer}} \times \text{PF} - P_{\text{montana}}$
$P_{\text{avail}} (500 \text{ kVA Transformer})$	Available capacity with 500 kVA transformer	300	300	300	$P_{\text{transformer}} \times \text{PF} - P_{\text{montana}}$
P_{charger}	New Charger Power (kW)	6.66	9.98	16.64	$V_{\text{new}} \times I_{\text{new}} / 1000$
$N_{\text{chargers}} (750 \text{ kVA Transformer})$	Number of chargers that can be installed with a 750 kVA transformer	78	52	31	$\text{Floor}(P_{\text{avail}} / P_{\text{charger}})$

N_{chargers} (500 kVA Transformer)	Number of chargers that can be installed with a 500 kVA transformer	45	30	18	Floor($P_{\text{avail}} / P_{\text{charger}}$)
---	---	----	----	----	--

A.4. Public Works and Parks – 128 Sackville Road

Table A-9: Inputs to Load Calculations for Public Works and Parks – 128 Sackville Road

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	208	208	208	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
BCB	Building Capacity Buffer (%)	20%	20%	20%	Applying a % buffer to building peak load as a conservative design practice
P_{service}	Existing Building Service (kVA)	624	624	624	Based on main switchboard circuit breaker size of 600A at 600V.
P_{peak}	Existing Building Peak Load (kW)	146	146	146	Based on interval data from Dec. 11, 2023 to Dec. 11, 2025

Table A-10: Load Calculations for Public Works and Parks – 128 Sackville Road

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Building Usable Capacity	449	449	449	$P_{\text{service}} \times \text{CL} \times \text{PF}$
P_{BCB}	Building Capacity Buffer (kW)	175	175	175	$P_{\text{peak}} \times (1 + \text{BCB})$
P_{avail}	Available Building Capacity with Buffer	274	274	274	$P_{\text{usable}} - P_{\text{BCB}}$
P_{charger}	New Charger Power (kW)	6.66	9.98	16.64	$V_{\text{new}} \times I_{\text{new}} / 1000$

N_{chargers}	Number of Chargers that can be Installed	41	27	16	$\text{Floor}(P_{\text{avail}} / P_{\text{charger}})$
-----------------------	--	----	----	----	---

A.5. Fire Department – 72 Tancred St

Table A-11: Inputs to Load Calculations for Fire Department – 72 Tancred St

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	208	208	208	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
BCB	Building Capacity Buffer (%)	20%	20%	20%	Applying a % buffer to building peak load as a conservative design practice
P_{service}	Existing Building Service (kVA)	216	216	216	Based on main switchboard circuit breaker size of 600A at 120/208V.
P_{peak}	Existing Building Peak Load (kW)	38	38	38	Based on interval data from Dec. 11, 2023 to Dec. 11, 2025

Table A-12: Load Calculations for Fire Department – 72 Tancred St

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Building Usable Capacity	156	156	156	$P_{\text{service}} \times \text{CL} \times \text{PF}$
P_{BCB}	Building Capacity Buffer (kW)	45	45	45	$P_{\text{peak}} \times (1 + \text{BCB})$
P_{avail}	Available Building Capacity with Buffer	110	110	110	$P_{\text{usable}} - P_{\text{BCB}}$
P_{charger}	New Charger Power (kW)	6.66	9.98	16.64	$V_{\text{new}} \times I_{\text{new}} / 1000$
N_{chargers}	Number of Chargers that can be Installed	16	11	6	$\text{Floor}(P_{\text{avail}} / P_{\text{charger}})$

A.6. Northern Community Centre – 556 Goulais Ave

Table A-13: Inputs to Load Calculations for Northern Community Centre – 556 Goulais Ave

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	208	208	208	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
BCB	Building Capacity Buffer (%)	20%	20%	20%	Applying a % buffer to building peak load as a conservative design practice
P_{service}	Existing Building Service (kVA)	1000	1000	1000	Based on 1MVA transformer size
P_{peak}	Existing Building Peak Load (kW)	537	537	537	Based on interval data from Dec. 11, 2023 to Dec. 11, 2025

Table A-14: Load Calculations for Northern Community Centre – 556 Goulais Ave

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Building Usable Capacity	720	720	720	$P_{\text{service}} \times \text{CL} \times \text{PF}$
P_{BCB}	Building Capacity Buffer (kW)	644	644	644	$P_{\text{peak}} \times (1 + \text{BCB})$
P_{avail}	Available Building Capacity with Buffer	76	76	76	$P_{\text{usable}} - P_{\text{BCB}}$
P_{charger}	New Charger Power (kW)	6.66	9.98	16.64	$V_{\text{new}} \times I_{\text{new}} / 1000$
N_{chargers}	Number of Chargers that can be Installed	11	7	4	$\text{Floor}(P_{\text{avail}} / P_{\text{charger}})$

A.8. GFL Memorial Gardens – 269 Queen St E

Table A-15: Inputs to Load Calculations for GFL Memorial Gardens – 269 Queen St E

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	208	208	208	
I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
BCB	Building Capacity Buffer (%)	20%	20%	20%	Applying a % buffer to building peak load as a conservative design practice
P_{service}	Existing Building Service (kVA)	3000	3000	3000	Served by two 1500 kVA transformers
P_{peak}	Existing Building Peak Load (kW)	798	798	798	Based on interval data from Dec. 11, 2023 to Dec. 11, 2025

Table A-16: Load Calculations for GFL Memorial Gardens – 269 Queen St E

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Building Usable Capacity	2160	2160	2160	$P_{\text{service}} \times \text{CL} \times \text{PF}$
P_{BCB}	Building Capacity Buffer (kW)	957	957	957	$P_{\text{peak}} \times (1 + \text{BCB})$
P_{avail}	Available Building Capacity with Buffer	1203	1203	1203	$P_{\text{usable}} - P_{\text{BCB}}$
P_{charger}	New Charger Power (kW)	6.66	9.98	16.64	$V_{\text{new}} \times I_{\text{new}} / 1000$
N_{chargers}	Number of Chargers that can be Installed	180	120	72	$\text{Floor}(P_{\text{avail}} / P_{\text{charger}})$

A.9. John Rhodes Community Centre – 260 Elizabeth St

Table A-17: Inputs to Load Calculations for John Rhodes Community Centre – 260 Elizabeth St

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Notes
V_{charger}	New Charger Voltage (Volts)	208	208	208	

I_{charger}	New Charger Current (Amps)	32	48	80	
CL	Continuous Loading (%)	80	80	80	Based on continuous rating of main breaker
PF	Service Power Factor	0.9	0.9	0.9	Assumption (power factor data not available)
BCB	Building Capacity Buffer (%)	10%	10%	10%	Reduced % buffer of 10%, as existing peak load is already within 15% of usable capacity.
P_{service}	Existing Building Service (kVA)	1000	1000	1000	Served by one pad-mounted 1000 kVA transformer
P_{peak}	Existing Building Peak Load (kW)	614	614	614	Based on interval data from Dec. 11, 2023 to Dec. 11, 2025

Table A-18: Load Calculations for John Rhodes Community Centre – 260 Elizabeth St

Symbol	Name	32A Charger Value	48A Charger Value	80A Charger Value	Calculation
P_{usable}	Building Usable Capacity	720	720	720	$P_{service} \times CL \times PF$
P_{BCB}	Building Capacity Buffer (kW)	675	675	675	$P_{peak} \times (1 + BCB)$
P_{avail}	Available Building Capacity with Buffer	45	45	45	$P_{usable} - P_{BCB}$
P_{charger}	New Charger Power (kW)	6.66	9.98	16.64	$V_{new} \times I_{new} / 1000$
N_{chargers}	Number of Chargers that can be Installed	6	4	2	$\text{Floor}(P_{avail} / P_{charger})$

APPENDIX B: Cost Estimate Assumption Details

This Appendix provides additional details related to the financial model inputs and assumptions presented in [Section 7.2.1](#).

B.1 Charger Hardware and Operating Costs

The charger hardware and operating cost inputs presented in [Table 7-9](#) are described in the following sections.

B.1.1. Hardware cost

The charger hardware cost accounts for the cost of the charger pedestal, estimated shipping, a one-time configuration fee, along with 2-3 years warranty (depending on the manufacturer). A 15% markup is applied to the base hardware cost to account for project management costs and contingency associated with charger procurement. Hardware costs are estimated for each charger rating based on current prices offered by commercial suppliers that operate in the Canadian market.

B.1.2 Network and connectivity fees

Network and connectivity fees, estimated at \$200/charger/year based on typical industry rates, cover the annual subscription to the charger network operator's cloud platform. This includes remote monitoring and diagnostics, over-the-air firmware updates, user access control, and charger-level energy metering. Metered usage data is also required to support Clean Fuel Regulation (CFR) credit claims, which are based on verified electricity dispensed at each charger. Other operational expenses, estimated at \$100-150/year depending on the charger rating based on industry experience, include routine inspection, preventative maintenance, cleaning, and repairs.

B.1.3 Load management software (if using)

Load management software, estimated at \$240/charger/year (\$20/month) based on a typical industry range of \$16-25/month, is an optional add-on applied at sites where active load management is enabled. It integrates with the charger network platform to coordinate charging schedules and dynamically limit charger output, capping peak demand near the minimum per-charger power floor to reduce demand charge exposure. This cost does not apply at sites where load management is not implemented.

Note: At Cemetery 1 (27 4th Line E) and PW & Parks Phase 1 (128 Sackville Rd), load management is required for capacity compliance regardless of demand charge optimization. The software subscription cost is therefore included in the Transition scenario cost at these sites irrespective of whether LM is used for demand charge reduction.

B.2 Blended Time-of-Use Electricity Rates

Table B-1 summarizes the assumed charging hours and resulting blended time-of-use (TOU) electricity rates evaluated at each site

Table B-1: Assumed charging hours and resulting blended TOU electricity rates evaluated at each site

Site	Assumed Charging Hours	Blended TOU Electricity Rate (\$/kWh)	Assumed operating days/year	Note
Cemeteries – 27 4 th Line E	5pm-8am	\$0.14	313	Monday – Saturday
Cemeteries – 1504 Peoples Rd	5pm-8am	\$0.14	313	Monday – Saturday

Transit – 111 Huron St	24h	\$0.14	365	7 days/week
Civic Centre – 99 Foster Dr	7pm-7am	\$0.12	261	Weekdays only
Public Works and Parks – 128 Sackville Rd	24h	\$0.14	365	7 days/week
Fire Department – 72 Tancred St	4pm-8am	\$0.17	261	Weekdays only
Fire Department – 65 Old Garden River Rd	4pm-8am	\$0.17	261	Weekdays only
Northern Community Centre – 556 Goulais Ave	24h	\$0.14	365	7 days/week
Parks – 41 Lake St	24h	\$0.14	365	7 days/week
Facilities – 269 Queen St E (GFL Memorial Gardens)	7pm-7am	\$0.12	261	Weekdays only
Facilities – 260 Elizabeth St (John Rhodes Community Centre)	7pm-7am	\$0.12	261	Weekdays only

B.3 Clean Fuel Regulation (CFR) Credit Rate Schedule

CFR credits accrue for a maximum of 10 years from the first year BEV vehicles are present at a site. The initial rate of \$0.14/kWh reflects the 2023 credit price published by ECCC (\$127.30/tCO_{2e}) applied at a 90% fleet net revenue share. The decay schedule conservatively reflects the anticipated annual tightening of the CI reference value and resulting compression of per-kWh credit generation.

The annual decay rate applied through 2030 is calibrated to the CI reduction pathway set out in Schedule 1 of the CFR, which requires the carbon intensity reference value for petroleum gasoline to decrease by approximately 15 gCO_{2e}/MJ between 2022 and 2030 — roughly 1.9 gCO_{2e}/MJ per year. Propagating this through the CC3 formula (Equation 5b) yields a reduction in CI_{diff} of approximately 7.7 gCO_{2e}/MJ per year, corresponding to a decline of approximately 2.3% per year in the per-kWh credit rate at constant credit prices. A rate of -2.5% per year is applied as a modest conservative buffer. The CFR Schedule 1 pathway beyond 2030 is not currently known, therefore a conservative rate of -5% per year is applied from 2031 onward to reflect this uncertainty.

Table B-2: CFR rate schedule modelled in this work

Year	CFR Rate (\$/kWh)	Annual Change
2026	\$0.1400	None
2027	\$0.1365	-2.5%
2028	\$0.1331	-2.5%
2029	\$0.1298	-2.5%
2030	\$0.1265	-2.5%
2031	\$0.1202	-5%

2032	\$0.1142	-5%
2033	\$0.1085	-5%
2034	\$0.1030	-5%
2035	\$0.0979	-5%
2036	\$0.0930	-5%
2037	\$0.0883	-5%
2038	\$0.0839	-5%
2039	\$0.0797	-5%
2040 onward	\$0.0757	-5%

APPENDIX C: Sample Total Cost of Ownership Analysis

This appendix presents a sample total cost of ownership (TCO) comparison for a Chevrolet Silverado EV replacing a Chevrolet Silverado 1500 at the Public Works & Parks facility at 128 Sackville Rd, which hosts the largest number of fleet vehicles of any City facility and is planned as an early deployment location beginning in 2027. The analysis covers a seven-year period from 2027 to 2033.

The TCO comparison considers two procurement scenarios applicable to the City's vehicle leasing model and evaluates outcomes either with or without the application of load management.

C.1 Methodology

The TCO analysis evaluates the lifecycle costs of operating a battery electric vehicle versus a comparable internal combustion engine (ICE) vehicle over a seven-year period. The analysis accounts for fuel, maintenance, charging infrastructure, electricity, and lease costs. All cost streams are evaluated in 2026 CAD.

Two procurement scenarios are evaluated, reflecting the City of Sault Ste. Marie's vehicle leasing model:

- **Lease Vehicles + Purchase Charger Upfront:** The City leases the vehicle but purchases and owns the charging hardware outright. The full charger capital cost is borne in Year 1, with ongoing maintenance costs thereafter.
- **Lease Vehicles + Charging-as-a-Service (CaaS):** The City leases both the vehicle and the charging infrastructure. No upfront capital cost is incurred for the charger; instead, a monthly CaaS fee covers hardware, installation, maintenance, and support.

In both scenarios, the EV lease replaces a comparable ICE lease. The analysis includes the following cost components:

- Vehicle lease payments (EV and ICE, based on respective MSRPs and residual values)
- Fuel costs (ICE: gasoline; EV: electricity at the applicable blended rate)
- Maintenance costs (per kilometre, reflecting lower EV maintenance requirements)
- Charging infrastructure capital or CaaS fees
- Charging infrastructure maintenance (for Lease + Purchase only)

- Charger Funding Revenue (CFR) credits, where applicable

Cost streams are applied annually over the 2027–2033 period and summed to produce a total seven-year cost for the EV and ICE alternatives.

C.1.1 Site-specific Effective Electricity Rate

The effective electricity rate used in the TCO model combines the blended time-of-use (TOU) energy charge (see [Sections 3.5.2](#) and B.2) with the demand charge, converted from a monthly charge based on the peak simultaneous charging load (which depends on whether load management is used, details in [Section 3.5.2](#)) to a per-kWh rate based on the vehicle’s monthly energy consumption.

At 128 Sackville Road, a single 80A (Level 2) charger is modelled. Table C-1 summarizes the resulting effective electricity rates.

Table C-1: Effective Electricity Rate at 128 Sackville Road

Parameter	Value	Without Load Management	With Load Management
TOU energy charge	\$0.14/kWh	—	—
Demand charge rate	\$12.89/kW/month	—	—
Charger type	80A (Level 2)	—	—
Assumed power draw per charger		16.7 kW	5.6 kW
Effective electricity rate	—	\$0.237/kWh	\$0.174/kWh

C.1.2 Effective Annual CFR Revenue

The Clean Fuel Regulation (CFR) credit methodology, including the credit rate derivation and annual decay schedule, is described in [Section 7.4](#) and Appendix B.3. Fleet chargers installed as part of this program are eligible to earn CFR credits from their first year of operation; PowerON has confirmed that the City's existing ChargePoint agreement does not restrict CFR credit eligibility for new fleet-dedicated hardware.

The TCO model requires a single average annual CFR value rather than a year-by-year revenue stream. Credits are available for all seven years of the analysis period (2027–2033), so the average is computed as a simple mean across all seven annual values:

$$\text{Average annual CFR} = (\text{CFR}_{20^{27}} + \text{CFR}_{20^{28}} + \text{CFR}_{20^{29}} + \text{CFR}_{20^{30}} + \text{CFR}_{20^{31}} + \text{CFR}_{20^{32}} + \text{CFR}_{20^{33}}) \div 7$$

Table C-2 shows the annual CFR revenue for the Silverado EV at 128 Sackville Road and the resulting average used in the TCO model.

Table C-2: Annual CFR Revenue: Silverado EV at 128 Sackville Road

Year	Annual CFR Revenue	Notes
------	--------------------	-------

2027	\$3,238	CFR rate decays 2.5%/yr
2028	\$3,158	CFR rate decays 2.5%/yr
2029	\$3,079	CFR rate decays 2.5%/yr
2030	\$3,002	CFR rate decays 2.5%/yr
2031	\$2,852	CFR rate decays 5%/yr
2032	\$2,709	CFR rate decays 5%/yr
2033	\$2,574	CFR rate decays 5%/yr
7-year average	\$2,944/yr	Used as annual CFR input in TCO model

The \$2,944/year average is applied as a constant annual CFR credit in the TCO model, effectively distributing the benefit of CFR income evenly across the analysis period.

C.2 Inputs and Assumptions

Table C-3 summarizes the key inputs and assumptions used in the TCO model for this vehicle and site. Inputs highlighted in yellow were adapted specifically for the Sault Ste. Marie context; all other values reflect standard industry assumptions.

Table C-3: TCO Model Inputs and Assumptions: Silverado EV at 128 Sackville Road

Parameter	Value	Notes
Vehicle		
EV model	Chevrolet Silverado EV	None
ICE model	Chevrolet Silverado 1500	None
EV MSRP	\$95,833	Based on industry averages
ICE MSRP	\$61,000	Based on industry averages
Lease residual value	32% of MSRP	Based on industry averages
Annual distance driven	73,000 km	200 km/day × 365 operating days
Annual operating days	365 days/yr	Assume year-round operations at 128 Sackville
Fuel & Energy		
Gasoline price	\$1.50/L	Based on recent monthly averages in northern Ontario
ICE fuel consumption	12.75 L/100 km	Silverado 1500 midpoint (9.8–15.7 L/100 km range)
EV energy consumption	0.325 kWh/km	Silverado EV efficiency midpoint (0.24–0.4 kWh/km range)
Fuel and Electricity price escalation	2%/yr	None
TOU energy rate	\$0.14/kWh	Blended on/off-peak; see Appendix B.2
Effective rate (without LM)	\$0.237/kWh	TOU + demand charges, no load management
Effective rate (with LM)	\$0.174/kWh	TOU + demand charges, with load management
Maintenance		
ICE maintenance cost	\$0.19/km	From 2021 ANL study

EV maintenance cost	\$0.044/km	From 2021 ANL study
Charging infra maintenance	\$350/year without load management, or \$590/year with load management	See Table 7.7
Charging Infrastructure		
Charger type	80A Level 2	128 Sackville design specification
Charger hardware + installation	\$31,850	Hardware+installation cost evaluated per charger at 128 Sackville Rd (assume 1:1 charger to vehicle ratio)
Charger Funding Revenue (CFR)		
Average annual CFR value	\$1,591/yr	Derived from 2030–2033 credits ÷ 7 years (see Table C-2)

C.3 Results

The following figures present the seven-year TCO comparison results for Scenarios 4 and 5 under both electricity rate conditions. Each scenario is shown with two charts: a cost breakdown by category and a cumulative cost trajectory over the analysis period.

Table C-4 summarizes the total seven-year costs and per-kilometre rates for all four TCO profiles.

Table C-4: Seven-Year TCO Summary: Silverado EV vs. Silverado 1500 at 128 Sackville Road

Scenario	Load Mgmt.	ICE Total Cost	EV Total Cost	7-yr Savings
Vehicle Lease + Infrastructure Purchase	No	\$273,366	\$195,688	\$77,678
Vehicle Lease + Infrastructure Purchase	Yes	\$273,366	\$186,261	\$87,105
Vehicle Lease + Infrastructure CaaS	No	\$273,366	\$221,433	\$51,933
Vehicle Lease + Infrastructure CaaS	Yes	\$273,366	\$210,223	\$63,143

Across all four profiles, the Silverado EV produces lower seven-year costs than the Silverado 1500, with savings ranging from approximately \$52,000 to \$87,000 per vehicle over the seven-year period. The Lease + Purchase option consistently outperforms Lease + CaaS because charger ownership eliminates the ongoing CaaS fee premium. Load management further reduces EV operating costs in both scenarios by lowering the effective electricity rate, yielding the greatest savings under Lease + Purchase with load management (\$87,105).

C.3.1 Vehicle Lease + Infrastructure Purchase (Without Load Management)

Figures C-1 and C-2 present the cost breakdown and cumulative cost for the Vehicle Lease + Purchase option without load management.

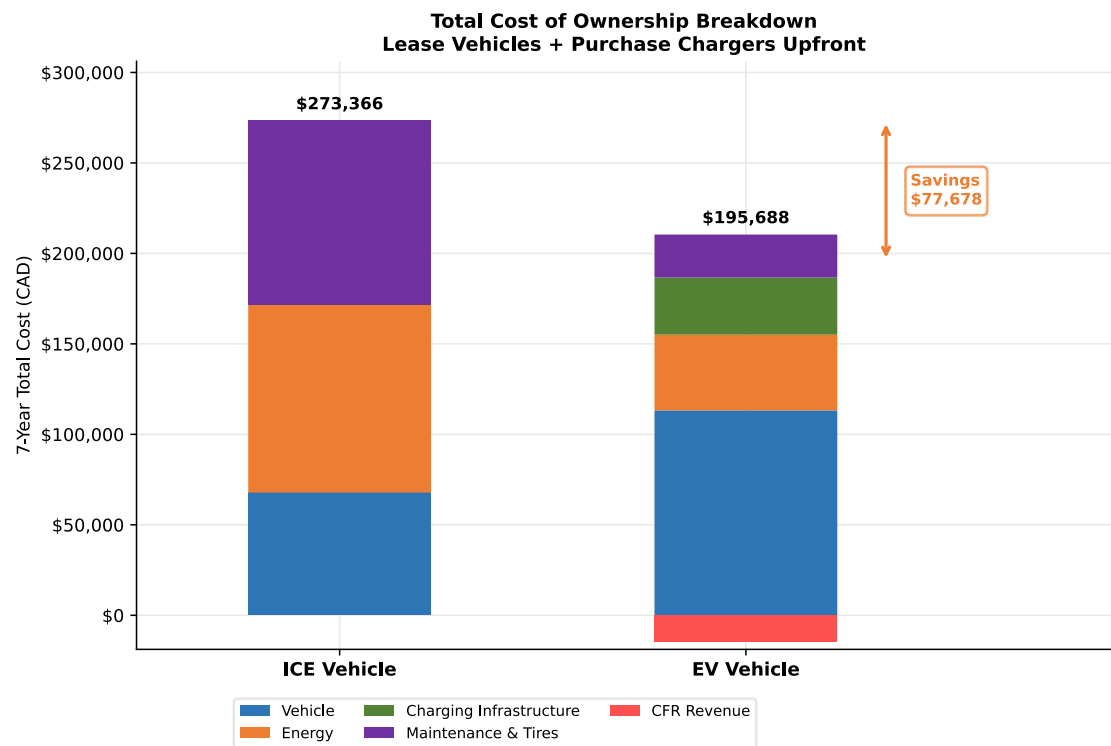


Figure C-1: Vehicle Lease + Infrastructure Purchase Cost Breakdown – Without Load Management

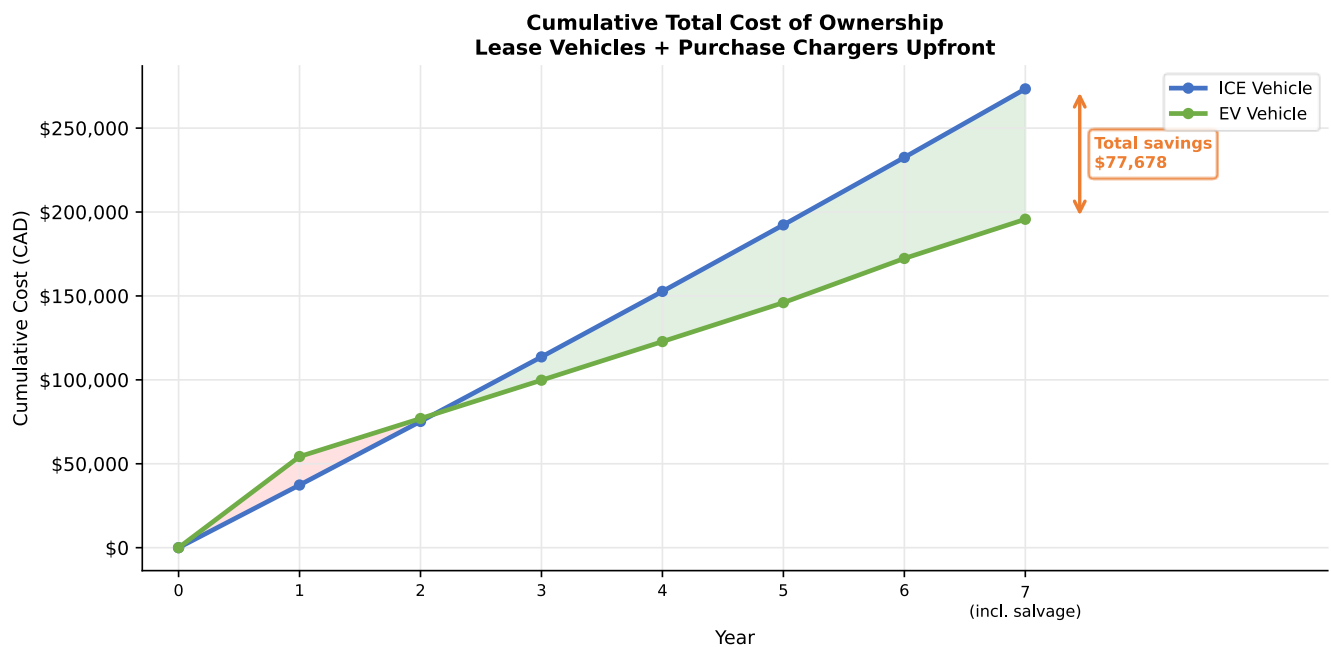


Figure C-2: Vehicle Lease + Infrastructure Purchase Cumulative Cost – Without Load Management

C.3.2 Vehicle Lease + CaaS (Without Load Management)

Figures C-3 and C-4 present results for the Vehicle Lease + CaaS option without load management.

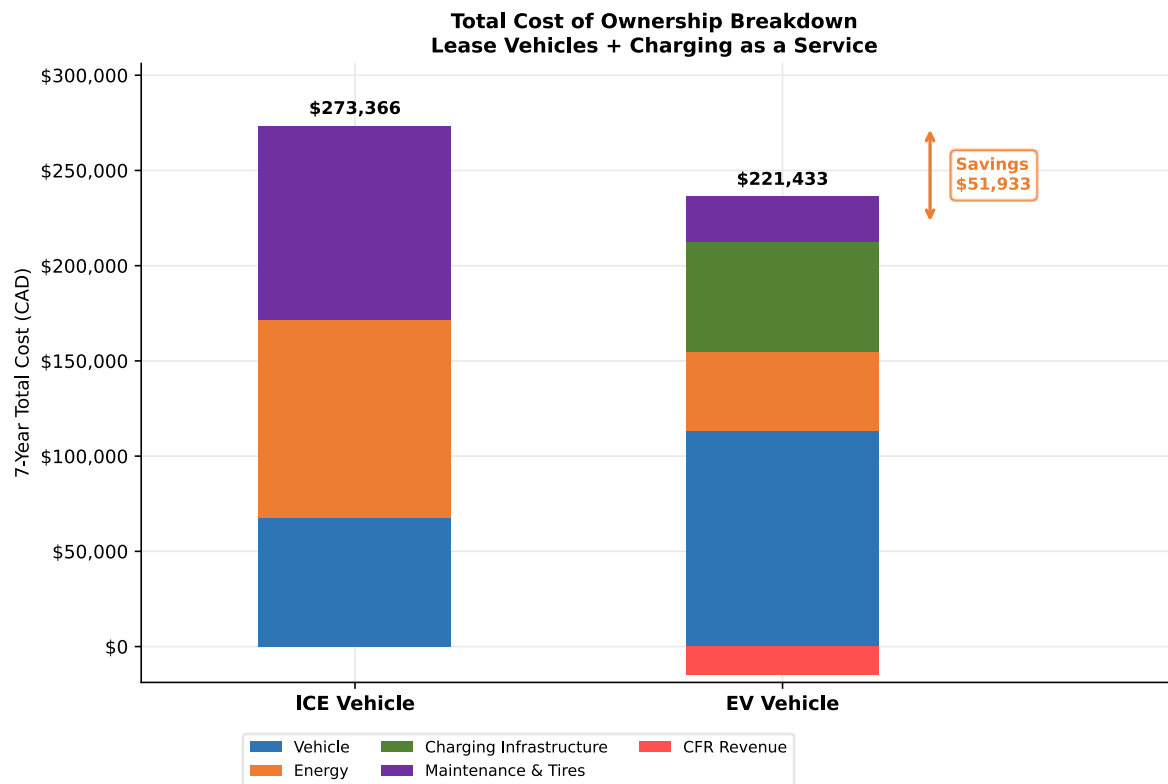


Figure C-3: Vehicle Lease + CaaS Cost Breakdown – Without Load Management

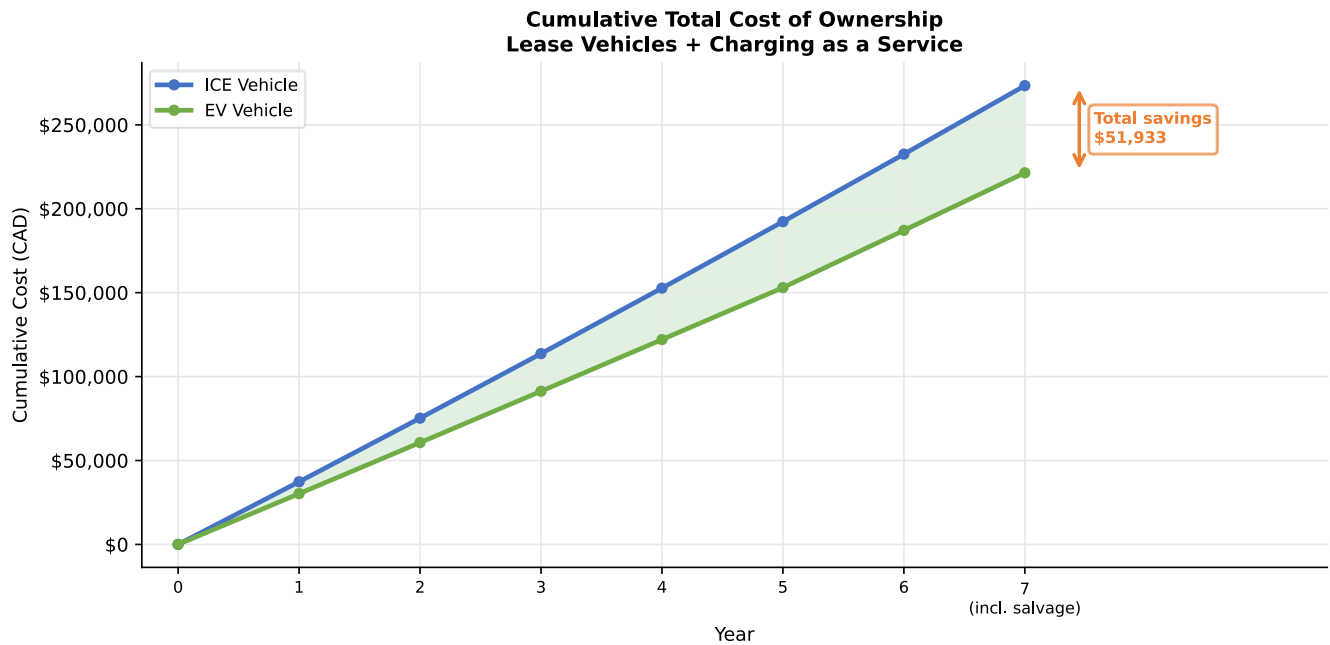


Figure C-4: Vehicle Lease + CaaS Cumulative Cost – Without Load Management

C.3.3 Vehicle Lease + Infrastructure Purchase (With Load Management)

Figures C-5 and C-6 present the cost breakdown and cumulative cost for the Vehicle Lease + Purchase option with load management.

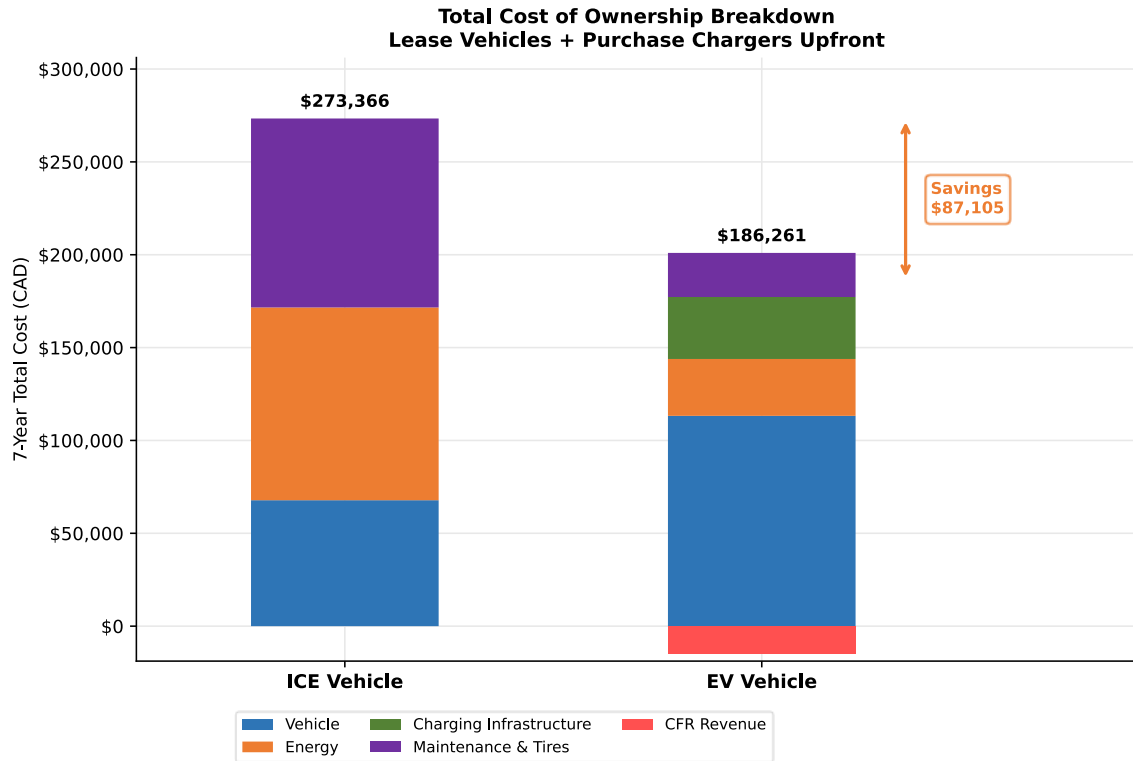


Figure C-5: Vehicle Lease + Infrastructure Purchase Cost Breakdown – With Load Management

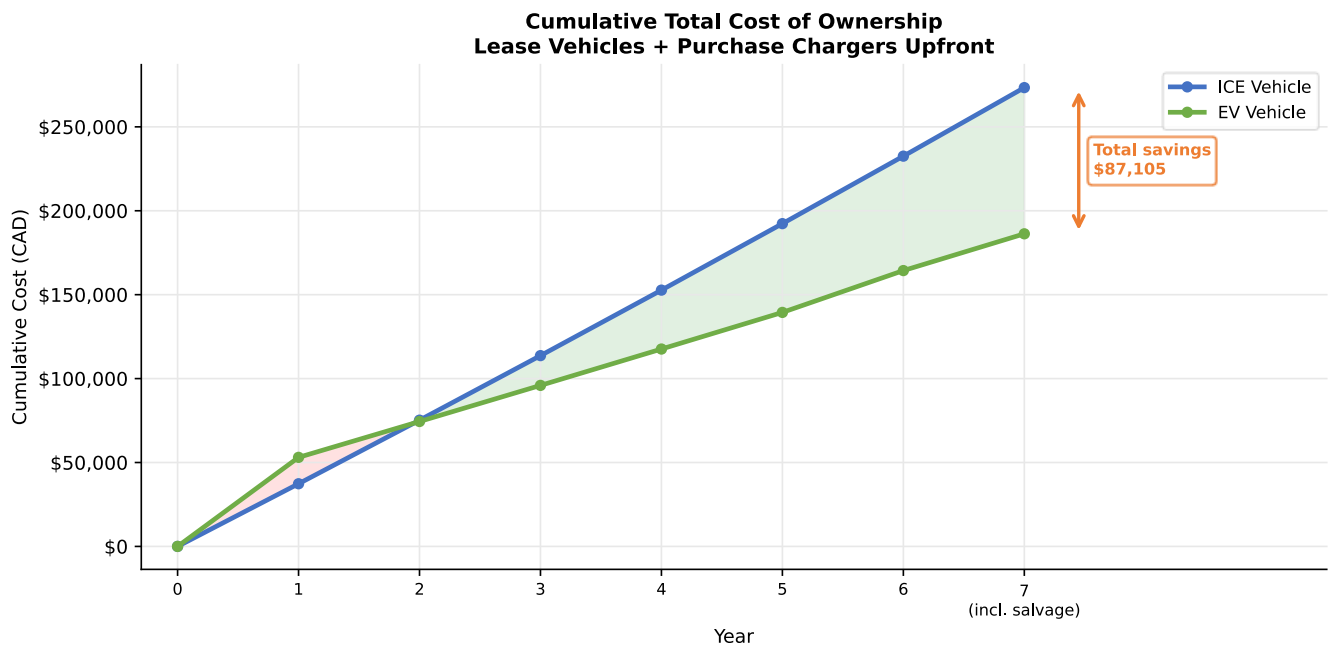


Figure C-6: Vehicle Lease + Infrastructure Purchase Cumulative Cost – With Load Management

C.3.4 Vehicle Lease + CaaS (With Load Management)

Figures C-7 and C-8 present results for the Vehicle Lease + CaaS option without load management.

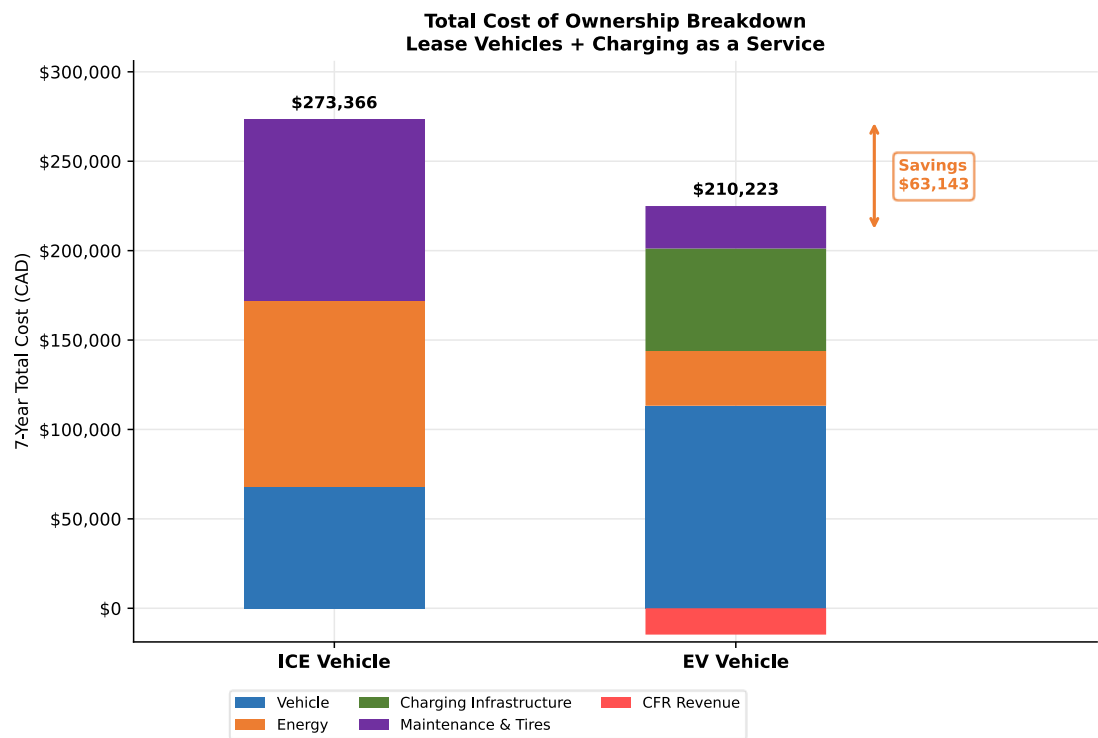


Figure C-7: Vehicle Lease + CaaS Cost Breakdown – With Load Management

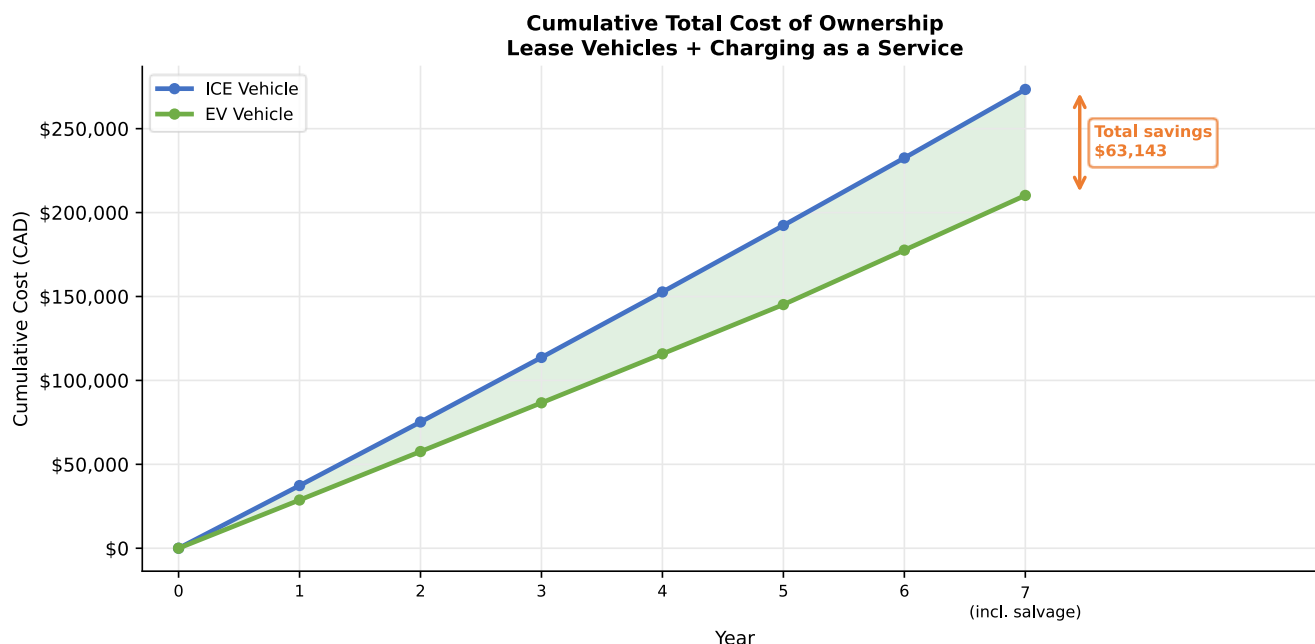


Figure C-8: Vehicle Lease + CaaS Cumulative Cost – With Load Management

APPENDIX D: Replacement Plans

D.1 Key Assumptions

Table D-1 below lists the assumed BEV replacement vehicle for each ICE make and model in the City's light-duty fleet. Vehicles already in service as BEV are excluded. Models marked with an asterisk (*) are assigned to the "Future Heavy Duty EV Truck" placeholder and are modelled as BEV-eligible beginning in 2031.

Table D-1: Summary of assumed BEV replacement vehicles for each make and model in the City's existing fleet of ICE vehicles

Make	Model	Count in Fleet	ICE Fuel Economy (L/100 km)	Assumed BEV Replacement	BEV Energy Use (kWh/km)
Chevrolet	Cruze	1	6.2 – 9.4	Chevrolet Bolt	0.160 – 0.250
Chevrolet	Equinox	1	7.4 – 14.7	Chevrolet Equinox EV	0.155 – 0.220
Chevrolet	Express	1	13.8 – 21.4	Ford E-Transit	0.330 – 0.450
Chevrolet	Express 2500	1	13.8 – 21.4	Ford E-Transit	0.330 – 0.450
Chevrolet	Impala	2	7.8 – 13.8	Hyundai Ioniq 6	0.133 – 0.200
Chevrolet	Silverado 1500	22	9.8 – 15.7	Chevrolet Silverado EV	0.250 – 0.400
Chevrolet	Silverado 2500HD	2	14.7 – 21.4	Future Heavy Duty EV Truck *	0.250 – 0.500

Chevrolet	Silverado 3500HD	1	14.7 – 21.4	Future Heavy Duty EV Truck *	0.250 – 0.500
Chevrolet	Tahoe	3	10.2 – 14.7	Chevrolet Blazer EV	0.200 – 0.220
Chevrolet	Traverse	1	8.7 – 13.8	Chevrolet Blazer EV	0.200 – 0.220
Dodge	Charger	1	9.4 – 14.7	Hyundai Ioniq 6	0.133 – 0.200
Dodge	Journey	2	9.0 – 14.7	Chevrolet Blazer EV	0.200 – 0.220
Ford	EcoSport	3	8.1 – 10.2	Chevrolet Bolt	0.160 – 0.250
Ford	Escape	1	6.9 – 10.2	Chevrolet Blazer EV	0.200 – 0.220
Ford	F-150	14	9.0 – 15.7	Chevrolet Silverado EV	0.250 – 0.400
Ford	F-250	11	13.8 – 19.6	Future Heavy Duty EV Truck *	0.250 – 0.500
Ford	Focus	3	7.1 – 9.8	Chevrolet Bolt	0.160 – 0.250
Ford	Transit	2	12.4 – 15.7	Ford E-Transit	0.330 – 0.450
GMC	Acadia	1	9.8 – 14.7	Kia EV9 or Kia EV9 Extended Range	0.190 – 0.260
GMC	Sierra / Sierra 1500	12	9.8 – 14.7	Chevrolet Silverado EV	0.250 – 0.400
GMC	Sierra 2500HD	2	14.7 – 21.4	Future Heavy Duty EV Truck *	0.250 – 0.500
Hyundai	Tucson	1	7.8 – 11.2	Volkswagen ID.4	0.170 – 0.250
Jeep	Grand Cherokee	1	9.4 – 14.7	Kia EV9 or Kia EV9 Extended Range	0.190 – 0.260
Kia	Seltos	1	6.9 – 9.4	Chevrolet Bolt	0.160 – 0.250
Kia	Sorento	1	8.4 – 13.8	Kia EV9 or Kia EV9 Extended Range	0.190 – 0.260
RAM	1500	2	9.4 – 15.7	Chevrolet Silverado EV	0.250 – 0.400
RAM	2500	1	13.1 – 16.8	Future Heavy Duty EV Truck *	0.250 – 0.500
Toyota	Camry	3	7.6 – 12.4	Hyundai Ioniq 6	0.133 – 0.200
Toyota	Corolla	3	6.7 – 9.0	Chevrolet Bolt	0.160 – 0.250
Volkswagen	Taos	5	6.5 – 9.4	Chevrolet Bolt	0.160 – 0.250

* No purpose-built BEV equivalent is currently available for heavy-duty work trucks. The Future Heavy Duty EV Truck assumption is based on heavy-duty BEV platform specifications comparable to the Chevrolet Silverado EV (high-payload variant) and GMC Sierra EV; actual energy consumption will depend on vehicle specifications at time of procurement.

D.2 Cemeteries – 27 4th Line E

Table D-2: Replacement Plan for Cemeteries vehicles located at 27 4th Line E

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle	Notes
Chevrolet Silverado 1500	1	2026		Chevrolet Silverado EV		Chevrolet Silverado EV	Will replace an existing 2014 Chevrolet

							Silverado 2500HD in 2026. The replacement plan does not recommend further replacement of this truck due to its low utilization.
Ford F-250	1	2017	2026	Future Heavy Duty EV Truck	2031	Future Heavy Duty EV Truck	
Ford F-250	1	2023	2029	Future Heavy Duty EV Truck	2034	Future Heavy Duty EV Truck	
Ford F-250	1	2024	2029	Future Heavy Duty EV Truck	2034	Future Heavy Duty EV Truck	

D.3. Cemeteries – 1504 Peoples Rd

Table D-3: Replacement Plan for Cemeteries vehicles located at 1504 Peoples Rd

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle	Notes
Chevrolet Silverado 1500	1	2026	2032	Future Heavy Duty EV Truck	2037	Future Heavy Duty EV Truck	Will replace an existing 2013 F-150XL in 2026.

D.4 Transit – 111 Huron St.

Table D-4: Replacement Plan for Transit vehicles located at 111 Huron St

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Dodge Journey	1	2026	2032	Chevrolet Blazer	2037	Chevrolet Blazer

Ford F-150	1	2026	2032	Chevrolet Silverado EV	2037	Chevrolet Silverado EV
Ford F-250	1	2025	2030	Future Heavy Duty EV Truck	2035	Future Heavy Duty EV Truck
GMC Sierra 1500	1	2013	2026	Chevrolet Silverado EV	2031	Chevrolet Silverado EV
Jeep Grand Cherokee	1	2021	2028	Kia EV9 Extended Range	2033	Kia EV9 Extended Range
VW ID.4	1	2025	2030	Volkswagen ID.4	2035	Volkswagen ID.4

D.5 Civic Centre – 99 Foster Drive

Table D-5: Replacement Plan for vehicles from multiple departments located at 99 Foster Dr

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Chevrolet Cruze	1	2012	2027	Chevrolet Bolt	2032	Chevrolet Bolt
Chevrolet Equinox EV	2	2026	2031	Chevrolet Equinox EV	2036	Chevrolet Equinox EV
Chevrolet Express	1	2013	2025	Ford E-Transit	2030	Ford E-Transit
Chevrolet Impala	1	2011	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6
Chevrolet Impala	1	2013	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6
Chevrolet Silverado 1500	1	2018	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV
Chevrolet Traverse	1	2019	2027	Chevrolet Blazer	2032	Chevrolet Blazer
Dodge Charger	1	2010	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6
Dodge Journey	1	2013	2027	Chevrolet Blazer	2032	Chevrolet Blazer
Dodge Journey	1	2013	2026	Chevrolet Blazer	2031	Chevrolet Blazer
Ford F-150	1	2018	2028	Chevrolet Silverado EV	2033	Chevrolet Silverado EV
Ford F-150	1	2023	2029	Chevrolet Silverado EV	2034	Chevrolet Silverado EV
Ford F-150	1	2011	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Ford Transit	1	2020	2029	Ford E-Transit	2034	Ford E-Transit
Ford Transit	1	2022	2029	Ford E-Transit	2034	Ford E-Transit
GMC Sierra	1	2013	2026	Chevrolet Silverado EV	2031	Chevrolet Silverado EV

GMC Sierra	1	2011	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Ram 2500	1	2018	2026	Future Heavy Duty EV Truck	2031	Future Heavy Duty EV Truck
Toyota Camry	1	2010	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6
Toyota Camry	1	2007	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6
Toyota Corolla	1	2012	2027	Chevrolet Bolt	2032	Chevrolet Bolt
Truck	1	2026	2031	Chevrolet Silverado EV	2036	Chevrolet Silverado EV
Volkswagen Taos	3	2024	2029	Chevrolet Bolt	2034	Chevrolet Bolt
Volkswagen Taos	1	2022	2029	Chevrolet Bolt	2034	Chevrolet Bolt
Volkswagen Taos	1	2024	2029	Chevrolet Bolt	2034	Chevrolet Bolt

D.6 Public Works and Parks – 128 Sackville Road

Table D-6: Replacement Plan for Public Works and Parks vehicles located at 128 Sackville Rd

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Chevrolet Express 2500	1	2018	2027	Ford E-Transit	2032	Ford E-Transit
Chevrolet Silverado 1500	1	2018	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV
Chevrolet Silverado 1500	2	2012	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Chevrolet Silverado 1500	1	2018	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV
Chevrolet Silverado 1500	3	2016	2026	Chevrolet Silverado EV	2031	Chevrolet Silverado EV
Chevrolet Silverado 1500	1	2018	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV
Chevrolet Silverado 1500	1	2018	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV
Chevrolet Silverado 1500	2	2013	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Chevrolet Silverado 1500	2	2021	2028	Chevrolet Silverado EV	2033	Chevrolet Silverado EV
Chevrolet Silverado 1500	2	2014	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Chevrolet Silverado 1500	1	2016	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV

Chevrolet Silverado 1500	2	2018	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Chevrolet Silverado 1500	1	2014	2026	Chevrolet Silverado EV	2031	Chevrolet Silverado EV
Chevrolet Silverado 1500	1	2015	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Chevrolet Silverado 1500	1	2024	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Chevrolet Silverado 2500HD	1	2018	2027	Future HD Silverado EV	2032	Future HD Silverado EV
Chevrolet Silverado EV	1	2025	2030	Chevrolet Silverado EV	2035	Chevrolet Silverado EV
Chevrolet Tahoe	1	2018	2027	Kia EV9	2032	Kia EV9
Ford Escape	1	2023	2026	Kia EV9	2031	Kia EV9
Ford F-150	2	2023	2028	Chevrolet Silverado EV	2033	Chevrolet Silverado EV
Ford F-150	3	2021	2028	Chevrolet Silverado EV	2033	Chevrolet Silverado EV
Ford F-150	1	2011	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Ford F-150	1	2024	2029	Chevrolet Silverado EV	2034	Chevrolet Silverado EV
Ford F-250	1	2024	2029	Future Heavy Duty EV Truck	2034	Future Heavy Duty EV Truck
Ford F-250	1	2017	2026	Future Heavy Duty EV Truck	2031	Future Heavy Duty EV Truck
Ford F-250	1	2016	2026	Future Heavy Duty EV Truck	2031	Future Heavy Duty EV Truck
Ford F-250	1	2016	2025	Future Heavy Duty EV Truck	2030	Future Heavy Duty EV Truck
Ford F-250	1	2023	2026	Future Heavy Duty EV Truck	2031	Future Heavy Duty EV Truck
Ford F-250	1	2017	2026	Future Heavy Duty EV Truck	2031	Future Heavy Duty EV Truck
Ford Focus	3	2008	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6
GMC Sierra 1500	1	2021	2028	Chevrolet Silverado EV	2033	Chevrolet Silverado EV
GMC Sierra 1500	1	2009	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
GMC Sierra 1500	2	2011	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
GMC Sierra 1500	1	2013	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
GMC Sierra 1500	1	2010	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
GMC Sierra 1500	1	2013	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV

GMC Sierra 1500	1	2010	2026	Chevrolet Silverado EV	2031	Chevrolet Silverado EV
GMC Sierra 2500HD	1	2018	2027	Future HD Silverado EV	2032	Future HD Silverado EV

D.7 Fire Department – 72 Tancred St

Table D-7: Replacement Plan for Fire Department vehicles located at 72 Tancred St

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Chevrolet Equinox	1	2014	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6
Chevrolet Silverado 2500HD	1	2022	2029	Future Heavy Duty EV Truck	2034	Future Heavy Duty EV Truck
Ford EcoSport	1	2021	2029	Hyundai Ioniq 6	2034	Hyundai Ioniq 6
Ford EcoSport	2	2022	2029	Hyundai Ioniq 6	2034	Hyundai Ioniq 6
Ford F-150	1	2011	2025	Chevrolet Silverado EV	2030	Chevrolet Silverado EV
Ford F-150	1	2017	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV
GMC Acadia	1	2012	2025	Kia EV9	2030	Kia EV9
GMC Sierra 2500HD	1	2011	2029	Future Heavy Duty EV Truck	2034	Future Heavy Duty EV Truck
Hyundai Tucson	1	2017	2027	Hyundai Ioniq 6	2032	Hyundai Ioniq 6
Kia Seltos	1	2021	2028	Chevrolet Bolt	2033	Chevrolet Bolt
Kia Sorento	1	2017	2027	Kia EV9	2032	Kia EV9
Toyota Corolla	1	2008	2025	Hyundai Ioniq 6	2030	Hyundai Ioniq 6

D.8 Fire Department – 65 Old Garden River Rd

Table D-8: Replacement Plan for Fire Department vehicles located at 65 Old Garden River Rd

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Ford F-250	1	2017	2028	Chevrolet Silverado EV	2033	Chevrolet Silverado EV

D.9 Parks – 41 Lake St

Table D-9: Replacement Plan for Parks vehicles located at 41 Lake St

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Chevrolet Silverado 1500	1	2023	2027	Chevrolet Silverado EV	2032	Chevrolet Silverado EV

D.10 Facilities – 269 Queen St E

Table D-10: Replacement Plan for Facilities vehicles located at 269 Queen St E

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Truck	1	2018	2029	Chevrolet Silverado EV	2034	Chevrolet Silverado EV
Van	1	2014	2029	Ford E-Transit	2034	Ford E-Transit

D.11 Facilities – 260 Elizabeth St

Table D-11: Replacement Plan for the Facilities vehicle located at 260 Elizabeth St

Vehicle	Number of Vehicles	Model Year	1st Replacement Year	1st Replacement Vehicle	2nd Replacement Year	2nd Replacement Vehicle
Dodge Ram	1	2016	2029	Chevrolet Silverado EV	2034	Chevrolet Silverado EV

APPENDIX E: Charging Time Estimates

E.1 Cemeteries – 27th 4th Line Rd and 1504 Peoples Rd

Table E-1: Maximum daily battery energy used by Cemeteries replacement trucks and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)

Chevrolet Silverado EV or future heavy duty EV truck	0.25-0.5	200	50-100	170 for Silverado EV. Not yet known for future HD truck, assume 200+	8.4-16.75h	5.25-10.58h	3.17-6.3h
--	----------	-----	--------	--	------------	-------------	-----------

E.2 Transit – 111 Huron St.

Table E-2: Maximum daily battery energy used by Transit replacement vehicles and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Blazer	0.20-0.22	100	20-22	85	3.42-3.75h	2.17-2.42h	1.33-1.50h
Chevrolet Silverado EV	0.25-0.40	100	25-40	170	4.25-6.75h	2.75-4.33h	1.67-2.67h
Future Heavy Duty EV Truck	0.25-0.50	100	25-50	Not yet known (assume 200+)	4.25-8.42h	2.75-5.33h	1.67-3.25h
Kia EV9 (Extended Range)	0.19-0.26	350	66-91	100	11.25–17.08h	7.17–10.92h	4.25–6.42h
Volkswagen ID.4 (Extended Range)	0.17-0.22	350	60-77	82	10.17–15.08h	7.00–8.92h	4.08–5.25h

E.3 Civic Centre – 99 Foster Drive

Table E-3: Maximum daily battery energy used by Civic Centre replacement vehicles and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Blazer	0.20-0.22	100	20-22	85	3.42-3.75h	2.17-2.42h	1.33-1.50h

Chevrolet Bolt	0.16-0.25	100	16-25	66	2.75-4.25h	1.75-2.67h	1.08-1.67h
Chevrolet Equinox EV	0.15-0.22	100	16-22	85	2.75-3.75h	1.75-2.42h	1.08-1.50h
Chevrolet Silverado EV	0.25-0.40	100	25-40	170	8.50-13.67h	2.75-4.33h	1.67-2.67h
Ford E-Transit	0.33-0.45	100	33-45	89	5.58-7.58h	3.58-4.83h	2.17-2.92h
Future Heavy Duty EV Truck	0.25-0.50	100	25-50	Not yet known (assume 200+)	4.25-8.42h	2.75-5.33h	1.67-3.25h
Hyundai Ioniq 6	0.13-0.20	100	13-20	53	2.25-3.42h	1.42-2.17h	0.92-1.33h

E.4 Public Works and Parks – 128 Sackville Road

Table E-4: Maximum daily battery energy used by replacement vehicles at 128 Sackville Rd and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Silverado EV	0.25-0.40	200	50-80	170	8.42-13.42h	5.33-8.50h	3.25-5.08h
Ford E-Transit	0.33-0.45	200	66-90	89	12.33-15.17h	7.75-9.67h	4.58-5.67h
Future Heavy Duty EV Truck	0.25-0.50	350	88-175	Not yet known (assume 200+)	14.75-29.08h	9.33-18.50h	5.58-10.92h
Hyundai Ioniq 6	0.13-0.20	200	27-40	53	4.58-7.67h	2.92-4.83h	1.75-2.83h
Kia EV9	0.19-0.26	200	38-52	76.1	6.42-9.00h	4.08-5.75h	2.42-3.42h

E.5 Fire Department – 72 Tancred St

Table E-5: Maximum daily battery energy used by replacement vehicles at 72 Tancred St and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Bolt	0.16-0.25	100	16-25	66	2.75-4.25h	1.75-2.67h	1.08-1.67h
Chevrolet Silverado EV	0.25-0.40	100	25-40	170	4.25-6.75h	2.75-4.33h	1.67-2.67h
Future Heavy Duty EV Truck	0.25-0.50	100	25-50	Not yet known (assume 200+)	4.25-8.42h	2.75-5.33h	1.67-3.25h
Hyundai Ioniq 6	0.13-0.20	100	13-20	53	2.25-3.42h	1.42-2.17h	0.92-1.33h
Kia EV9	0.19-0.26	100	19-26	76.1	3.25-4.42h	2.08-2.83h	1.25-1.75h

E.6 Fire Department – 65 Old Garden River Rd

Table E-6: Maximum daily battery energy used by replacement vehicles at 65 Old Garden River Rd and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Silverado EV	0.25-0.40	100	25-40	170	4.25-6.75h	2.75-4.33h	1.67-2.67h

E.7 Parks – 41 Lake St

Table E-7: Maximum daily battery energy used by replacement Parks vehicles at 41 Lake St and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Silverado EV	0.25-0.40	200	50-80	170	8.42-13.42h	5.33-8.50h	3.25-5.08h

E.8 Facilities – 269 Queen St East

Table E-8: Maximum daily battery energy used by replacement Facilities vehicles at 269 Queen St E and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Silverado EV	0.25-0.40	100	25-40	170	4.25-6.75h	2.75-4.33h	1.67-2.67h
Ford E-Transit	0.33-0.45	100	33-45	89	5.58-7.58h	3.58-4.83h	2.17-2.92h

E.9 Facilities – 260 Elizabeth St

Table E-9: Maximum daily battery energy used by replacement Facilities vehicles at 260 Elizabeth St and associated charge times at 32A (6.7kW), 48A (10kW), and 80A (16.7kW)

Assumed BEV Replacement	Energy Economy (kWh/km)	Max Daily Distance Driven (km)	Max Daily Battery Energy (kWh)	Battery Capacity (kWh)	Charge time		
					32A (6.7kW)	48A (10kW)	80A (16.7kW)
Chevrolet Silverado EV	0.25-0.40	100	25-40	170	4.25-6.75h	2.75-4.33h	1.67-2.67h

APPENDIX F: Detailed Installation Cost Breakdowns

This appendix provides detailed breakdowns of infrastructure installation costs at each site considered in the study. The total costs are summarized in [Table 7-1](#).

F.1 Cemeteries – 27 4th Line E

Table F-1: Detailed breakdown of 3× 32A Level 2 EV Chargers (Indoor) installation costs – Cemetery 1 – 27th Fourth Line E

Distribution Equipment	
3× 32A Level 2 EV Charger Installation and Commissioning	\$3,795.00
Subtotal	\$3,795.00
Civil Work	
Core Drill & Fire Proofing	\$575.00
Line Painting	\$2,415.00
ESA	\$575.00

Mobilization and Indirect	\$3,599.82
Subtotal	\$7,164.82
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$6,039.08
Subtotal	\$6,039.08
Base construction budget	\$16,998.89
15% Engineering cost	\$2,549.83
10% PM cost	\$1,699.89
10% Contingency	\$2,000.00
10% Markup	\$2,324.86
Total Cost (excl. HST)	\$25,573.47

Table F-2: Installation and charger cost summary – Cemetery 1 – 27th Fourth Line E

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
3× 32A Level 2 EV Chargers (Indoor)	\$25,573.47	\$5,700.00	\$31,273.47

F.2 Cemeteries – 1504 Peoples Rd

Tables F-3 presents the budget for the baseline concept design with one charger. For reference, Table F-4 presents the budget to add an additional charger with load-sharing at this site, should the City wish to do so in the future. Table F-6 compares the charger and installation cost summary between these two options.

Table F-3: Detailed installation cost breakdown for baseline design – 1× 32A Level 2 EV Charger (Indoor) – Cemetery 2

Distribution Equipment	
1× 32A Level 2 EV Charger Installation and Commissioning	\$1,265.00
Subtotal	\$1,265.00
Civil Work	
Core Drill & Fire Proofing	\$201.25
Line Painting	\$2,415.00
ESA	\$575.00

Mobilization and Indirect	\$2,030.70
Subtotal	\$5,221.95
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$1,212.25
Subtotal	\$1,212.25
Base construction budget	\$7,699.20
15% Engineering cost	\$2,000.00
10% PM cost	\$969.92
10% Contingency	\$2,000.00
10% Markup	\$1,266.91
Total Cost (excl. HST)	\$13,936.03

Table F-4: Detailed installation cost breakdown for optional future design with an additional Level 2 charger with load sharing – 2 × 32A Level 2 EV Charger (Indoor) – Cemetery 2

Distribution Equipment	
2 × 32A Level 2 EV Charger Installation and Commissioning	\$2,530.00
Subtotal	\$2,530.00
Civil Work	
Core Drill & Fire Proofing	\$201.25
Line Painting	\$2,415.00
ESA	\$575.00
Mobilization and Indirect	\$2,501.29
Subtotal	\$5,692.54
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$2,300.20
Subtotal	\$2,300.20
Base construction budget	\$10,522.73
15% Engineering cost	\$2,000.00
10% PM cost	\$1,252.27

10% Contingency	\$2,000.00
10% Markup	\$1,577.50
Total Cost (excl. HST)	\$17,352.51

Table F-5: Combined charger and installation cost summary for the baseline and potential future designs – Cemetery 2 – 1504 Peoples Rd

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
Baseline design – 1× 32A Level 2 EV Charger (Indoor)	\$13,936.03	\$1,900.00	\$15,836.03
Potential future design: 2× 32A Level 2 EV Chargers (Indoor) with load management	\$17,352.51	\$3,800.00	\$21,152.51

F.3 Transit – 111 Huron St

Table F-6: Detailed breakdown of 5 × 80A Level 2 EV Chargers (Indoor) installation costs – 111 Huron St

Distribution Equipment	
5× 80A Level 2 EV Charger Installation and Commissioning	\$6,900.00
400A, 4-wire, 42-circuit Recessed Panelboard with Breaker	\$4,600.00
400A/300AF Fused Disconnect Switch in Existing FPE Switchboard	\$6,670.00
Subtotal	\$18,170.00
Civil Work	
Line Painting	\$3,220.00
ESA	\$1,725.00
Mobilization and Indirect	\$10,283.79
Subtotal	\$15,228.79
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$30,110.24
Subtotal	\$30,110.24
Base construction budget	\$63,509.03

15% Engineering cost	\$9,526.35
10% PM cost	\$7,303.54
10% Contingency	\$8,033.89
10% Markup	\$8,837.28
Total Cost (excl. HST)	\$97,210.10

Table F-7: Installation and charger cost summary – 111 Huron

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
5× 80A Level 2 EV Chargers (Indoor)	\$97,210.10	\$15,000.00	\$112,210.10

F.4 Civic Centre – 99 Foster Dr

Tables F-8 shows the budget breakdown and summary for the baseline concept design that uses 80A chargers and a 750 kVA transformer. For reference, Table F-9a shows the breakdown and summary for the alternative “cost-saving” design that uses 48A chargers and a 500 kVA transformer, and Table F-9b presents the detailed installation cost breakdown for the alternative reduced charger-to-vehicle ratio design at 99 Foster Dr, which uses 12 × 80A chargers with a 500 kVA utility transformer.

Table F-10 compares the cost summary for these two designs.

Table F-8: Detailed installation cost breakdown for baseline design – 750KVA, 28× 80A Level 2 EV Chargers (Outdoor) – Civic Centre

Utility Upgrade	
750KVA Utility Upgrade	\$172,500.00
Co-ordination with Utility	\$4,600.00
2000A 120/208V 3-phase 4-wire complete with 1600A 3-pole Main Breaker and Utility Compartment 14-60A-2-pole Breaker	\$72,197.00
Subtotal	\$249,297.00
Distribution Equipment	
28× 80A Level 2 EV Charger Installation and Commissioning	\$41,860.00
Switchboard Receiving and Unload	\$1,840.00
Switchboard Commissioning	\$2,990.00
600A 600V Fusible Nema 1	\$7,399.10
600A 600V Time Delay Fuse	\$1,726.31
Charger Pedestal	\$6,440.00

Re-reconnect Existing 150KVA Dedicated for Montana's Service	\$1,840.00
Subtotal	\$64,095.41
Civil Work	
Strut Support for 600A Fused Disconnect	\$805.00
Concrete Base for Fused Disconnect	\$575.00
Concrete Pad for new 2000A Switchboard EV	\$3,220.00
Concrete Pad for Charger Pedestal	\$9,096.50
Bollard	\$43,470.00
Excavation and Backfill	\$96,600.00
Temporary Generator	\$10,982.50
Concrete Pad for 600A Panel	\$2,185.00
Line Painting	\$12,420.00
ESA	\$3,305.93
Mobilization and Indirect	\$58,034.71
Subtotal	\$240,694.64
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$124,859.94
Subtotal	\$124,859.94
Base construction budget	\$678,946.99
7% Engineering cost	\$47,526.29
10% PM cost	\$72,647.33
5% Contingency	\$39,956.03
5% Markup	\$41,953.83
Total Cost (excl. HST)	\$881,030.47

Table F-9a: Detailed breakdown of installation costs for alternative "cost-saving" design – 500KVA, 28× 48A Level 2 EV Chargers (Outdoor) installation costs – Civic Centre

Utility Upgrade	
500KVA Utility Upgrade	\$115,000.00
Co-ordination with Utility	\$4,600.00

1600A 120/208V 3-phase 4-wire complete with 1600A 3-pole Main Breaker and Utility Compartment 14-60A-2-pole Breaker	\$51,497.00
Subtotal	\$171,097.00
Distribution Equipment	
28× 48A Level 2 EV Charger Installation and Commissioning	\$41,860.00
Switchboard Receiving and Unload	\$1,840.00
Switchboard Commissioning	\$2,990.00
600A 600V Fusible NEMA 1	\$7,399.10
600A 600V Time Delay Fuse	\$1,726.31
Charger Pedestal	\$6,440.00
Re/reconnect Existing 150KVA Dedicated for Montana Service	\$1,840.00
Subtotal	\$64,095.41
Civil Work	
Strut Support for 600A Fused Disconnect	\$805.00
Concrete Base for Fused Disconnect	\$575.00
Concrete Pad for new 2000A Switchboard EV	\$3,220.00
Concrete Pad for Charger Pedestal	\$9,096.50
Bollard	\$43,470.00
Temporary Generator	\$10,982.50
Concrete Pad for 600A Panel	\$2,185.00
Excavation and Backfill	\$96,600.00
Line Painting	\$12,420.00
ESA	\$3,362.81
Mobilization and Indirect	\$47,197.01
Subtotal	\$229,913.82
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$82,907.52
Subtotal	\$82,907.52
Base construction budget	\$548,013.76
7% Engineering cost	\$38,360.96

10% PM cost	\$58,637.47
5% Contingency	\$32,250.61
5% Markup	\$33,863.14
Total Cost (excl. HST)	\$711,125.94

Table F-9b: Detailed installation cost breakdown for reduced charger-to-vehicle ratio design – 500KVA, 12× 80A Level 2 EV Chargers (Outdoor) – Civic Centre

Utility Upgrade	
500KVA Utility Upgrade	\$115,000.00
Co-ordination with Utility	\$4,600.00
1600A 120/208V 3-phase 4-wire complete with 1600A 3-pole Main Breaker and Utility Compartment 14-60A-2-pole Breaker	\$60,697.00
Subtotal	\$180,297.00
Distribution Equipment	
12× 80A Level 2 EV Charger Installation and Commissioning	\$17,940.00
Switchboard Receiving and Unload	\$1,840.00
Switchboard Commissioning	\$2,990.00
600A 600V Fusible Nema 1	\$7,399.10
600A 600V Time Delay Fuse	\$1,726.31
Charger Pedestal	\$2,760.00
Re/reconnect Existing 150KVA Dedicated for Montana Service	\$1,840.00
Subtotal	\$36,495.41
Civil Work	
Strut Support for 600A Fused Disconnect	\$805.00
Concrete Base for Fused Disconnect	\$575.00
Concrete PAD for new 2000A Switchboard EV	\$3,220.00
Concrete PAD for Charger Pedestal	\$3,898.50
Bollard	\$9,660.00
Excavation and Backfill	\$28,980.00
Temporary Generator	\$10,982.50
Line Painting	\$3,220.00
ESA	\$1,725.00
Subtotal	\$63,066.00

Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$56,606.30
Subtotal	\$56,606.30
Base construction budget	\$336,464.71
15% Engineering cost	\$50,469.71
10% PM cost	\$38,693.44
10% Contingency	\$42,562.79
10% Markup	\$46,819.06
Total Cost (excl. HST)	\$515,009.71

Table F-10: Cost summary by option – Civic Centre – 99 Foster

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
Baseline Design – 750KVA, 28× 80A Level 2 EV Chargers (Outdoor)	\$881,030.47	\$84,000.00	\$965,030.47
Cost-saving Design – 500kVA, 28× 48A Level 2 EV Chargers (Outdoor)	\$711,125.94	\$64,400.00	\$775,525.94
Reduced Charger-to-Vehicle Ratio Design – 500kVA, 12×80A Level 2 EV Chargers (Outdoor)	\$515,009.71	\$36,000.00	\$551,009.71

F.5 Public Works and Parks – 128 Sackville Rd

Table F-11: Detailed breakdown of Phase 1 – 16× 80A Level 2 EV Chargers installation costs – 128 Sackville, Phase 1

Distribution Equipment	
16× 80A Level 2 EV Charger Installation and Commissioning	\$22,080.00
800A 4-wire-84-circuit Rcsd Breaker BPB	\$19,514.35
300KVA 3-phase Transformer - General Purpose - Floor-mounted	\$39,514.00
Reuse Existing 150A3P in Existing Switchboard	\$230.00

Pedestal	\$4,140.00
Subtotal	\$85,478.35
Civil Work	
Fire-rated Wall Seal 2"	\$287.50
Concrete Base for Pedestal	\$5,847.75
Bollards	\$24,035.00
Excavation and Backfill	\$70,035.00
Transformer Pad for new Distribution	\$4,370.00
Line Painting	\$6,670.00
ESA	\$1,810.59
Subtotal	\$113,055.84
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$58,371.68
Subtotal	\$58,371.68
Base construction budget	\$256,905.87
7% Engineering cost	\$17,983.41
10% PM cost	\$27,488.93
5% Contingency	\$15,118.91
5% Markup	\$15,874.86
Total Cost (excl. HST)	\$333,371.98

Table F-12: Detailed breakdown of Phase 2 – 22× 80A Level 2 EV Chargers installation costs – 128 Sackville, Phase 2

Utility Upgrade	
New Utility Service 1000KVA Transformer	\$172,500.00
Co-ordination with Utility	\$4,600.00
1200A 600V 3-phase 4-wire Main Entrance Service Switchboard with Utility Metering	\$39,330.00
Utility Meter	\$2,760.00
Subtotal	\$219,190.00
Distribution Equipment	
22× 80A Level 2 EV Charger Installation and Commissioning	\$30,360.00

400A, 4-wire, 42-circuit recessed panelboard with breaker	\$6,006.45
112KVA 3-phase Transformer - General Purpose - Floor-mounted	\$14,812.00
300KVA 3-phase Transformer - General Purpose - Floor-mounted	\$39,514.00
Pedestal	\$4,140.00
Subtotal	\$94,832.45
Civil Work	
Concrete Base for Pedestal	\$5,847.75
Bollards	\$36,052.50
Excavation and Backfill	\$113,505.00
Transformer Pad for new Distribution	\$8,740.00
Line Painting	\$9,545.00
ESA	\$3,542.57
Subtotal	\$177,232.82
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$227,887.04
Subtotal	\$227,887.04
Base construction budget	\$719,142.31
7% Engineering cost	\$50,339.96
10% PM cost	\$76,948.23
5% Contingency	\$42,321.52
5% Markup	\$44,437.60
Total Cost (excl. HST)	\$933,189.62

Table F-13: Detailed breakdown of Phase 3 – 14× 80A Level 2 EV Chargers installation costs – 128 Sackville, Phase 3

Distribution Equipment	
14× 80A Level 2 EV Charger Installation and Commissioning	\$19,320.00
300KVA 3-phase Transformer - General Purpose - Floor-mounted	\$39,514.00
Pedestal	\$3,220.00
Subtotal	\$62,054.00

Civil Work	
Concrete Base for Pedestal	\$4,548.25
Bollards	\$21,850.00
Transformer Pad for new Distribution	\$4,370.00
Line Painting	\$6,670.00
ESA	\$1,275.40
Subtotal	\$38,713.65
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$79,291.20
Subtotal	\$79,291.20
Base construction budget	\$180,058.86
7% Engineering cost	\$12,604.12
10% PM cost	\$19,266.30
5% Contingency	\$10,596.46
5% Markup	\$11,126.29
Total Cost (excl. HST)	\$233,652.02

Table F-14: Combined cost summary by phase – 128 Sackville

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
Phase 1 – 16× 80A Level 2 EV Chargers	\$333,371.98	\$48,000.00	\$381,371.98
Phase 2 – 22× 80A Level 2 EV Chargers	\$933,189.62	\$66,000.00	\$999,189.62
Phase 3 – 14× 80A Level 2 EV Chargers	\$233,652.02	\$42,000.00	\$275,652.02
All Phases Combined	\$1,500,213.62	\$156,000.00	\$1,656,213.62

F.6 Fire Department – 72 Tancred St

Table F-15: Detailed breakdown of Phase 1 – 6× 80A Level 2 EV Chargers installation costs – 72 Tancred St, Phase 1

Distribution Equipment	
6× 80A Level 2 EV Charger Installation and Commissioning	\$7,590.00
600A 3-pole MCB Open	\$6,210.00
Charger Pedestal	\$1,380.00
400A 120/208V 3-phase 4-wire complete with 350A Main Breaker	\$6,500.95
Subtotal	\$21,680.95
Civil Work	
Charger Concrete Pad	\$1,949.25
Roof Bases	\$3,910.00
Excavation and Backfill	\$13,915.00
Bollards	\$7,245.00
Line Painting	\$2,760.00
ESA	\$2,304.74
Mobilization and Indirect	\$16,683.94
Subtotal	\$48,767.93
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$44,112.46
Subtotal	\$44,112.46
Base construction budget	\$114,561.34
7% Engineering cost	\$8,019.29
10% PM cost	\$12,258.06
5% Contingency	\$6,741.93
5% Markup	\$7,079.03
Total Cost (excl. HST)	\$148,659.67

Table F-16: Detailed breakdown of Phase 2 – 6× 80A Level 2 EV Chargers installation costs – 72 Tancred St, Phase 2

Utility Upgrade	
Utility Upgrade	\$172,500.00
Subtotal	\$172,500.00

Distribution Equipment	
6× 80A Level 2 EV Charger Installation and Commissioning	\$7,590.00
Charger Pedestal	\$1,380.00
1000A 120/208 3-phase 4-wire Main Breaker 100% NEMA 3R complete with 6-100A 2-pole	\$20,240.00
Subtotal	\$29,210.00
Civil Work	
Charger Concrete Pad	\$1,949.25
Excavation and Backfill	\$27,830.00
Concrete Pad for Distribution	\$4,945.00
Bollards	\$14,490.00
Line Painting	\$2,760.00
ESA	\$644.32
Subtotal	\$52,618.57
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$11,417.65
Subtotal	\$11,417.65
Base construction budget	\$265,746.22
7% Engineering cost	\$18,602.24
10% PM cost	\$28,434.85
5% Contingency	\$15,639.17
5% Markup	\$16,421.12
Total Cost (excl. HST)	\$344,843.59

Table F-17: Detailed breakdown of Phase 3 – 1× 80A Level 2 EV Charger installation costs – 72 Tancred St, Phase 3

Distribution Equipment	
1× 80A Level 2 EV Charger Installation and Commissioning	\$1,265.00
Charger Pedestal	\$460.00
Subtotal	\$1,725.00
Civil Work	

Charger Concrete Pad	\$649.75
Excavation and Backfill	\$18,975.00
Bollards	\$1,207.50
ESA	\$142.52
Subtotal	\$20,974.77
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$2,144.47
Subtotal	\$2,144.47
Base construction budget	\$24,844.24
7% Engineering cost	\$2,000.00
10% PM cost	\$2,684.42
5% Contingency	\$2,000.00
5% Markup	\$1,576.43
Total Cost (excl. HST)	\$33,105.10

Table F-18: Combined cost summary by phase – 72 Tancred St

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
Phase 1 – 6× 80A Level 2 EV Chargers	\$148,659.67	\$18,000.00	\$166,659.67
Phase 2 – 6× 80A Level 2 EV Chargers	\$344,843.59	\$18,000.00	\$362,843.59
Phase 3 – 1× 80A Level 2 EV Charger	\$33,105.10	\$3,000.00	\$36,105.10
All Phases Combined	\$526,608.36	\$39,000.00	\$565,608.36

F.7 Fire Department – 65 Old Garden River Rd

Table F-19: Detailed breakdown of 1× 80A Level 2 EV Charger (Indoor) installation costs – 65 Old Garden River Road

Distribution Equipment	
1× 80A Level 2 EV Charger Installation and Commissioning	\$1,265.00
Subtotal	\$1,265.00
Civil Work	
Line Painting	\$1,265.00
ESA	\$575.00
Mobilization and Indirect	\$2,490.06
Subtotal	\$4,330.06
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$2,128.52
Subtotal	\$2,128.52
Base construction budget	\$7,723.58
15% Engineering cost	\$2,000.00
10% PM cost	\$972.36
10% Contingency	\$2,000.00
10% Markup	\$1,269.59
Total Cost (excl. HST)	\$13,965.53

Table F-20: Installation and charger cost summary – 65 Old Garden River Road

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
1× 80A Level 2 EV Charger (Indoor)	\$13,965.53	\$3,000.00	\$16,965.53

F.8 Northern Community Centre – 556 Goulais Ave

Table F-21: Detailed breakdown of 4× 80A Level 2 EV Chargers installation costs – 556 Goulais Ave

Distribution Equipment	
4× 80A Level 2 EV Charger Installation and Commissioning	\$5,520.00
400A, 4-wire, 42-circuit Recessed Panelboard with Breaker	\$6,016.80
112KVA 3-phase Transformer - General Purpose - Floor-mounted	\$14,674.00
150A 3-pole 600V in Existing Switchboard DP-1	\$3,335.00
Pedestal	\$920.00
Subtotal	\$30,465.80
Civil Work	
Bollards	\$8,740.00
Excavation and Backfill	\$27,600.00
Concrete Pad for Distribution	\$4,945.00
Concrete Pad for Pedestal	\$1,299.50
Line Painting	\$2,415.00
ESA	\$575.00
Mobilization and Indirect	\$5,882.79
Subtotal	\$51,457.29
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$23,215.45
Subtotal	\$23,215.45
Base construction budget	\$105,138.54
15% Engineering cost	\$15,770.78

10% PM cost	\$12,090.93
10% Contingency	\$13,300.03
10% Markup	\$14,630.03
Total Cost (excl. HST)	\$160,930.31

Table F-22: Installation and charger cost summary – 556 Goulais Ave

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
4× 80A Level 2 EV Chargers	\$160,930.31	\$12,000.00	\$172,930.31

F.9 Parks – 41 Lake St

Table F-23: Detailed breakdown of 1× 80A Level 2 EV Charger installation costs – 41 Lake St

Distribution Equipment	
1× 80A Level 2 EV Charger Commissioning	\$460.00
Pedestal	\$460.00
Subtotal	\$920.00
Civil Work	
Concrete Pad for Pedestal	\$649.75
Excavation and Backfill	\$6,670.00
Bollards	\$2,185.00
Line Painting	\$3,565.00
ESA	\$230.00
Mobilization and Indirect	\$3,418.14
Subtotal	\$16,717.89
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$2,434.53
Subtotal	\$2,434.53
Base construction budget	\$20,072.42
15% Engineering cost	\$3,010.86

10% PM cost	\$2,308.33
10% Contingency	\$2,539.16
10% Markup	\$2,793.08
Total Cost (excl. HST)	\$30,723.85

Table F-24: Installation and charger cost summary – 41 Lake St

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
1× 80A Level 2 EV Charger	\$30,723.85	\$3,000.00	\$33,723.85

F.10 Facilities – 269 Queen St E (GFL Memorial Gardens)

Table F-25: Detailed breakdown of 2× 80A Level 2 EV Chargers installation costs – 269 Queen St. E

Distribution Equipment	
2× 80A Level 2 EV Charger Installation	\$1,840.00
Pedestal	\$920.00
Subtotal	\$2,760.00
Civil Work	
Concrete Pad for Pedestal	\$1,299.50
Excavation and Backfill	\$12,075.00
Line Painting	\$3,220.00
ESA	\$1,725.00
Mobilization and Indirect	\$6,609.89
Subtotal	\$24,929.39
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$7,653.12
Subtotal	\$7,653.12
Base construction budget	\$35,342.52
15% Engineering cost	\$5,301.38

10% PM cost	\$4,064.39
10% Contingency	\$4,470.83
10% Markup	\$4,917.91
Total Cost (excl. HST)	\$54,097.02

Table F-26: Installation and charger cost summary – 269 Queen St. E

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
2× 80A Level 2 EV Chargers	\$54,097.02	\$6,000.00	\$60,097.02

F.11 Facilities – 260 Elizabeth St (John Rhodes Community Centre)

Table F-27: Detailed breakdown of 2× 80A Level 2 EV Chargers installation costs – 260 Elizabeth St

Distribution Equipment	
1× 80A Level 2 EV Charger Installation	\$920.00
Pedestal	\$460.00
Subtotal	\$1,380.00
Civil Work	
Concrete Pad for Pedestal	\$649.75
Excavation and Backfill	\$14,950.00
Line Painting	\$1,265.00
ESA	\$230.00
Subtotal	\$17,094.75
Electrical Wiring & Materials	
General electrical wiring, conduit, wire and materials	\$4,127.80
Subtotal	\$4,127.80
Base construction budget	\$22,602.55
15% Engineering cost	\$3,390.38

10% PM cost	\$2,599.29
10% Contingency	\$2,859.22
10% Markup	\$3,145.14
Total Cost (excl. HST)	\$34,596.59

Table F-28: Installation and charger cost summary – 260 Elizabeth St

Summary	Total Installation Cost	Total Charger Cost	Combined Infrastructure Cost
1× 80A Level 2 EV Charger	\$34,596.59	\$3,000.00	\$37,596.59

APPENDIX G: Preliminary Low-Cost Budget Estimates

In response to budget limitations conveyed by the City of Sault Ste. Marie, PowerON developed preliminary low-cost budget estimates leveraging the cost-saving measures discussed in Section 6.4 (Cost-saving Opportunities) and in various subsections of Section 4 (for example, [Section 4.3.4](#)). Two low-cost scenarios were assessed: Scenario A, which applies load management and reduces charger ratings from 80A to 32A at most sites, and Scenario B, which applies load management and reduces the charger-to-vehicle ratio at each site to the minimum required based on average daily vehicle operation.

Important Notes:

- 1) These scenarios are intended as preliminary high-level estimates for budget planning purposes only. Dedicated optimization across all cost reduction levers simultaneously should be done at each site during detailed design.
- 2) Savings in Scenarios A and B are not directly compoundable: Scenario B was assessed at baseline 80A charger ratings and does not incorporate the charger rating reductions of Scenario A.

G.1 Base Plan

The base plan budget totals \$3,667,485 for 107 × 80A chargers and 4 × 32A chargers across all sites and phases. The full site-by-site and year-by-year base plan budget breakdowns are presented in Tables [7-1](#), [7-2](#), and [7-3](#) of the main report.

The base plan specifies 80A Level 2 chargers and a 1:1 charger-to-vehicle ratio at all sites. The 80A rating is recommended as the fleet charging standard ([Section 5.1.1](#)) for three reasons:

- 1) it guarantees that all vehicle types in the replacement plan, including the heavier-duty pickup trucks at 128 Sackville Rd and 72 Tancred St, where 48A charging would approach the overnight dwell-time limit, can fully recharge overnight
- 2) 80A chargers can be software-limited via load management without hardware replacement, preserving flexibility as fleet composition evolves, and
- 3) the hardware cost premium over lower-rated alternatives is modest (~\$700/port for 80A vs. 48A) relative to total installation costs.

A 1:1 charger-to-vehicle ratio is adopted as the planning baseline ([Section 3.3](#)) to ensure that all vehicles can be plugged in simultaneously for overnight charging and to provide the City with a conservative, full-scope infrastructure plan to inform capital budget and infrastructure decisions. Where these assumptions may be relaxed – either because lower charger ratings are sufficient for all vehicle types at a given site, or because the vehicle fleet can operationally share a smaller number of charging ports – Scenarios A and B (Sections G.3 and G.4) provide high-level budget estimates of the potential cost savings.

G.2 Load Management

In both low-cost scenarios, load management is used to reduce or eliminate utility upgrade costs by minimizing the peak simultaneous charging load on the transformers. It is expected that load management could enable downsized utility transformer specifications at two of the three sites with utility upgrade requirements – 99 Foster Dr and 128 Sackville Rd – and eliminate the need for a utility upgrade at third, 72 Tancred St. Together, these reductions could lower the total utility upgrade budget from approximately \$832,000 in the base plan to approximately \$432,000 in the low-cost scenarios. Load management also reduces ongoing demand charges during operation (see related methodology in [Section 3.5.2](#) and results in [Section 7.2.2](#)), further improving the long-run financial case for fleet electrification.

Civic Centre – 99 Foster Dr (Sections [4.4.4](#), [6.4](#)): The base plan specifies a 750 kVA utility transformer upgrade to support 28 × 80A chargers drawing simultaneously. With load management limiting coincident peak demand, the transformer could be downsized to 500 kVA, reducing the utility upgrade cost from approximately \$323,000 to approximately \$222,000 (~\$100,000 in savings).

PW & Parks – 128 Sackville Rd (Sections [4.5.4](#), [6.4](#)): The base Phase 2 design specifies a 1,000 kVA utility transformer. With load management, coincident Phase 2 demand could be maintained within the capacity of a 500 kVA transformer, reducing the Phase 2 utility upgrade cost from approximately \$284,000 to approximately \$210,000 (~\$75,000 in savings).

Fire Hall 1 – 72 Tancred St (Sections [4.6.4](#), [6.4](#)): The base Phase 2 design requires a new utility pad-mounted transformer (approximately \$224,000) to support 12 chargers at full coincident demand. With load management keeping site peak demand within the capacity of the existing service, the Phase 2 utility service upgrade could be eliminated entirely (~\$224,000 in savings).

G.3 Low-Cost Scenario A: Load Management + Reduced Charger Ratings

This scenario applies load management to reduce utility upgrade costs (see [Section G.2](#)) and additionally reduces charger hardware ratings from 80A to their minimum needed to support standard operations reported during PowerON’s site visit. In most cases, the charger rating can be reduced to the minimum (32A) considered in the study, with the following exceptions:

- 1. Transit (111 Huron St) retains one 48A charger for its high-mileage Kia EV9 Extended Range
- 2. PW & Parks (128 Sackville Rd) retains eight 80A chargers for its future Heavy Duty EV trucks).

In addition to reduced utility upgrade costs from load management ([Section G.2](#)), reduced charger ratings can lower hardware and non-upgrade-related installation costs. Installation costs excluding utility upgrades are reduced by approximately 8% across all sites with charger rating reductions, applied as a conservative proxy based on the 8% reduction in non-upgrade-related installation costs observed in an alternative 48A charger design developed for the Civic Centre at 99 Foster Dr (see Sections [4.4.5](#) and [6.4](#), and associated cost breakdowns in [Appendix F.4](#)), driven by smaller-gauge conductors, a downsized main switchboard, and reduced cable ratings.

The Cemeteries and Northern Community Centre rows are carried forward at base cost, as no significant cost reduction opportunities apply at these sites.

The total estimated cost under this scenario is **\$2,978,917**, which saves approximately **\$688,568 (19%)** compared to the base plan of \$3,667,485.

Tables [G-1](#) to [G-3](#) below present the Low-Cost Scenario A cost estimates in the same format as Tables [7-1](#) to [7-3](#) in the main report: Table G-1 provides a site-by-site and phase-by-phase cost breakdown, and Tables [G-2](#) and [G-3](#) present the year-by-year budget in two versions, analogous to Tables [7-2](#) and [7-3](#) in the main report: Version 1 (Table G-2) allocates multi-year install costs to the final installation year, while Version 2 (Table G-3) distributes them evenly across installation years.

Table G-1: Site-by-site budget – Scenario A: Load Management + Reduced Charger Ratings

Site	Phase	Year	Recommended Chargers per Roadmap	Charger Hardware Cost	Installation Cost / Charger Excl. Utility Upgrades	Installation Cost Excl. Utility Upgrades	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades
Cemeteries – 27 4th Line E	Single Phase	2030+	3 × 32A	\$5,700	\$8,524 / charger	\$25,573	\$31,273	\$0	\$31,273
Cemeteries – 1504 Peoples Rd	Single Phase	2031+	1 × 32A	\$1,900	\$13,936 / charger	\$13,936	\$15,836	\$0	\$15,836
Transit – 111 Huron St	Single Phase	2027	4 × 32A + 1 × 48A	\$9,900	\$17,887 / charger	\$89,433	\$99,333	\$0	\$99,333
Civic Centre – 99 Foster Dr	Single Phase	By Q1 2027	28 × 32A	\$53,200	\$18,319 / charger	\$512,929	\$566,129	\$222,023	\$788,152
Public Works and Parks – 128 Sackville Rd	Phase 1	By Q1 2027	16 × 32A	\$30,400	\$19,169 / charger	\$306,701	\$337,101	\$0	\$337,101
	Phase 2	2028-2029	22 × 32A	\$41,800	\$27,130 / charger	\$596,859	\$638,659	\$209,816	\$848,475
	Phase 3	2030+	6 × 32A + 8 × 80A	\$35,400	\$15,354 / charger	\$214,960	\$250,360	\$0	\$250,360
Fire Department – 72 Tancred St	Phase 1	By Q1 2027	6 × 32A	\$11,400	\$22,795 / charger	\$136,767	\$148,167	\$0	\$148,167
	Phase 2	2027-2028	6 × 32A	\$11,400	\$18,553 / charger	\$111,320	\$122,720	\$0	\$122,720
	Phase 3	2030+	1 × 32A	\$1,900	\$30,457 / charger	\$30,457	\$32,357	\$0	\$32,357
Fire Department – 65 Old Garden River Rd	Single Phase	2027	1 × 32A	\$1,900	\$12,849 / charger	\$12,849	\$14,749	\$0	\$14,749
Northern Community Centre – 556 Goulais Ave	Single Phase	2027	4 × 80A	\$12,000	\$40,233 / charger	\$160,930	\$172,930	\$0	\$172,930
Parks – 41 Lake St	Single Phase	By Q1 2027	1 × 32A	\$1,900	\$28,266 / charger	\$28,266	\$30,166	\$0	\$30,166
Facilities – 269 Queen St E (GFL Memorial Gardens)	Single Phase	2028	2 × 32A	\$3,800	\$24,885 / charger	\$49,769	\$53,569	\$0	\$53,569
Facilities – 260 Elizabeth St (John Rhodes Community Centre)	Single Phase	2028	1 × 32A	\$1,900	\$31,829 / charger	\$31,829	\$33,729	\$0	\$33,729
All Sites and Phases	—	Q1 2027 – 2031+	98 × 32A + 1 × 48A + 12 × 80A	\$224,500	—	\$2,322,578	\$2,547,078	\$431,839	\$2,978,917

Table G-2: Year-by-year budget – Scenario A: multi-year install costs allocated to final installation year (Version 1)

Year	Site	Phase	Recommended Chargers per Roadmap	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades	Notes
By Q1 2027	Civic Centre – 99 Foster Dr	Single Phase	28 × 32A	\$566,129	\$222,023	\$788,152	500 kVA transformer replaces 750 kVA from base plan with load management.
	PW & Parks – 128 Sackville Rd	Phase 1	16 × 32A	\$337,101	\$0	\$337,101	
	Fire Department – 72 Tancred St	Phase 1	6 × 32A	\$148,167	\$0	\$148,167	
	Parks – 41 Lake St	Single Phase	1 × 32A	\$30,166	\$0	\$30,166	
	Q1 2027 Subtotal	—	51 × 32A	\$1,081,563	\$222,023	\$1,303,586	
2027	Transit – 111 Huron St	Single Phase	4 × 32A + 1 × 48A	\$99,333	\$0	\$99,333	Assume public chargers installed in 2027; exact timing to be decided by City.
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 32A	\$14,749	\$0	\$14,749	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$172,930	\$0	\$172,930	
	2027 Subtotal	—	5 × 32A + 1 × 48A + 4 × 80A	\$287,012	\$0	\$287,012	
2028	Fire Department – 72 Tancred St	Phase 2	6 × 32A	\$122,720	\$0	\$122,720	Full cost of 2027–2028 multi-year installation allocated to final year (2028). No service upgrade required with load management.
	Facilities – 269 Queen St E	Single Phase	2 × 32A	\$53,569	\$0	\$53,569	
	Facilities – 260 Elizabeth St	Single Phase	1 × 32A	\$33,729	\$0	\$33,729	
	2028 Subtotal	—	9 × 32A	\$210,018	\$0	\$210,018	
2029	PW & Parks – 128 Sackville Rd	Phase 2	22 × 32A	\$638,659	\$209,816	\$848,475	Full cost of 2028–2029 multi-year installation allocated to final year (2029). 500 kVA transformer replaces 1000 kVA from base plan with load management.
	2029 Subtotal	—	22 × 32A	\$638,659	\$209,816	\$848,475	
2030+	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$31,273	\$0	\$31,273	Timing per roadmap is 2031+; included in 2030+ planning budget.
	PW & Parks – 128 Sackville Rd	Phase 3	6 × 32A + 8 × 80A	\$250,360	\$0	\$250,360	
	Fire Department – 72 Tancred St	Phase 3	1 × 32A	\$32,357	\$0	\$32,357	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$15,836	\$0	\$15,836	
	2030+ Subtotal	—	11 × 32A + 8 × 80A	\$329,826	\$0	\$329,826	
All Years	—	—	98 × 32A + 1 × 48A + 12 × 80A	\$2,547,078	\$431,839	\$2,978,917	

Table G-3: Year-by-year budget – Scenario A: multi-year install costs distributed evenly across installation years (Version 2)

Year	Site	Phase	Recommended Chargers per Roadmap	Total Hdwr & Install Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hdwr & Install Budget Incl. Utility Upgrades	Notes
By Q1 2027	Civic Centre – 99 Foster Dr	Single Phase	28 × 32A	\$566,129	\$222,023	\$788,152	500 kVA transformer replaces 750 kVA from base plan with load management.
	PW & Parks – 128 Sackville Rd	Phase 1	16 × 32A	\$337,101	\$0	\$337,101	
	Fire Department – 72 Tancred St	Phase 1	6 × 32A	\$148,167	\$0	\$148,167	
	Parks – 41 Lake St	Single Phase	1 × 32A	\$30,166	\$0	\$30,166	
	Q1 2027 Subtotal	—	51 × 32A	\$1,081,563	\$222,023	\$1,303,586	
2027	Transit – 111 Huron St	Single Phase	4 × 32A + 1 × 48A	\$99,333	\$0	\$99,333	
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 32A	\$14,749	\$0	\$14,749	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$172,930	\$0	\$172,930	Assume public chargers installed in 2027; exact timing to be decided by City.
	Fire Department – 72 Tancred St	Phase 2 (2027)	6 × 32A	\$61,360	\$0	\$61,360	50% of 2027–2028 multi-year installation cost distributed evenly. No service upgrade required with load management.
	2027 Subtotal	—	11×32A+1×48A+4×80A	\$348,372	\$0	\$348,372	
2028	Fire Department – 72 Tancred St	Phase 2 (2028)	6 × 32A	\$61,360	\$0	\$61,360	50% of 2027–2028 multi-year installation cost distributed evenly. No service upgrade required with load management.
	Facilities – 269 Queen St E	Single Phase	2 × 32A	\$53,569	\$0	\$53,569	
	Facilities – 260 Elizabeth St	Single Phase	1 × 32A	\$33,729	\$0	\$33,729	
	PW & Parks – 128 Sackville Rd	Phase 2 (2028)	22 × 32A	\$319,329	\$104,908	\$424,237	50% of 2028–2029 multi-year installation cost distributed evenly. 500 kVA transformer replaces 1000 kVA from base plan with load management.
	2028 Subtotal	—	31 × 32A	\$467,987	\$104,908	\$572,895	
2029	PW & Parks – 128 Sackville Rd	Phase 2 (2029)	22 × 32A	\$319,330	\$104,908	\$424,238	50% of 2028–2029 multi-year installation cost distributed evenly.
	2029 Subtotal	—	22 × 32A	\$319,330	\$104,908	\$424,238	
2030+	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$31,273	\$0	\$31,273	
	PW & Parks – 128 Sackville Rd	Phase 3	6 × 32A + 8 × 80A	\$250,360	\$0	\$250,360	
	Fire Department – 72 Tancred St	Phase 3	1 × 32A	\$32,357	\$0	\$32,357	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$15,836	\$0	\$15,836	Timing per roadmap is 2031+; included in 2030+ planning budget.
	2030+ Subtotal	—	11 × 32A + 8 × 80A	\$329,826	\$0	\$329,826	
All Years	—	—	98 × 32A + 1 × 48A + 12 × 80A	\$2,547,078	\$431,839	\$2,978,917	

G.4 Low-Cost Scenario B: Load Management + Reduced Charger-to-Vehicle Ratio

This scenario applies load management to reduce utility upgrade costs (see [Section G.2](#)), and additionally reduces the charger-to-vehicle ratios to the minimum needed based on the average number of days vehicles can operate without requiring an overnight recharge at 80A – details in Sections [4](#) (eg. [4.3.4](#)) and [6.4](#) – according to the standard operations reported during PowerON’s site visit.

For sites with a reduced charger-to-vehicle ratio, the prorated baseline is calculated by scaling each site’s baseline installation cost (excluding utility upgrades) down in proportion to the reduction in charger count. Hardware costs scale naturally with charger count. Utility upgrade cost reductions are determined by the load management analysis described in [Section G.2](#) and are not prorated from baseline charger counts. A 12% uplift is then applied to the combined prorated installation and load-management utility upgrade costs; this is based on a validation budget prepared with the number of chargers reduced to 12 at the Civic Centre (99 Foster Dr) – see Sections [4.4.5](#) and [6.4](#), and associated cost breakdowns in [Appendix F.4](#) – which yielded costs approximately 12% above the prorated estimate, largely due to increased markups for smaller-scope redesigned sites that apply to both base installation and utility upgrade costs.

As in Section G.3, the Cemeteries and Northern Community Centre rows are carried forward at base cost, as no significant cost reduction opportunities apply at these sites.

Total estimated cost under this scenario is **\$2,481,628**, which saves approximately **\$1,185,857 (32%)** compared to the base plan of \$3,667,485.

Tables [G-4](#) to [G-6](#) below present the Low-Cost Scenario B cost estimates in the same format as Tables [7-1](#) to [7-3](#) in the main report: Table G-4 provides a site-by-site and phase-by-phase cost breakdown, and Tables [G-5](#) and [G-6](#) present the year-by-year budget in two versions, analogous to Tables [7-2](#) and [7-3](#) in the main report: Version 1 (Table G-5) allocates multi-year install costs to the final installation year, while Version 2 (Table G-6) distributes them evenly across installation years.

Table G-4: Site-by-site budget – Scenario A: Load Management + Reduced Charger-to-Vehicle Ratio

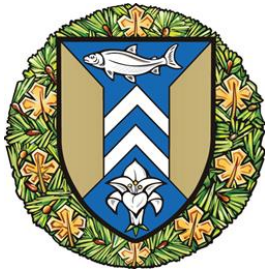
Site	Phase	Year	Recommended Chargers per Roadmap	Charger Hardware Cost	Installation Cost / Charger Excl. Utility Upgrades	Installation Cost Excl. Utility Upgrades	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades
Cemeteries – 27 4th Line E	Single Phase	2030+	3 × 32A	\$5,700	\$8,524 / charger	\$25,573	\$31,273	\$0	\$31,273
Cemeteries – 1504 Peoples Rd	Single Phase	2031+	1 × 32A	\$1,900	\$13,936 / charger	\$13,936	\$15,836	\$0	\$15,836
Transit – 111 Huron St	Single Phase	2027	3 × 80A (3:5)	\$9,000	\$21,775 / charger	\$65,325	\$74,325	\$0	\$74,325
Civic Centre – 99 Foster Dr	Single Phase	By Q1 2027	12 × 80A (3:7)	\$36,000	\$22,301 / charger	\$267,615	\$303,615	\$248,666	\$552,281
Public Works and Parks – 128 Sackville Rd	Phase 1	By Q1 2027	12 × 80A (3:4)	\$36,000	\$23,336 / charger	\$280,032	\$316,032	\$0	\$316,032
	Phase 2	2028-2029	16 × 80A (8:11)	\$48,000	\$33,028 / charger	\$528,444	\$576,444	\$234,994	\$811,438
	Phase 3	2030+	10 × 80A (5:7)	\$30,000	\$18,692 / charger	\$186,922	\$216,922	\$0	\$216,922
Fire Department – 72 Tancred St	Phase 1	By Q1 2027	3 × 80A (1:2)	\$9,000	\$27,750 / charger	\$83,250	\$92,250	\$0	\$92,250
	Phase 2	2027-2028	3 × 80A (1:2)	\$9,000	\$22,587 / charger	\$67,760	\$76,760	\$0	\$76,760
	Phase 3	2030+	No chargers	\$0	—	\$0	\$0	\$0	\$0
Fire Department – 65 Old Garden River Rd	Single Phase	2027	1 × 80A (1:1)	\$3,000	\$13,966 / charger	\$13,966	\$16,966	\$0	\$16,966
Northern Community Centre – 556 Goulais Ave	Single Phase	2027	4 × 80A	\$12,000	\$40,233 / charger	\$160,930	\$172,930	\$0	\$172,930
Parks – 41 Lake St	Single Phase	By Q1 2027	1 × 80A (1:1)	\$3,000	\$30,724 / charger	\$30,724	\$33,724	\$0	\$33,724
Facilities – 269 Queen St E (GFL Memorial Gardens)	Single Phase	2028	1 × 80A (1:2)	\$3,000	\$30,294 / charger	\$30,294	\$33,294	\$0	\$33,294
Facilities – 260 Elizabeth St (John Rhodes Community Centre)	Single Phase	2028	1 × 80A (1:1)	\$3,000	\$34,597 / charger	\$34,597	\$37,597	\$0	\$37,597
All Sites and Phases	—	Q1 2027 – 2031+	67 × 80A + 4 × 32A	\$208,600	—	\$1,789,368	\$1,997,968	\$483,660	\$2,481,628

Table G-5: Year-by-year budget – Scenario A: multi-year install costs allocated to final installation year (Version 1)

Year	Site	Phase	Recommended Chargers per Roadmap	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades	Notes
By Q1 2027	Civic Centre – 99 Foster Dr	Single Phase	12 × 80A (3:7)	\$274,942	\$222,023	\$552,281	Load management applied across all chargers; 500 kVA transformer replaces 750 kVA base plan.
	PW & Parks – 128 Sackville Rd	Phase 1	12 × 80A (3:4)	\$286,028	\$0	\$316,032	
	Fire Department – 72 Tancred St	Phase 1	3 × 80A (1:2)	\$83,330	\$0	\$92,250	
	Parks – 41 Lake St	Single Phase	1 × 80A (1:1)	\$33,724	\$0	\$33,724	
	Q1 2027 Subtotal	—	28 × 80A	\$678,025	\$222,023	\$994,286	
2027	Transit – 111 Huron St	Single Phase	3 × 80A (3:5)	\$67,326	\$0	\$74,325	Assume public chargers installed in 2027; exact timing to be decided by City.
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 80A (1:1)	\$16,966	\$0	\$16,966	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$172,930	\$0	\$172,930	
	2027 Subtotal	—	8 × 80A	\$257,222	\$0	\$264,221	
2028	Fire Department – 72 Tancred St	Phase 2	3 × 80A (1:2)	\$69,500	\$0	\$76,760	Full cost of 2027–2028 multi-year installation allocated to final year (2028). No service upgrade required with load management.
	Facilities – 269 Queen St E	Single Phase	1 × 80A (1:2)	\$30,049	\$0	\$33,294	
	Facilities – 260 Elizabeth St	Single Phase	1 × 80A (1:1)	\$37,597	\$0	\$37,597	
	2028 Subtotal	—	5 × 80A	\$137,146	\$0	\$147,651	
2029	PW & Parks – 128 Sackville Rd	Phase 2	16 × 80A (8:11)	\$519,825	\$209,816	\$811,438	Full cost of 2028–2029 multi-year installation allocated to final year (2029).
	2029 Subtotal	—	16 × 80A	\$519,825	\$209,816	\$811,438	
2030+	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$31,273	\$0	\$31,273	Timing per roadmap is 2031+; included in 2030+ planning budget.
	PW & Parks – 128 Sackville Rd	Phase 3	10 × 80A (5:7)	\$196,894	\$0	\$216,922	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$15,836	\$0	\$15,836	
	2030+ Subtotal	—	10 × 80A + 4 × 32A	\$244,003	\$0	\$264,031	
All Years	—	—	67 × 80A + 4 × 32A	\$1,836,221	\$431,839	\$2,481,628	

Table G-6: Year-by-year budget – Scenario A: multi-year install costs distributed evenly across installation years (Version 2)

Year	Site	Phase	Recommended Chargers per Roadmap	Total Hardware & Installation Budget Excl. Utility Upgrades	Utility Upgrade Cost	Total Hardware & Installation Budget Incl. Utility Upgrades	Notes
By Q1 2027	Civic Centre – 99 Foster Dr	Single Phase	12 × 80A (3:7)	\$274,942	\$222,023	\$552,281	Load management applied across all chargers; 500 kVA transformer replaces 750 kVA base plan.
	PW & Parks – 128 Sackville Rd	Phase 1	12 × 80A (3:4)	\$286,028	\$0	\$316,032	
	Fire Department – 72 Tancred St	Phase 1	3 × 80A (1:2)	\$83,330	\$0	\$92,250	
	Parks – 41 Lake St	Single Phase	1 × 80A (1:1)	\$33,724	\$0	\$33,724	
	Q1 2027 Subtotal	—	28 × 80A	\$678,025	\$222,023	\$994,286	
2027	Transit – 111 Huron St	Single Phase	3 × 80A (3:5)	\$67,326	\$0	\$74,325	
	Fire Department – 65 Old Garden River Rd	Single Phase	1 × 80A (1:1)	\$16,966	\$0	\$16,966	
	NCC – 556 Goulais Ave	Single Phase	4 × 80A	\$172,930	\$0	\$172,930	Assume public chargers installed in 2027; exact timing to be decided by City.
	Fire Department – 72 Tancred St	Phase 2 (2027)	3 × 80A (1:2)	\$34,750	\$0	\$38,380	50% of 2027–2028 multi-year installation cost distributed evenly. No service upgrade required with load management.
	2027 Subtotal	—	11 × 80A	\$291,972	\$0	\$302,601	
2028	Fire Department – 72 Tancred St	Phase 2 (2028)	3 × 80A (1:2)	\$34,750	\$0	\$38,380	50% of 2027–2028 multi-year installation cost distributed evenly. No service upgrade required with load management.
	Facilities – 269 Queen St E	Single Phase	1 × 80A (1:2)	\$30,049	\$0	\$33,294	
	Facilities – 260 Elizabeth St	Single Phase	1 × 80A (1:1)	\$37,597	\$0	\$37,597	
	PW & Parks – 128 Sackville Rd	Phase 2 (2028)	16 × 80A (8:11)	\$259,913	\$104,908	\$405,719	50% of 2028–2029 multi-year installation cost distributed evenly.
	2028 Subtotal	—	21 × 80A	\$362,309	\$104,908	\$514,991	
2029	PW & Parks – 128 Sackville Rd	Phase 2 (2029)	16 × 80A (8:11)	\$259,913	\$104,908	\$405,719	50% of 2028–2029 multi-year installation cost distributed evenly.
	2029 Subtotal	—	16 × 80A	\$259,913	\$104,908	\$405,719	
2030+	Cemetery 1 – 27 4th Line E	Single Phase	3 × 32A	\$31,273	\$0	\$31,273	
	PW & Parks – 128 Sackville Rd	Phase 3	10 × 80A (5:7)	\$196,894	\$0	\$216,922	
	Cemetery 2 – 1504 Peoples Rd	Single Phase	1 × 32A	\$15,836	\$0	\$15,836	Timing per roadmap is 2031+; included in 2030+ planning budget.
	2030+ Subtotal	—	10 × 80A + 4 × 32A	\$244,003	\$0	\$264,031	
All Years	—	—	67 × 80A + 4 × 32A	\$1,836,221	\$431,839	\$2,481,628	



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Emily Cormier, Sustainability Coordinator
DEPARTMENT: Community Development and Enterprise Services
RE: Home Energy Loan Program Design Study

Purpose

The purpose of this report is to provide Council with the findings of the Home Energy Loan Program (HELP) Design Study.

Background

In 2023 the City completed a Home Energy Loan Program feasibility study that identified residential retrofits as an opportunity to reduce greenhouse gas emissions, improve home energy performance, and support climate resilience in Sault Ste. Marie. The new Program Design Study builds on that earlier work and develops a more detailed, implementation-ready model for a municipally supported residential retrofit financing program.

The study notes that residential buildings account for approximately 21% of community greenhouse gas emissions and that much of the local housing stock is older and more likely to require efficiency, heating, cooling, and moisture-management upgrades. The study also recognizes local affordability pressures and the need to design any future program in a way that is accessible to seniors, low-income households, and other underserved residents.

The report examined financing models, delivery options, partnerships, governance, risk mitigation, evaluation, and start-up requirements. The recommended design is a direct-lending model delivered through a third-party program administrator and participating financial institution(s), supported by a municipal loan loss reserve. The study also explored collaboration opportunities with Thunder Bay and other Northern Ontario partners to improve economies of scale and reduce administration costs.

Analysis

The Program Design Study concludes that a Home Energy Loan Program could provide homeowners with a supported pathway to complete energy efficiency and climate resilience upgrades through a combination of financing, energy coaching, outreach, and administration.

Key findings of the study include:

- The utility on-bill repayment model explored previously is not feasible at this time because PUC is not able to collect loan repayments through utility bills.
- The recommended future model is a private direct-lending approach, backed by a municipal loan loss reserve and administered by a third-party delivery agent.
- The study identifies opportunities to collaborate with Thunder Bay and potentially other Northern Ontario municipalities on joint funding applications, shared program administration, marketing, contractor training, measurement, and reporting.
- The study outlines a staged customer journey, including discovery, planning, upgrades, repayment, and optional re-entry, as well as equity and consumer protection measures intended to improve accessibility and participant outcomes.

At this time, staff are not recommending implementation of the full program, as external funding and partnership commitments required to launch the program have not yet been secured. Staff will retain the study to support future implementation should funding become available and, in the interim, will advance lower-cost actions as staff resources permit.

Financial Implications

No new funds are required at this time; however, the project is considered shovel-ready, and staff may request additional funds to support its implementation in the near future.

While the study provides a strong framework for a future program, implementation is not recommended at this time. The proposed four-year program budget is significant and depends on securing multiple funding sources and delivery partnerships. The study estimates a total four-year program budget of approximately \$3.4 million for Sault Ste. Marie, including \$2.4 million in homeowner loans provided by a private financier, \$240,000 in loan loss reserve funding to be secured by the City, \$176,000 in basic operating costs, and \$560,000 in enhanced operating costs subject to additional grant funding.

Given current funding constraints, staff are not in a position to proceed with the full implementation and start-up activities identified in the study. Those activities include Council endorsement tied to funding commitments, securing start-up and operating funding, retaining a program administrator, establishing legal and financial agreements, building program infrastructure, and undertaking coordinated marketing and partner engagement.

However, the study also identifies lower-cost actions that can be advanced ahead of a full program launch. These include promoting existing utility and government incentives, improving homeowner awareness through workshops and outreach, supporting contractor training opportunities, and using online tools such as the Climative platform to help residents understand retrofit options, climate resilience measures, incentives, and available contractors. Staff intend to pursue these

lower-cost measures as resources permit while monitoring future funding opportunities and partnership options.

Strategic Plan / Policy Impact / Climate Impact

This report supports the City's environmental and climate objectives, including implementation of the Community Greenhouse Gas Reduction Plan and the broader goal of reducing emissions from the residential sector. The study also supports longer-term resilience, affordability, and community well-being objectives by identifying ways to improve home energy performance, reduce greenhouse gas emissions, and better position residents to respond to climate and energy cost pressures

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Sustainability Coordinator dated August 31, 2026 concerning the Home Energy Loan Program Design Study be received as information.

Respectfully submitted,

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



**SAULT
STE. MARIE**

Sault Ste. Marie Home Energy Loan Program Design Study: An Overview

Presented By: Emily Cormier, City of Sault Ste. Marie

Supported by: Dunsky Energy + Climate Advisors

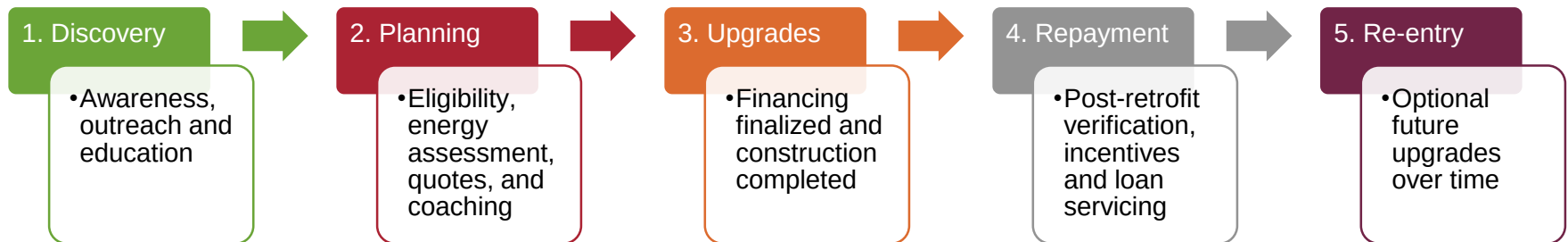
Monday August 31, 2026, City Council Meeting; 5:00 PM

Background

- Council approved the Community GHG Reduction Plan in 2020, including a target of net-zero community emissions by 2050
- Residential buildings account for **21%** of community emissions
- **70%** of homes are more than 50 years old
- The study builds on the 2023 feasibility study and prepares the City to launch a program when loan capital can be secured
- The intent is to improve affordability, comfort, resilience, and emissions performance in the housing stock

What is the HELP designed to do?

- The proposed Home Energy Loan Program combines financing with homeowner support services to help residents move from interest to completed retrofit projects.



Recommended delivery and governance model

- Financing through direct lending through a credit union or other financier, backed by a loan loss reserve
- Delivered through a shared third-party program administration to reduce municipal workload and improve consistency
- Governance model is a collaborative multi-city approach with Thunder Bay, while each municipality retains local oversight and Council accountability
- Shared systems, customer service, marketing, reporting, and financing could reduce startup costs and create economies of scale

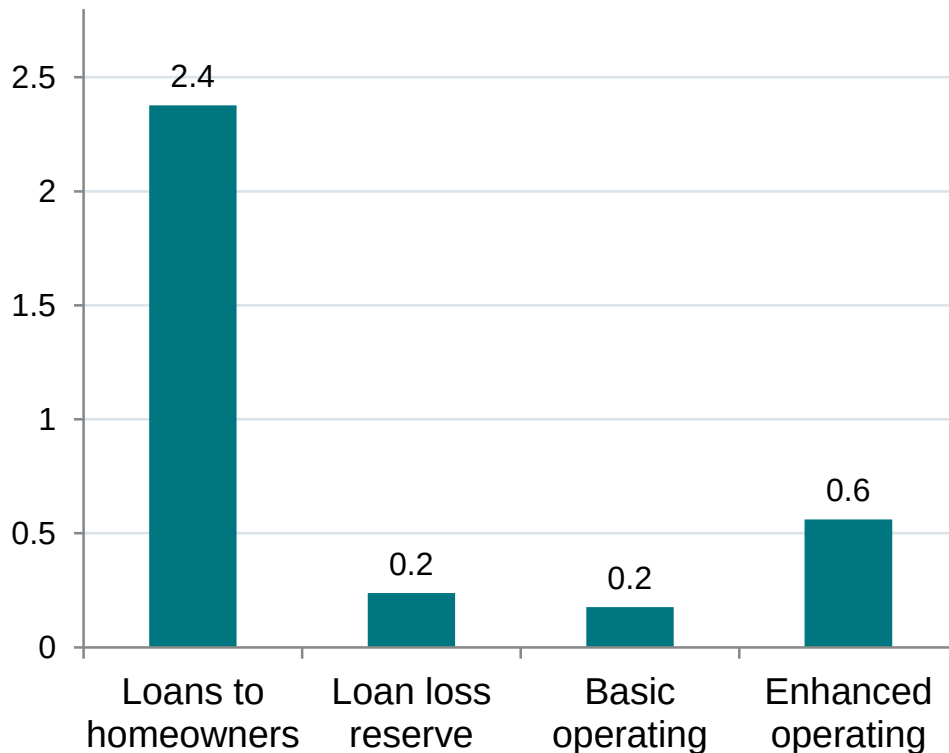
Why not on-bill financing?

The 2023 feasibility study preferred utility on-bill repayment, but this study found it is not feasible because PUC is not willing to collect loan repayments through electricity bills.

Result: A direct lending model is the most practical way forward

Estimated 4-year program budget

Estimated total program requirement: about \$3.4 million over four years.



Budget structure

- **\$2.4M** in homeowner loan capital would come from a private financier
- \$240,000 loan loss reserve would need to be secured by the City
- **\$176,000** basic operating costs could be covered through admin fees, in-kind contributions, and startup funding
- **\$560,000** in enhanced operating costs would depend on additional grant funding

Why implementation is not recommended at this time

Current Constraint

- The program is implementation ready, but the City does not yet have the funding commitments needed for full launch.
 - Loan capital must be secured
 - A loan loss reserve is still required
 - Startup and enhancement operating funds are not yet in place
 - Startup also requires procurement, legal, agreements and staff coordination

What full launch would require

- Council endorsement and commitment of staff time/ new resources / budget
- Funding for startup and operating costs
- Retention of a program administrators
- Legal and financial agreements with delivery partners
- Program systems, training and outreach plan

What staff can advance now at lower cost

- Continue exploring the possible use of the Climative platform to provide residents with tailored information on retrofits, resilience measures, incentives, and financing options
- Promote existing utility and government incentives through workshops, open houses, peer learning, and homeowner ambassador activities
- Support contractor training and highlight qualified local contractors
- Provide plain-language DIY guidance for air sealing, draft proofing, thermostat use, maintenance, and seasonal energy management
- Explore lending libraries or community tool kits for simple weatherization measures

Near-term value

These steps can

- ✓ Build homeowner awareness
- ✓ Strengthen contractor capacity
- ✓ Support vulnerable households with low-cost actions
- ✓ Prepare the market for a future financing program

Equity and community considerations

- The program should recognize uneven household capacity across the community, including seniors, low-income households, renters, Indigenous residents, newcomers, and other underserved groups
- Income-qualified residents should be screened for no-cost programs such as winterproofing and energy affordability supports before being offered debt
- Consumer protection should include contractor checklists, quote comparison guidance, and clear information on expected bill impacts
- Success measures should track whether outreach and participation are reaching higher-vulnerability households

Local Context

- Older housing stock
- One-third of households led by seniors
- About one-third of households renting
- Economic volatility can reduce willingness to take on debt

Risks and mitigation

- Mitigate funding gaps through joint funding applications, partner contributions, phased implementation, and low-cost early actions
- Mitigate low uptake through a soft launch, attractive incentives, energy coaching, collaborative outreach, and contracts that share risk
- Mitigate workforce capacity constraints through contractor training and partnerships with education institutions and industry associations
- Mitigate cost overruns through contingency, conservative assumptions, and budget refinement during startup

Next steps

- Receive the program design study as information
- Recognize that the City now has a future-ready program design and governance model
- Do not proceed with full implementation until funding is available
- Direct staff to pursue lower-cost awareness, outreach, and market-readiness actions as resources permit
- Use the study to support future grant applications and partnership discussions



Thank You. Questions?

Emily Cormier, MIB, PMP

Sustainability Coordinator

Community Development & Enterprise Services

705-989-8748 e.cormier2@cityssm.on.ca

CITY OF SAULT STE. MARIE

99 Foster Drive, Sault Ste. Marie, ON P6A 5X6

saultstemarie.ca



Home Energy Loan Program

Program Design Study

Prepared for:

July 2026



City of Sault Ste. Marie



Submitted to:



Sault Ste. Marie

Emily Cormier
Sustainability Coordinator, Community
Development & Enterprise Services
Saultstemarie.ca

Dunsky Project Number: 25082

Prepared by:



Dunsky Energy + Climate Advisors

50 Ste-Catherine St. West, suite 420
Montreal, QC, H2X 3V4

www.dunsky.com | info@dunsky.com
+ 1 514 504 9030

With the support from:
Lauren McNutt

© 2026, The Corporation of the City of Sault Ste. Marie. All Rights Reserved.
*This project was carried out with assistance from the Green Municipal Fund, a Fund
financed by the Government of Canada and administered by the Federation of Canadian
Municipalities. Notwithstanding this support, the views expressed are the personal views
of the authors, and the Federation of Canadian Municipalities and the Government of
Canada accept no responsibility for them.*

About Dunsky



Dunsky supports leading governments, utilities, corporations and others across North America in their efforts to accelerate **the clean energy transition**, effectively and responsibly.

With deep expertise across the Buildings, Mobility, Industry and Energy sectors, we support our clients in two ways: through rigorous **Analysis** (of technical, economic and market opportunities) and by designing or assessing **Strategies** (plans, programs and policies) to achieve success.



ACCELERATING THE CLEAN ENERGY TRANSITION



ANALYSIS + STRATEGY



BUILDINGS



MOBILITY



INDUSTRY



ENERGY



GOVERNMENTS
UTILITIES
CORPORATE + NON-PROFIT

Dunsky is proudly Canadian, with offices and staff in Montreal, Toronto, Vancouver, Ottawa and Halifax. Visit dunsky.com for more information.

Executive Summary

Background

In 2023, the City of Sault Ste. Marie (City) completed a Home Energy Loan Program feasibility study that identified residential retrofits as an opportunity to reduce greenhouse gas emissions, improve home energy performance, and support climate resilience in Sault Ste. Marie. The new Program Design Study builds on that earlier work and develops a more detailed, implementation-ready model for a municipally supported residential retrofit financing program.

The study notes that residential buildings account for approximately 21% of community greenhouse gas emissions and that much of the local housing stock is older and more likely to require efficiency, heating, cooling, and moisture-management upgrades. The study also recognizes local affordability pressures and the need to design any future program in a way that is accessible to seniors, low-income households, and other underserved residents. The City hired Dunsky (the consultant) whose work examined financing models, delivery options, partnerships, governance models, and possible funding sources.

The goal of the program will be to reduce greenhouse gas (GHG) emissions from residential buildings, enhance climate resilience, and mitigate energy poverty.¹ It is designed to complement existing and prospective federal and provincial programs and local utility initiatives.

Program Design

This program design deviates from the approach outlined in the 2023 Feasibility Study, which recommended home energy loans through utility on-bill financing with PUC Services (the local electric utility). Through further analysis, it was determined that PUC is unable to offer such financing services, so this program design recommends a private loan approach, offering unsecured loans to Sault Ste. Marie homeowners. Through a collaboration with a financier (e.g. bank, credit union, private investor, etc.), the program will offer competitive and easy-to-access loans for home energy improvements. Loans to homeowners are expected to average \$16,000 with up to 15-year amortization periods and competitive interest rates.

The program is designed to also include the following supports: free retrofit roadmaps and home energy ratings, an online one-stop-shop for accessing incentive programs and contractors, training for contractors, and public outreach and awareness. If funds allow, the program will also include energy coaching; incentives for heat pumps, air sealing, and insulation; and additional support for income-qualifying residents. If funding allows, incentives supported by the City may cover up to 10% of loan values and be stackable with incentives from utilities and senior governments.

Pending external funding, a delivery agent will be hired to administer the program. Collaborations with PUC will enhance outreach and consistent messaging across the City,

¹ Energy poverty is often defined as those that spend more than double the national average (6%) of their income on home energy costs

while collaborations with other northern Ontario municipalities (such as Thunder Bay which is at a similar stage in the planning process) on program design and delivery could enable efficiencies and cost savings. This program will enable homeowners to improve the comfort and safety of their homes while reducing energy use.

Financial Implications

The proposed program is contingent on securing funding from an external partner. This report projects a four-year initial program term, following which the program would be reviewed and a long-term funding model developed. The proposed program includes a third-party program delivery agent to minimize impact on municipal staff.

The initial four-year budget is estimated at \$3.4 million, broken down into:

- \$2.4M for loans to homeowners - provided by a private financier
- \$240,000 in loan loss reserve - to be secured by the City
- \$176,000 in basic operating costs - to be covered by administration fees, in-kind contributions, and start up funding
- \$560,000 in enhanced operating costs - to be covered by additional grant funds if they can be secured

Risks and Mitigation Strategies

Key risks and mitigation strategies include:

- Funding gaps: Diversity of funding sources, leveraging of partners including PUC, and cost-sharing with Thunder Bay and other municipal partners to achieve cost effectiveness. Phasing the program by starting with low-cost activities and in-kind supports that help to build awareness and momentum.
- Low program uptake: Addressed through collaborative outreach with PUC, attractive incentives, energy coaching, contractor engagement, and flexible financing terms. In the case that the program does not have the uptake expected, the City may be required to repay some of the funds received. This risk can be mitigated by a soft launch approach that keeps start up costs low and contracts with program partners that share risk.
- Limited workforce capacity: Supported through local contractor training and collaborations with education institutions and industry associations.

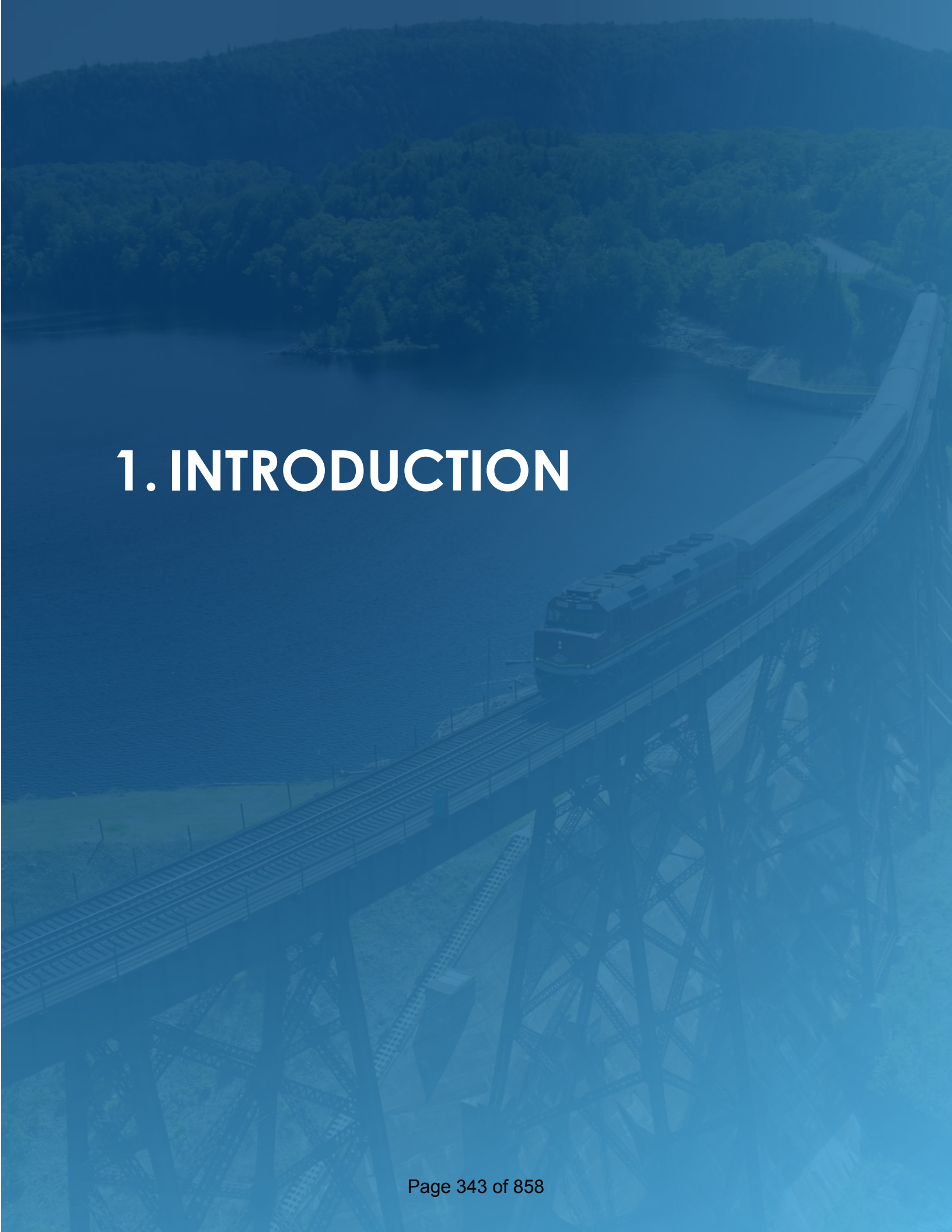
Conclusion

HELP is a strategic initiative that aligns with Sault Ste. Marie's climate goals, supports vulnerable populations, and stimulates local economic development. By leveraging private capital and federal funding, the program offers a scalable and replicable model for residential decarbonization. Next steps include securing Council approval, submitting funding applications to potential partners, and finalizing agreements with delivery partners.

Table of Contents

Executive Summary	2
Background	2
Program Design	2
Financial Implications	3
Risks and Mitigation Strategies	3
Conclusion	3
 1. Introduction	 2
1.1 Purpose	2
1.1.1 Program Objectives	2
1.1.2 Study Approach	3
 2. Program Context	 6
2.1 Municipal Strategies	6
2.2 Housing Profile	7
2.2.1 Residential Housing Stock	7
2.3 Demographic Profile	13
2.3.1 Rate of Home Ownership	13
2.3.2 Demographic Composition	13
2.3.3 Homeowner Input	16
2.4 Barriers to Retrofits and Potential Solutions	16
2.4.1 Homeowners	16
2.4.2 Local Workforce Capacity	22
2.5 Existing Programs and Gaps Analysis	25
2.5.1 Existing Programs	25
 3. Financing Model	 29
3.1 Financing Model Assessment	29
3.1.1 Financing Model Options	29
 4. Program Design and Delivery Model	 34
4.1 Program Design Details	34
4.1.1 Participant Eligibility	34
4.1.2 Eligible Measures	34
4.1.3 Program Incentives	35
4.1.4 Customer Journey	37
4.1.5 Equity, Accessibility, & Vulnerable Household Considerations	40
4.2 Collaboration Opportunities	41
4.2.1 Northern Ontario Municipal Collaborations	41
4.2.2 Joint Governance Model	42
4.2.3 Utility Collaborations	43
4.2.4 Other Collaborations	43

4.3	Program Risk Mitigation & Evaluation	44
4.3.1	Risk Assessment & Mitigation	44
4.3.2	Evaluation Framework	46
4.3.3	Evaluation Objectives	46
4.3.4	Data Collection.....	47
4.3.5	Impact Evaluation Framework	47
4.3.6	Process Evaluation	51
4.4	Start Up Plan	52
5.	Impact Analysis & Next Steps	54
5.1	Program Uptake	54
5.1.1	Environmental Impacts.....	54
5.1.2	Program Co-benefits	55
5.2	Funding Needs & Opportunities	56
5.2.1	Program Budget.....	56
5.2.2	Funding Opportunities.....	57
5.3	Capital Flows	60
5.3.1	Direct Payment to Contractors	60
5.4	Loan Loss Reserve	61
5.5	Sample Term Sheet	61
5.6	Recommended Next Steps	62
	Appendix A: Program Theory Logic Model.....	1
	Appendix B. List of Eligible Measures	1
	Appendix C: Description of Modeling Approach	1
	Inputs 1	
	Outputs	1
	Housing archetypes	1
	Retrofit packages	2
	Uptake projections.....	4
	Budget estimates	4
	Appendix D: Risk Mitigation Strategy	1



1. INTRODUCTION

1. Introduction

1.1 Purpose

In December 2020, the City Council of the City of Sault Ste. Marie unanimously approved the Greenhouse Gas (GHG) Reduction Plan 2020 – 2030, including a target of net-zero community emissions by 2050. **Reducing emissions through energy efficiency retrofits** of the residential building stock is one way that the City aims to improve affordability and comfort for residents while also reducing emissions.

In 2023, the City conducted a Home Energy Loan Program Feasibility Study, which this Program Design Study builds upon to develop a robust, implementation-ready design that meets stakeholder and municipal priorities. This Program Design Study is intended to **prepare the municipality to launch** a program when loan capital can be secured by sketching out the optimal administration and operating model for a future program.

In addition, this study explores **opportunities for a regional approach**, or regional replicability across Northern Ontario to achieve a consistent approach, expedite implementation with limited municipal staff time, streamline partnerships, and enable cost effectiveness for all collaborating municipalities.

1.1.1 Program Objectives

The Home Energy Loan Program is intended to be one of the tools to implement the City's Community Greenhouse Gas Reduction Plan. The program design aims to translate climate ambition into a practical offer that homeowners, lenders, delivery partners, and municipal staff can implement.²

Residential buildings represent a significant share of the local emissions challenge, accounting for **21% of total community emissions**.³ Previous studies tested the opportunity to retrofit homes through local housing archetype modelling, retrofit cost and payback analysis, energy savings and GHG reduction modelling, incentive and regulatory review, risk assessment, and contractor capacity review. The program should not only make financing available but design a support program that helps households act on energy-saving opportunities that would otherwise remain out of reach because of upfront costs, long paybacks, limited information, or administrative complexity.

The program will also need to recognize that households are **not equally positioned to participate**. Energy poverty (residents with a high ratio of energy costs to income levels), income constraints, renter-landlord split incentives, and the need for consumer protections need to be included as core design considerations. The program should therefore move toward an offer that reduces barriers for income-challenged households, protects renters, supports resident energy literacy, and prioritizes upgrades that improve both affordability and resiliency.

² City of Sault Ste. Marie. (2020). [Sault Ste. Marie Community Greenhouse Gas Reduction Plan: 2020-2030](#).

³ Enerva. (2023). Landscape Assessment Report: Community Efficiency Financing Feasibility Study.

In that sense, the loan program is a market-enabling tool: it is meant to complement available incentives, streamline participation, and convert planned savings and home improvements into completed projects. It should also capture the broader value of retrofits, including improved comfort, indoor air quality, durability, lower maintenance, and resilience-related measures where appropriate.²

1.1.2 Study Approach

The approach taken for this study included the following steps:

- Develop a ready-to-capitalize Home Energy Loan Program for the City of Sault Ste. Marie;
- Leverage the stakeholder engagement completed during the Feasibility Study and gather further input from key project implementation partners;
- Explore opportunities for a regional approach, or regional replicability; and,
- Consider how a retrofit financing program can incorporate multi-solving approaches that address other municipal priorities, including but not limited to energy poverty, affordable rental unit stock, and climate resilience.

This required a thorough assessment of:

- Target audience and target retrofit measures;
- Contractor buy-in and capacity;
- Retrofit roadmaps;
- Effective community engagement techniques, with a focus on landlords and equity-deserving groups;
- Updated market analysis and program uptake forecasts; and
- Low-income program design measures.

Summary of Feasibility Study

The Feasibility Study, completed in 2023, found that there was significant interest from homeowners and contractors for a municipal home energy loan program, though there was limited activity in home retrofits to date. It recommended a model of loans with on-bill repayment, administered by the local electric utility, PUC Services. It also suggested that the City apply for funding from the Federation of Canadian Municipalities (FCM)'s Community Efficiency Financing program to capitalize the loan program.

Changes since the Feasibility Study

Since the Feasibility Study was completed, there have been several significant changes that have altered the landscape for municipal home energy loan programs, namely:

- **Federally:**

- The Federation of Canadian Municipalities wrapped up their Community Efficiency Financing Program⁴ for energy efficiency programs. It is expected to re-open for resiliency measures⁵ in the future but is currently closed and there is no published timeline to date.
- The federal Canada Greener Homes Program⁶ (both the grant and the loan stream) have also been terminated, which reduces the volume of retrofits that are projected. Note that a federal loan program may re-emerge in a new form and the Canada Greener Homes Affordability Program⁷, pending launch in Ontario, is expected to offer grants for energy efficiency for low-to-moderate income households in the near term.
- **Provincially:**
 - Residential rebates have been significantly expanded and simplified. Ontario launched the Home Renovation Savings Program⁸, which is a single application window for incentives from electric and gas utilities for upgrades such as insulation, windows and doors, heat pumps, heat pump water heaters, smart thermostats, rooftop solar, battery storage, and select appliances.
 - More homeowners are now eligible, including homes heated with electricity, natural gas, propane, oil, or wood, substantially increasing access in rural areas.
 - The program no longer requires in-home energy assessment for projects doing one measure.
- **Locally:**
 - The City has experienced higher than expected growth since 2021.
 - U.S. tariffs on Canadian steel and has recently increased unemployment in Sault Ste. Marie.⁹
 - Neither the electric utility, PUC, nor the gas utility, Enbridge, are prepared to implement on-bill financing or on-bill repayment for a home energy loan program.

This study factors in all these known and expected changes in its final program design recommendations for the City of Sault Ste. Marie.

⁴ [Community Efficiency Financing | Green Municipal Fund](#)

⁵ [Residential Resilience Financing | Green Municipal Fund](#)

⁶ [Canada Greener Homes Initiative - Natural Resources Canada](#)

⁷ [Canada Greener Homes Affordability Program - Natural Resources Canada](#)

⁸ [Home Renovation Savings](#)

⁹ [Layoffs sparked by Trump tariffs—Canadian steel maker Algoma to slash 1,000 jobs, roughly 40% of its staff | Company Business News](#)

A blue-tinted photograph of a winding road in a rural landscape. A wind turbine is visible on the left side of the road in the background. The road curves to the right, and there are some road signs visible on the right side. The overall scene is serene and open.

2. PROGRAM CONTEXT

2. Program Context

2.1 Municipal Strategies

Sault Ste. Marie's **Community Greenhouse Gas Reduction Plan (2020-2030)** establishes a long-term pathway to achieve **net-zero greenhouse gas emissions by 2050**, with interim targets of reducing corporate emissions by **10%** and community-wide emissions by **5%** by 2030. The plan recognizes that achieving these goals requires collaboration among the City, residents, businesses, industry, utilities, and community organizations. Key actions relevant to this program include improving building energy efficiency, accelerating building electrification and shifting to renewable energy.

The City of Sault Ste. Marie is expanding their climate change ambitions with plans to develop a Climate Adaptation Plan in 2026 to include **resiliency to extreme weather events** in addition to their emissions reduction targets. The City's climate risk assessment frames climate change as a direct risk to municipal assets, services, operations, and the lives and livelihoods of residents; it also points to warmer temperatures, more extreme heat, shifting precipitation, higher rainfall events, and increased pressure on infrastructure and public health as conditions the City must plan for.¹⁰ In this context, climate action is not only about reducing carbon, it is also about **protecting households** from future costs, service disruptions, flooding, heat, and health impacts.

This direction is visible in the City's **infrastructure planning**. The *Peoples Road flooding study* found that overland and basement flooding is linked to significant precipitation and snowmelt events, with water entering properties through both stormwater and sanitary sewers.¹¹ Its preferred solution combines property-level flood mitigation and drainage improvements with City-led stormwater and wastewater infrastructure upgrades.

Housing policy points in the same direction, with the Housing Community Improvement Plan establishing financial incentives to support investment in the housing stock and help meet current and future demand, including adding new units and maintaining existing ones.

The City's **Building to Net-Zero Initiative** focuses on higher building performance in new development through voluntary tools such as builder training, recognition programs, expedited approvals, reduced permit fees, and education - activities which could be leveraged for retrofits also.¹²

Finally, **PUC's strategic direction** brings the utility perspective, with net-zero planning as one of five top priorities.¹³ The utility also emphasizes, among other things, scaling innovation for community impact and reducing GHG emissions.

Taken together, these strategies point toward a program design that connects household energy upgrades with municipal service resilience, housing quality, utility confidence, and local market readiness.

¹⁰ Climate Risk Institute. (2020). [Climate Change Risk Assessment](#).

¹¹ AECOM. (2024). [Peoples Road Area Overland and Basement Flooding Class EA](#).

¹² ICLEI. (2026). Building to Net-Zero Initiative - A Building Sector Primer for Sault Ste. Marie, Ontario.

¹³ PUC Services Inc. (2025). [PUC Services Inc. Strategic Plan 2025-2027](#).

2.2 Housing Profile

2.2.1 Residential Housing Stock

The majority of the homes in Sault Ste. Marie are **detached homes**, accounting for 90% of the housing stock. Semi-detached and other low-rise dwellings make up the remaining portion (Figure 2-1).

Housing vintage

Approximately three quarters of homes were built more than 45 years ago. Of the 35,730 occupied households, 73% were built in 1980 or earlier and 33% were built prior to 1960 (see Figure 2-2). This suggests that many homes were built before the adoption of Ontario's first building code in 1975, and well before minimum energy efficiency requirements were introduced in 1990.

As a result, much of Sault Ste. Marie's housing stock was constructed with limited insulation, less efficient heating systems, and building envelopes not designed to modern energy performance standards. **This increases both the need and potential impact of energy efficiency upgrades, as retrofits can deliver substantial improvements in comfort, durability, and long-term energy savings.**

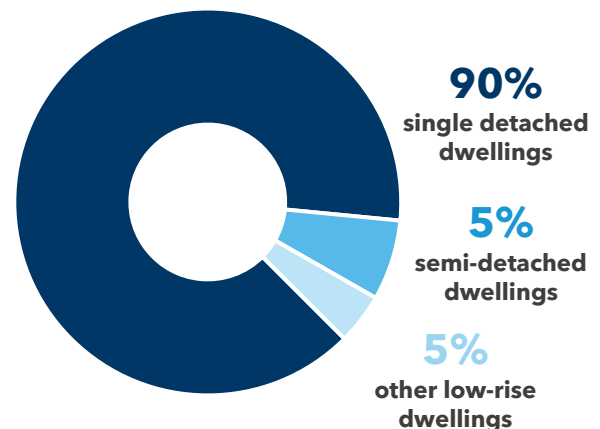


Figure 2-1. Dwelling Types.

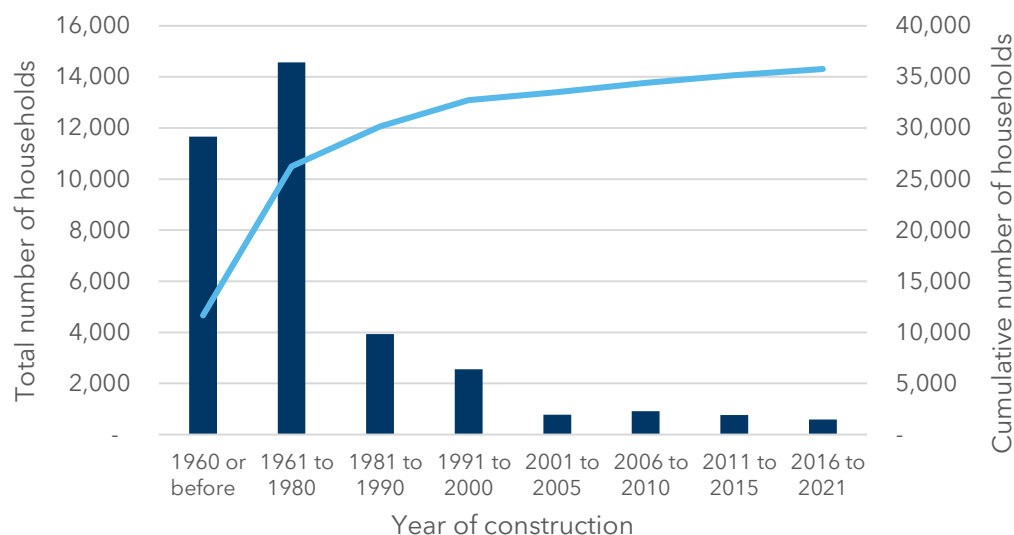


Figure 2-2: Dwellings by year of construction.

Housing condition

Most Sault Ste. Marie homes are heated by natural gas.¹⁴ With less than a quarter (20%) of homes heated primarily with electricity, the vast majority rely on fossil fuel heating systems. Heating electrification thus represents a significant opportunity to reduce the GHG emissions of dwellings in Sault Ste. Marie. When considering only single-family detached homes, **70% of homes rely on forced air heating systems**, with approximately another 20% using electric baseboards (Figure).¹⁵

Water heating among homes is split more evenly, with natural gas used for 55% of water heating, and electricity with small contributions from other fuels accounting for the remainder.¹⁴ Additionally, **70% of households do not have any form of space cooling**—making them excellent candidates for electric heat pump adoption.

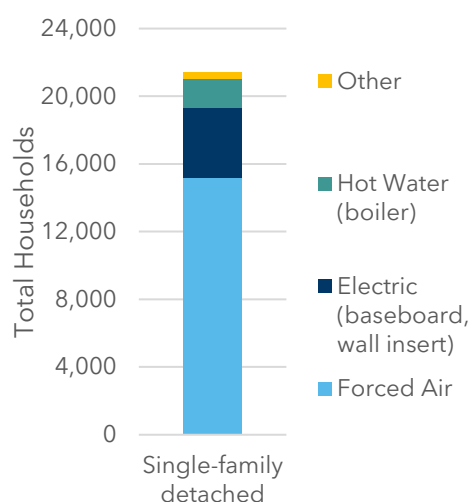


Figure 2-3. Heating system type for single-family detached homes.

Approximately 8% of Sault Ste. Marie homes need major repairs.¹⁶ This is slightly higher than the Ontario average of 6%.¹⁷ Home energy upgrades can be integrated into home renovation projects. If significant repairs are required, they may stall the installation of certain measures. For instance, if a home needs roof repairs to prevent leaking, the homeowner(s) may face financial and capacity barriers to implementing energy measures. However, when considering single family detached homes, approximately 95% of homes are in “Average” structural condition (Figure).¹⁵ Average structural condition suggests the buildings are exhibiting normal wear and tear for their age, with no serious structural defects or imminent failures. **This suggests that most Sault Ste. Marie homes are structurally sound, therefore well- positioned to benefit from energy efficiency upgrades without structural barriers.**

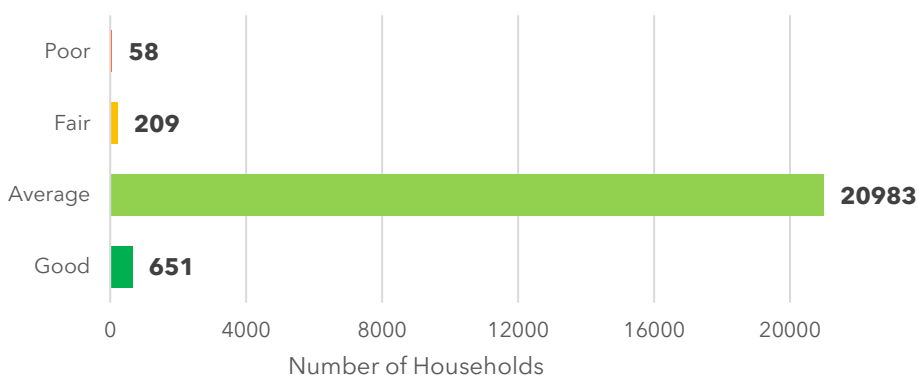


Figure 2-4. Structural condition of single family detached homes.

¹⁴ Enerva. (2023). Landscape Assessment Report: Community Efficiency Financing Feasibility Study.

¹⁵ Municipal Property Assessment Corporation. (2025). [Housing dataset].

¹⁶ Statistics Canada. (2021). Census Profile, 2021 [Census of Population: Sault Ste. Marie](#). Accessed Sept 2025.

¹⁷ Statistics Canada. [Census Profile, 2021 Census of Population: Ontario](#). Accessed Sept 2025.

Home retrofit trends

Home retrofit trends provide insight into homeowner preferences for certain energy measures. The following section draws on EnerGuide assessment data collected by Natural Resources Canada (NRCan), which compares pre- and post-retrofit home energy performance to the associated energy upgrades installed. The data assessed spans 2021 to 2025, which included a total of 1087 data entries. This consists of about 566 distinct households that completed EnerGuide assessments, of which about 80% on average proceeded with implementing energy efficiency retrofits (Figure). Of the households that completed retrofits, nearly 60% were constructed prior to 1975, and 88% before 1995. This indicates that **homeowners of rapidly aging homes are the primary demographic investing in energy efficiency upgrades.**

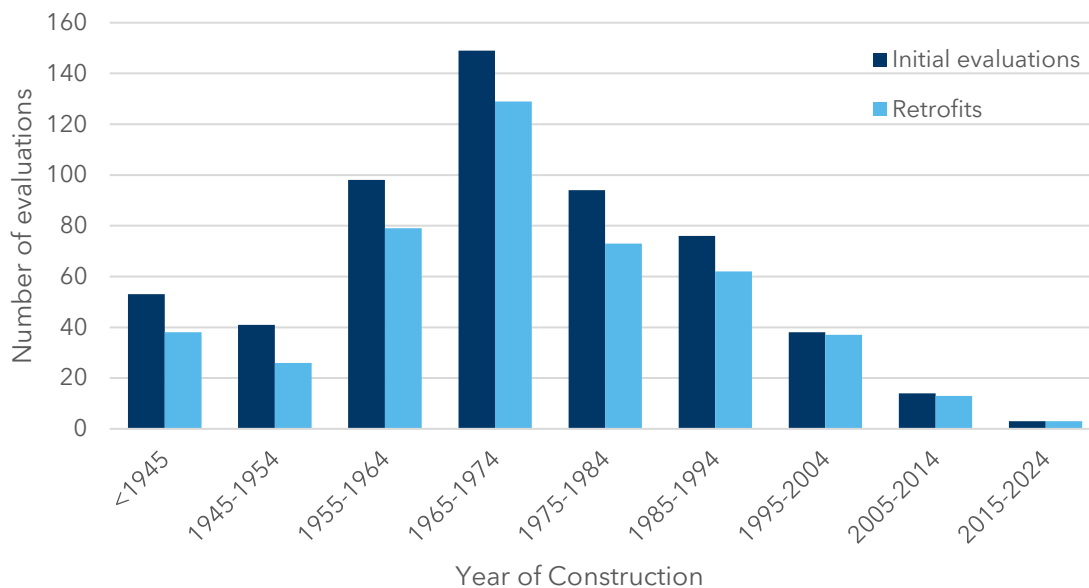


Figure 2-5. EnerGuide evaluations vs. retrofits completed by housing vintage.

Sault Ste. Marie homeowners largely favour air sealing, space heating and cooling upgrades over other energy retrofits, representing approximately 80% of all upgrades.

Several other insulation measures (ceiling, foundation, walls, and floor), as well as some water heating equipment and window upgrades were also prioritized by residents, though to a lesser extent (Figure).

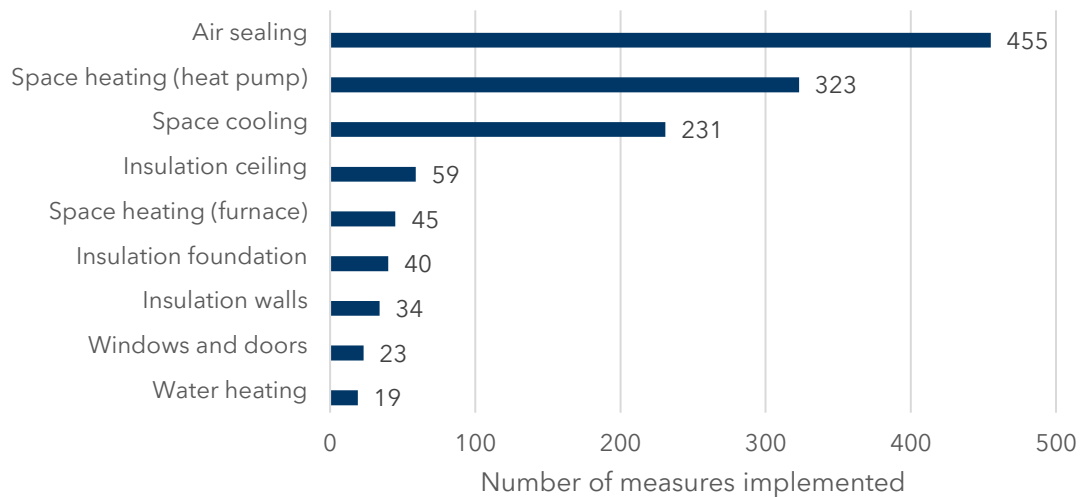


Figure 2-6. Uptake rates of different energy efficiency measures.

It is important to note that nearly 12% of the space heating upgrades performed in Sault Ste. Marie involved the installation of more efficient furnaces. Except for three homes, all continue to rely on fossil fuels for home heating, thereby extending fossil fuel use and limiting potential GHG reductions. Of the households that upgraded their space heating equipment to heat pumps, all but three of them switched from a furnace to an air-source heat pump (ASHP) as their primary heating equipment type.

For households that implemented space cooling upgrades, the primary measure installed were ductless mini-split heat pumps (Figure). **Notably, over 90% of space cooling measures implemented were in homes with no prior space cooling equipment.** The introduction of air conditioning to homes that previously lacked space cooling represents a resiliency improvement to heat waves, though it moderately reduces the overall energy savings captured by households.

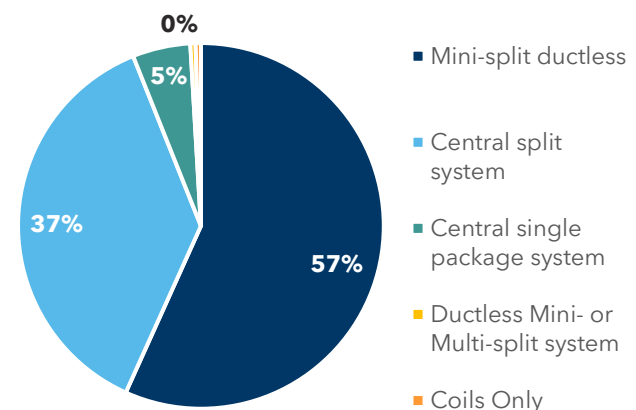


Figure 2-7. Type of space cooling measure installed.

Upgrading space heating equipment can provide significant energy and emissions reductions; however, building science experts typically recommend that homeowners start with air sealing and insulation measures first to reduce thermal loads.¹⁸ In Sault Ste. Marie, many homeowners have invested in air sealing, though insulation has been less popular and represents an opportunity for improvement.

Households with higher initial energy consumption experience greater energy savings from home energy upgrades. As shown in Figure , there is a general trend where energy savings increase with higher EnerGuide ratings, which represent larger energy consumers. Homes

¹⁸ NRCAN. [Best practices in heat pump retrofits](#). Accessed Nov 2024.

rated between 50 to 99 GJ saved an average of 25%, whereas those rated between 400 to 449 GJ achieved 43% savings.

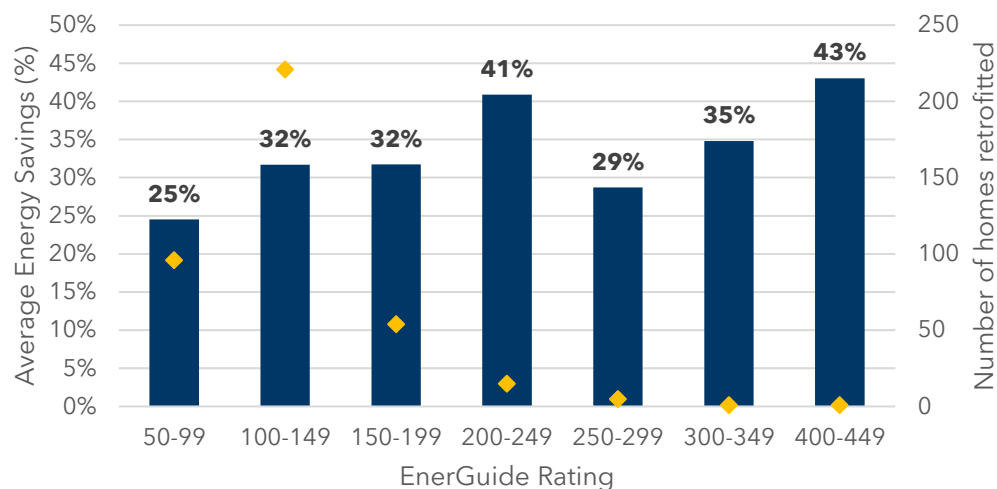


Figure 2-8. Energy savings by EnerGuide rating

Space heating offers the greatest potential to cut energy consumption. Based on the EnerGuide data, 78% of home energy use has been, on average, dedicated to space heating before undertaking home energy upgrades. As shown in Figure , space heating represented a smaller proportion (65%) of total energy use after home retrofits. Notably, the addition of space cooling increases energy consumption significantly, reducing the impact of energy savings achieved by other measures. However, even with the introduction of space cooling, average energy consumption decreases by 30%.

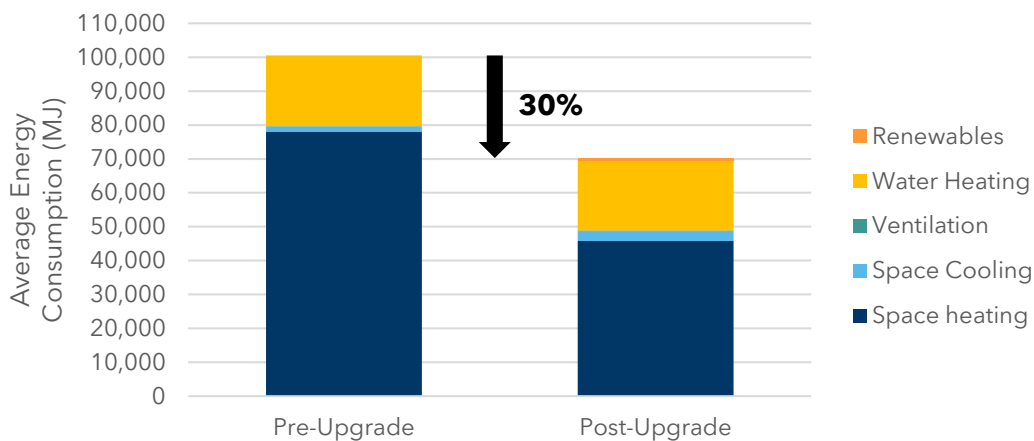


Figure 2-9. Energy consumption pre- and post-retrofits

Energy use characteristics and retrofit potential

Residential energy use in Sault Ste. Marie is fundamentally heating-driven. The residential sector accounts for 49% of total building energy use and 48% of building emissions, with

natural gas driving 102,868 tCO₂e annually from homes alone.¹⁹ **Space heating is therefore a central driver of household energy use**, making insulation, air sealing, windows, heating systems, and water heating key areas of interest for retrofits.

The residential energy mix points to a retrofit market where gas and electricity are both important, though not equally. NRCan audit data reported in the Landscape Assessment shows that **natural gas is the dominant space-heating fuel** in audited homes, while electricity and oil remain secondary fuels. **Water heating follows a similar pattern**, with natural gas serving a slight majority of audited homes. This matters for program design because cheap natural gas relative to electricity can pull homeowners toward like-for-like gas replacement, even when electric options are available and more efficient.

From the analysis of EnerGuide data, retrofit activity is concentrated in cooling measures, with air conditioning added far more frequently than heating or water heating equipment replacements. Yet space heating remains the largest source of residential energy use and emissions, highlighting a disconnect between the measures most commonly implemented and those with the greatest potential impact. **Air conditioning was added in roughly one in two evaluated retrofits**, with about half of those additions using mini-split ductless systems. In the context of rising cooling needs, this trend toward high-efficiency heat pump systems represents an effective strategy to meet growing demand while limiting the associated increase in electricity consumption.

On the other hand, measures linked with space heating, such as envelope improvements and heating equipment upgrades, generated the highest energy savings across the measures reviewed. Yet where furnaces were upgraded, most households retained natural gas equipment, despite conventional gas furnaces typically operating at efficiencies two to four times lower than electric heat pumps. While oil represents a smaller share of the residential heating market than natural gas, NRCan data indicates that it remains present in a portion of homes and has historically been a target for fuel-switching programs. Although oil-to-gas conversions can reduce emissions relative to oil, they do not provide the same efficiency or decarbonization pathway as heat pumps and can lock in gas-related emissions for the life of the furnace. Overall, regardless of heating fuel, the EnerGuide data analysis shows that dwellings that proceeded with retrofit projects saved roughly 30% of energy on average, as seen in Figure .

This program design focuses on decision points that shape long-term energy outcomes when homeowners are **replacing heating equipment, upgrading their building envelope, changing water heating systems, or adding cooling**. It distinguishes energy savings from emissions savings, to steer households toward measures that deliver both high energy savings and high emissions reductions, particularly in space heating where the largest residential energy use and emissions impacts originate.

¹⁹ ICLEI. (2026). Building to Net-Zero Initiative - A Building Sector Primer for Sault Ste. Marie, Ontario.

2.3 Demographic Profile

2.3.1 Rate of Home Ownership

Sault Ste. Marie exhibits a **high rate of homeownership** with most households owning their homes (Figure) and of those households, approximately 53% carry a mortgage, whereas the Ontario average sits at 60%.²⁰

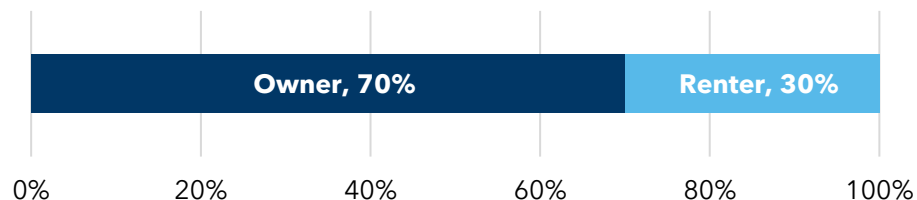


Figure 2-10. Proportion of owner-occupied dwellings.

2.3.2 Demographic Composition

Located along the Ontario border next to its twin city Sault Ste. Marie in the state of Michigan, Sault Ste. Marie, Ontario has a total population of nearly 80,000. Figure below synthesizes key demographic findings.

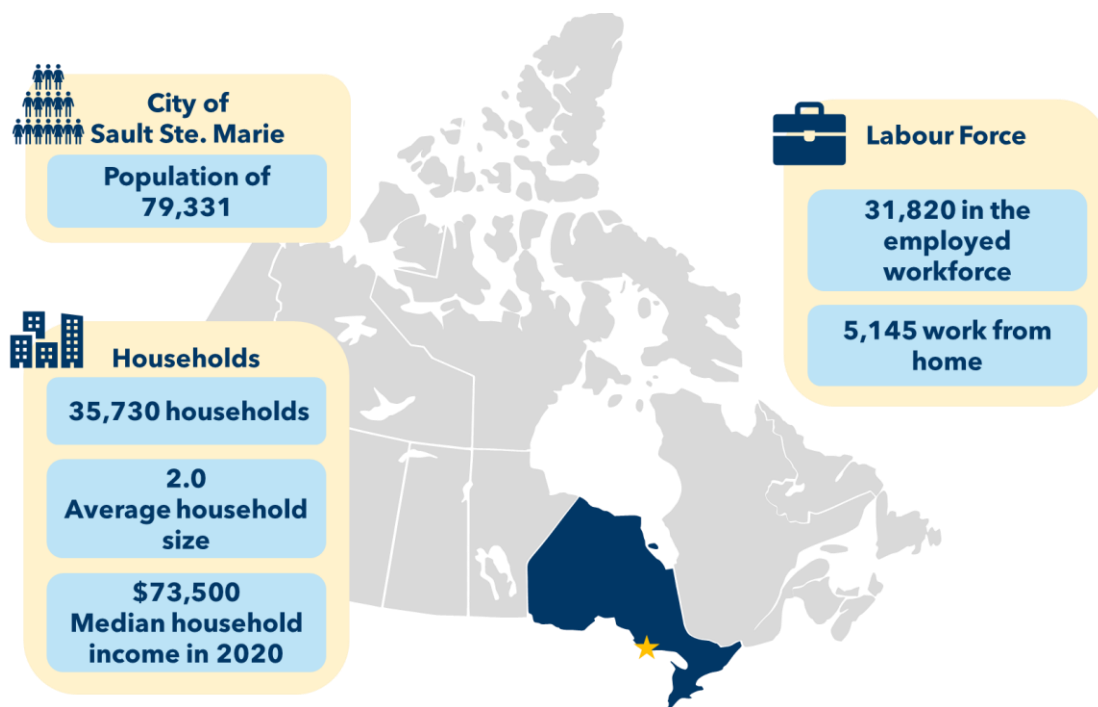


Figure 2-11. Key demographic findings at a glance

Of the employed labour force, approximately **16% work from home** on at least a part-time basis. These residents are more likely to spend longer periods of time at home than

²⁰ Statistics Canada. (2021). Census Profile, 2021 [Census of Population: Sault Ste. Marie.](#)

employees who commute to an office or other place of work and therefore greatly value home comfort.

Vulnerable populations and neighbourhoods

The City's Climate Change Risk Assessment identifies two energy-related risks among the highest-ranked risks, including increasing electricity demand and cost, and increasing cooling demand that can stress infrastructure and contribute to grid issues or power loss.²¹ This makes residential energy performance a resilience issue, not only a cost or emissions issue.

Climate vulnerability is also relevant in Sault Ste. Marie, where 70% of homes are more than 50 years old, since older homes are more likely to require envelope, heating, cooling, and moisture-management upgrades.

Flooding exposure remains a relevant residential risk, and The Peoples Road study identifies **overland and basement flooding during significant precipitation and snowmelt events** and recommends both municipal capital works and property-owner actions.²² However, Statistics Canada's household-level data on the impacts of extreme weather events and natural disasters is not reported specifically for Sault Ste. Marie, illustrating a local data gap that can limit understanding of how, where, and when residents are affected by climate events.²³

Sault Ste. Marie, traditionally known as Bawating, is home to a significant **Indigenous population**; the City has acknowledged that Indigenous communities are disproportionately vulnerable to climate change and has identified Indigenous engagement as an important consideration.^{24, 25} A program to support Indigenous families should be co-designed with these communities to ensure that it is culturally relevant and accessible.

Approximately **one in three households are headed by a senior** (aged 65+), many of whom live on fixed incomes (Figure).²⁶ This impacts their ability to absorb any unplanned, additional expenses.

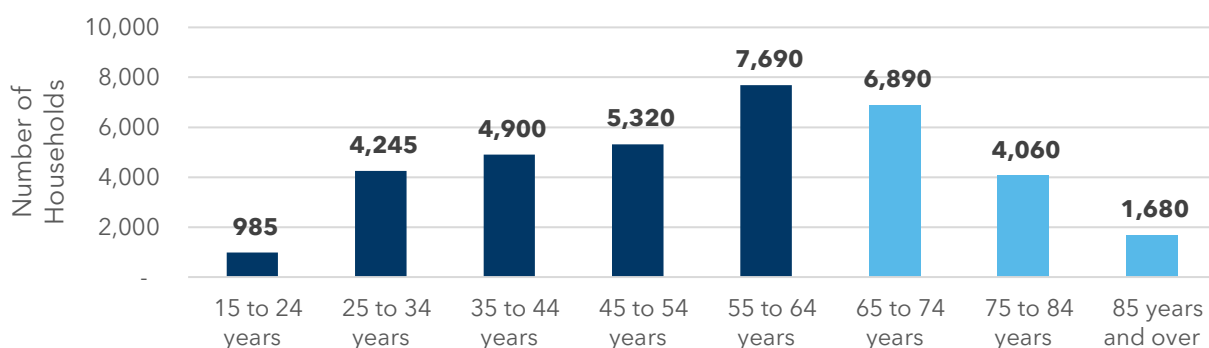


Figure 2-12. Age of Primary Household Maintainer

²¹ Climate Risk Institute. (2020). [Climate Change Risk Assessment](#).

²² AECOM. (2024). [Peoples Road Area Overland and Basement Flooding Class EA](#).

²³ Statistics Canada. (2025). [Impact of extreme weather events and natural disasters on households](#).

²⁴ [Reconciliation - City of Sault Ste. Marie](#)

²⁵ Hubtrail. [Indigenous Communities](#).

²⁶ A "primary household maintainer" is generally defined as the individual responsible for paying the rent, mortgage, taxes and utilities.

Lone parent families represent 10% of all households in Sault Ste. Marie. Over 75% of these one-parent households are female-led and experience disproportionately higher levels of poverty, entry into poverty, and deeper poverty.

Energy poverty

The median sale price (in 2025) for a single detached home in Sault Ste. Marie in was \$345,000,²⁷ while the median home sale price in Ontario was \$880,200.²⁸ As a result of fairly affordable homeownership, households spend on average \$1,057 per month on housing and related costs, and **only 7.6%** of Sault Ste. Marie homeowners spend 30% or more of their income on shelter costs.

Despite the relatively affordable cost of homeownership, many Sault Ste. Marie residents struggle to cover their housing costs. The median household income is \$73,500, which falls below the provincial median of \$91,000.²⁹ Critically, 18% of households experience energy poverty based on spending of more than 6% after tax on home energy needs,³⁰ with 3.6% owner households respectively in core housing need, meaning that they do not have access to acceptable housing and do not have sufficient income to access acceptable housing in the community.³¹

Meanwhile, **34% of tenant households in Sault Ste. Marie are in core housing need** despite somewhat lower monthly housing costs (\$909) than homeowners. This finding suggests that a solution is needed for rental buildings, as that is where the lower-income households are largely concentrated.

What is Energy Poverty?

Households experiencing energy poverty are often defined as those that spend more than double the national average (6%) of their income on home energy costs.³² While struggling to cover their utility expenses, many of these households experience other adverse impacts such as discomfort from living in cold and drafty homes, higher levels of stress and poor mental health outcomes, and the need to sacrifice other essentials like groceries to pay utility bills.³³

Energy poverty tends to disproportionately affect vulnerable populations, including one-person, lone-parent, and senior households, as well as those with a long-term illness or disability. These groups tend to be more vulnerable to extreme heat, cold, and other extreme weather events. It is also important to note that energy poverty is significantly more prevalent in low-rise dwellings built before 1960, and housing in need of major repairs.³⁴

²⁷ The Canadian Real Estate Association. (2025). [Sault Ste. Marie: Median Price.](#)

²⁸ The Canadian Real Estate Association. (June 2025). [MSL database, seasonally adjusted].

²⁹ Statistics Canada. (2021). [Census Profile, 2021 Census of Population: Ontario.](#) Accessed Sept 2025.

³⁰ Efficiency Canada. [Community Level Energy Poverty Map.](#) Accessed Sept 2025.

³¹ Canada Mortgage and Housing Corporation. (2019). [Understanding Core Housing Need.](#)

³² The Canadian Poverty Hub. (2023). Energy Poverty.

³³ Canadian Urban Sustainability Practitioners. (2019). [The Many Faces of Energy Poverty in Canada.](#)

³⁴ Riva, M., Kingunza Makasi, S. Dufresne, P., O'Sullivan, K., & Toth, M. 2021. Energy Poverty in Canada: Prevalence, Social and Spatial Distribution, and Implications for Research and Policy. *Energy Research and Social Sciences*, 81, 102237.

2.3.3 Homeowner Input

The 2022 homeowner survey conducted as part of the Feasibility Study³⁵ had 109 respondents and found strong interest in home renovations and energy efficiency improvements. Half of respondents were considering renovations, and among those, 80% indicated they would consider incorporating energy-saving measures. Grants were identified as the preferred form of financial support, followed by financing.

Among financing options, repayment through the property tax bill was the most attractive to homeowners, followed by utility bill financing and private financing. The survey also suggested that access to financing is not a major barrier for most homeowners, as many indicated they would fund renovations through savings or a combination of savings and financing.

Nearly one-third of respondents had previously participated in an energy efficiency support program, and more than half of homeowners interested in retrofits expressed interest in do-it-yourself (DIY) solutions as a way to reduce costs and address contractor availability.

Key takeaways:

- **Strong retrofit interest:** 50% of respondents were considering home renovations, and 80% of those were interested in energy-saving upgrades.
- **Grants remain the preferred incentive:** Grants were the most popular form of support, with financing as the second choice.
- **Property tax financing is most attractive:** Among financing mechanisms, repayment through the property tax bill was preferred over utility bill and private financing.
- **Financing is not the primary barrier:** 34% would pay using savings, 22% would combine savings and financing, and only 13% would rely solely on financing. Contractors also offer financing options.
- **Existing program awareness:** 29% of respondents had previously used an energy efficiency incentive program.
- **DIY retrofits are popular:** 52% of homeowners interested in retrofits would consider DIY improvements, suggesting an opportunity to reduce costs and lessen dependence on contractor availability.

2.4 Barriers to Retrofits and Potential Solutions

2.4.1 Homeowners

Homeowners face a range of barriers to undertaking low-carbon energy upgrades including financial, behavioural and structural challenges. Table 2-1: Homeowner barriers to home

³⁵ [2-Stakeholder Engagement Report](#)

energy improvements provides an overview of these barriers and outlines strategies that the HELP will employ to address them.

Table 2-1: Homeowner barriers to home energy improvements

	Homeowner barriers	Program design solutions
FINANCIAL BARRIERS	1. Upfront and unanticipated costs	
	Homeowners may be unable to afford energy upgrades, or unwilling to do so, because of the level of investment needed. In some cases, home repairs or electrical and health and safety upgrades must be performed before certain energy efficiency measures can be installed; this has the effect of increasing overall project costs—often in an unexpected way.	HELP will offer a tailored loan product amortized over a period of up to 15 years to lower payments. An advanced disbursement may be offered to cover the upfront costs and thus mitigate the need for bridge financing from other sources. Contractors may also be paid directly by the program administrator to streamline the payment process for homeowners. In addition, the program is designed to be flexible to meet related financing needs. The program will finance costs associated with energy efficiency upgrades, including repairs, mold remediation, and municipal permits, up to a cap.
	2. Access to capital	
	Households may lack access to sufficient capital due to low credit scores or high debt-to-income ratios.	The City's Loan Loss Reserve (LLR) will reduce lending risk to participating credit union(s). With this mechanism in place, the City will work to negotiate more permissive underwriting criteria, enabling credit challenged homeowners to access the loan product at a reasonable cost of borrowing.
	3. Cashflow	
	Certain households have little capacity to absorb increased expenses, including those living paycheck to paycheck or on fixed incomes. Moreover, short payback periods are often favoured by the private sector to the detriment of capital-intensive projects which stand to benefit from spreading payments over longer loan tenors.	Financing spread over longer loan terms with competitive interest rates will help lower payments for homeowners, while allowing them to plan and budget for other expenses. Prioritizing energy cost saving measures can also lower utility bills, reducing household expenses.
	4. Information and education	
	Many homeowners are unfamiliar with the benefits of home energy upgrades and unaware of energy retrofit support programs.	Municipalities can use different community channels such as libraries, recreation centres, and in-person events to reach residents. Simple, effective educational content will be distributed through these modes of communication to promote awareness both directly and through word-of-

	Homeowner barriers	Program design solutions
BEHAVIOURAL BARRIERS		mouth. In addition, a one-stop-shop will be established to guide homeowners to the most impactful low-carbon energy upgrades and to reduce market confusion stemming from the diversity of available programs. HELP will also develop online resources. The program website will feature objective information from certified experts on how to prioritize and implement energy improvements, among other key topics. The program may also offer an online platform that enables homeowners to run retrofit scenarios of their homes.
	5. Competing priorities	
	Homeowners may be faced with competing priorities (e.g., aesthetic renovations like kitchen remodels over energy upgrades, other major purchases).	There is an opportunity to integrate energy upgrades into other home renovations to improve overall comfort, aesthetics, health and safety, home value, and more. Awareness of these synergies and co-benefits can be proactively promoted through homeowner education in home renovation stores, alongside building permit information, and through other means. Awareness campaigns delivered through utilities and public facilities (e.g. libraries, recreational centres) can also convince homeowners of the value of energy improvements. Timely and effective messaging often emphasizes the improved comfort and modernization of homes through these upgrades and underscores the potential for utility cost savings, although the messaging that resonates best with the program's target audiences will need to be tested.³⁶
	6. Attitudes and perceptions	
	Many homeowners are averse to taking on additional debt, instead favouring low-cost upgrades they can afford to pay for with their savings. Similarly, measures with short payback periods are often favoured over deep energy retrofit projects, as generating savings is generally a key motivator.	While light retrofits and cost-effective measures are supported by the program, energy advisors and coaches can help homeowners decide on which measures to prioritize based on the particularities of their home, communicate the merits of certain combinations of measures to encourage deeper retrofits, and estimate total savings and financing costs to support informed decision-making.

³⁶ See the following report for communication planning guidance to get started: ICLEI Canada. (2025). [Climate Communications Playbook: Behavioural Strategies for Community Action](#).

	Homeowner barriers	Program design solutions
	Homeowners may also have concerns about project risks, including energy savings not materializing, potential budget and/or timeline overruns with longer than expected disruptions to the home, and uncertainty on the return on investment or property value gains from improvements. Many homeowners mistrust these kinds of programs due to fear of scams ("too good to be true") and a lack of transparency that can result in hidden fees and costs. For adaptation measures, the absence of a direct return on investment often results in a lack of motivation.	With transparency at the heart of the program, homeowners will have access to reliable information that helps to manage homeowner expectations about projected benefits and identify trusted contractors. A municipally delivered program can also instill credibility because of the government's recognized role in serving the public interest. HELP can also educate participants about the increasing frequency, intensity and impacts of extreme weather events in Sault Ste. Marie, how it may affect homeowners, and how adaptation improvements can benefit them. Program rebates for adaptation measures could also reduce this barrier.
STRUCTURAL BARRIERS	7. Split incentives	
	Split incentives are a commonly cited barrier to reaching renter households. Split incentives occur when those responsible for paying for energy upgrades (landlords) are not those benefiting from the resulting energy cost savings (tenants). Landlords who invest in energy improvements may find themselves with additional expenses but no increased revenue, unless rents are increased. However, rent increases risk contributing to housing affordability challenges if unregulated and unmonitored.	Tenants and landlords can agree to increase rents by a specific amount if they both see value in the work. Adding a heat pump that replaces window air conditioners is an example where both parties may see benefit.
	8. Landscape complexity	
	A homeowner's home energy upgrade journey can be time consuming and cumbersome due to lengthy and complex application forms and processes to access grants, rebates, and other supports and benefits. It can also feel daunting to find, select, hire, and coordinate with multiple contractors. This challenge may be heightened when faced with limited local options for services and	Energy concierge services can provide some handholding services to participants to simplify and facilitate the retrofit process. This can include help in identifying relevant rebates and incentives, partially completing application forms, and other kinds of support in planning and executing retrofit projects. A pre-vetted list of qualified contractors, and NRCan-registered energy advisors, can simplify the hiring process and provide some level of quality assurance as well.

	Homeowner barriers	Program design solutions
	equipment, requiring homeowners to turn to companies located further away.	
	9. Industry fragmentation	
	Energy efficiency technologies are often little understood among key market actors (e.g., contractors, equipment suppliers and retailers), which can result in poor coordination among them. This industry challenge is generally compounded by homeowner risk aversion, the absence of robust energy efficiency regulations, and the limited return on investment or lack thereof for certain of energy upgrades.	Close communication with the local workforce and relevant associations can help disseminate information on the program and promote relevant training. This often has the additional benefit of driving program uptake, as contractors can be key players in program promotion.
	10. Access to contractors and equipment	
	It can be hard to find qualified contractors to perform energy retrofits. The supply of contractors or equipment may be insufficient or the expertise of contractors in the specific energy upgrades may be limited.	The program may offer a list of qualified contractors, which can help homeowners find suitable contractors. The program may also include training for contractors on net zero techniques to increase the quality and quantity of the local green workforce. The City may also explore a bulk arrangement for specific high value equipment to bring down costs.

2.4.2 Local Workforce Capacity

A local pool of trusted energy advisors and a skilled renovation workforce will greatly benefit the implementation of HELP. Without these groups, homeowner project costs and delays will increase due to the logistical challenges of hiring contractors from further away.

Contractor capacity is directly tied to the success of a home energy efficiency financing program; it is important for program participants to have a qualified local workforce to meet their renovation demands. Some specific considerations are important to keep in mind regarding the contractors are outlined below.

Consumer Protection:

- Home energy assessments conducted by NRCan Registered Energy Advisors help homeowners identify and prioritize energy efficient measures tailored to their house.
- Qualified contractors help ensure that the selected measures are installed and commissioned properly for homeowners to achieve energy savings.
- Designations such as RenoMark Renovator and NRCan-Registered Energy Advisor are examples of industry- and government-led initiatives that can address consumer protection.

Cost and Time Saving:

- Locally available qualified workforce can help reduce the cost of home energy assessments and renovations by minimizing travel cost and time.
- Local equipment and materials suppliers also play an important role in the supply-chain of low-carbon solutions.
- A scan of RenoMark renovators and NRCan Energy Advisors in Sault Ste. Marie indicates a limited presence of some local contractor capacity. It might therefore be challenging for the current capacity to meet the program goals.

Increasing Capacity:

- Contractors and tradespeople need to be able to meet today's demand, both in terms of renovation volume and required skills, as well as future demand.
- While a growing demand for home energy efficiency renovations typically leads to local industry growing their capacity, municipalities can help local industry close the knowledge gap by promoting available training, education, or other enabling strategies.
- Contractors need to possess technical skills as well as people skills to be welcome into the homes of residents. These skills are outlined in **Figure 2-13**.

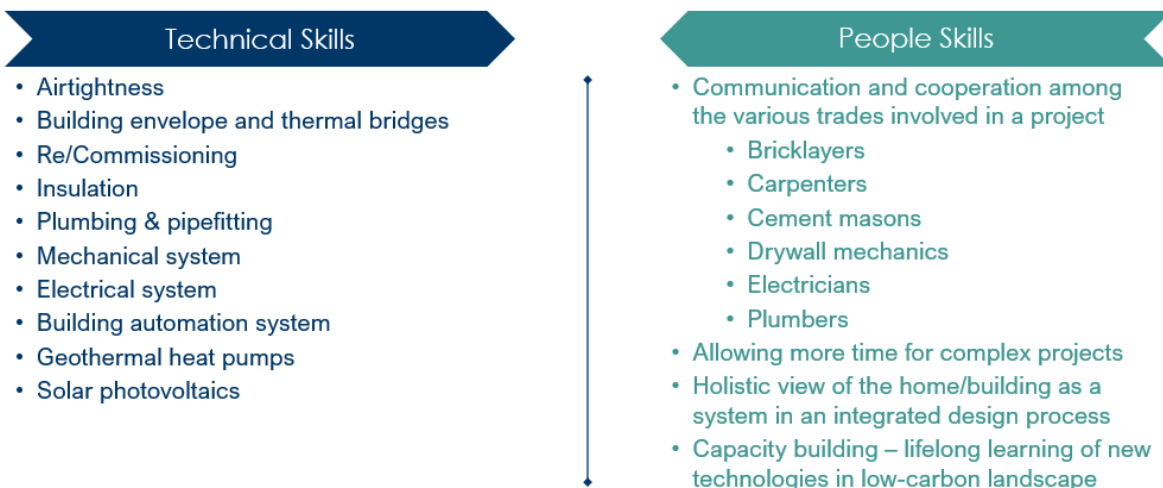


Figure 2-13: Key skill sets of contractors and trades people

Contractors & skilled trades

Sault Ste. Marie has an established contractor base to support residential retrofit activity. Whether from the CHBA website or from separate research, several HVAC contractors in or serving Sault Ste. Marie that offer heat pump-related services were identified. Similarly, several solar installers can be readily identified through public searches, suggesting that residents have access to a range of retrofit service providers. Although stakeholder engagement conducted by Enerva in 2022 noted contractor time constraints and training demands, these challenges can be mitigated through workforce development initiatives, targeted training programs, and clear multi-year program commitments that provide contractors with confidence to invest in additional capacity and skills.

The local green and renovation workforce is expected to grow alongside a sustained increase in demand for services. **The municipality can further support contractor training and upskilling** by implementing targeted strategies. This can include promoting currently available programs, including:

- Canada Home Builders Association net zero courses and rebates.
- HRAI (the national HVAC industry association) heat pump sales training.
- DIY home improvement projects training resources for homeowners. And more

Collaboration with the local college and non-profit sector, as well as industry associations and training organizations, can help identify gaps in the workforce, create opportunities to fill those gaps, and support program promotion.

It is also important for the municipality to **avoid contributing to “boom and bust” cycles**, where programs contribute to a temporary increase in demand for services and are suddenly sunset. These types of market fluctuations make it challenging for the industry to adapt quickly and remain competitive. Companies often find it challenging to recruit employees with the right qualifications, especially on short notice, and recognize the investment needed to build their experience in the field. Signaling and respecting a multi-year program commitment to the industry can help build greater transparency and stability to drive deeper market transformation impacts.

Energy advisors

There are currently six energy advisor service organizations located in Sault Ste. Marie: A1 NRGwise Consulting, All Season Inspection Inc, Energuy Holdings Ltd, EnerSolution Inc, Greenbrain Inc and The Home Inspectors Group Inc. An average of 200 EnerGuide assessments are completed annually in the community since 2021.

However, limited energy auditor availability was identified through stakeholder engagement for the feasibility study as a potential barrier for delivery in the community. Because financing programs can cover full upfront retrofit costs, unlike rebates, they may drive higher audit demand, amplifying capacity risks observed under Canada Greener Homes.

The role of NRCan-registered energy advisors

NRCan-registered energy advisors are experts in home energy efficiency and building science. They use their expertise to conduct EnerGuide assessment, a nationally recognized rating tool used in many energy efficiency programs (Figure 2-14). These audits measure a home's energy performance, provide it with a rating, and offer recommendations on which measures to prioritize based on the home characteristics. Currently, homeowners must complete EnerGuide assessment to participate in programs funded in the Ontario Home Renovation Savings Program. As such, the intent is to require EnerGuide assessment from HELP participants.

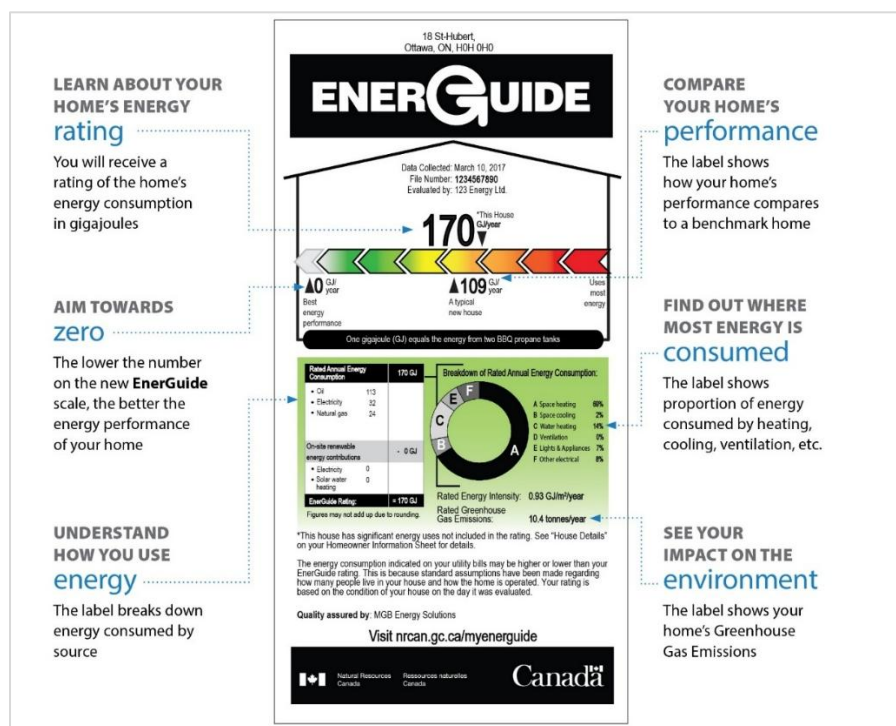


Figure 2-14: Sample EnerGuide rating³⁷

³⁷ Natural Resources Canada. (2021). [After Your EnerGuide Home Evaluation](#).

2.5 Existing Programs and Gaps Analysis

2.5.1 Existing Programs

This study is being undertaken in a landscape of evolving federal and provincial programs aimed at supporting homeowners in upgrading their homes for energy performance. An overview of the current federal and provincial programs and their gaps is presented at Table 2-3, Table 2-2, and Table 2-4.

Recent shifts in major funding programs have altered conditions for the retrofit market. The discontinuation of the Canada Greener Homes Grant and Loan programs has left a significant gap in financing options for many homeowners.

Although several incentives remain available, particularly for low-to-moderate-income (LMI) households, these offers are dispersed across various organizations, and navigating them requires time, expertise, knowledge of the local context and coordinated support.

Federal programs

In the absence of the Canada Greener Homes Grant or Loan, federal support available to Sault Ste. Marie residents is now more targeted, with the Oil to Heat Pump Affordability Program supporting eligible oil-heated households and the Canada Secondary Suite Loan Program supporting homeowners adding secondary suites, leaving other energy efficiency and resilience measures largely outside current federal program coverage.

Table 2-2: Current federal funding programs and their gaps

Available programs	Description	Funding gap
Canada Secondary Suite Loan Program CMHC 	Offers loans up to \$80,000 to add secondary suites to existing homes, with low interest rates (2%) and 15-year loan terms	Program initially planned to launch in 2025, expected to open 2026, details pending
Oil to Heat Pump Affordability Program Natural Resources Canada 	- Offers a heat pump incentive of up to \$10,000 to LMI homeowners with oil as their primary heating fuel - Recent changes have expanded the list of eligible heat pumps and increased income eligibility to account for inflation - Incentive is disbursed prior to installation - Requires proof of purchasing heating oil (500L)	- Narrow focus on oil-heated homes, which represent a very small percentage of Sault Ste. Marie homes - Unavailable to many income groups

Ontario programs

Ontario's current residential retrofit programs provide targeted support for energy efficiency and affordability measures.

Table 2-3: Current provincial programs and their gaps

Available programs	Description	Funding gap
Home Renovation Savings Program Save on Energy and Enbridge 	- Eligible measures include space and water heat pumps, smart thermostats (previously through Enbridge Smart Thermostat), solar PV and battery storage, insulation, air sealing, and energy efficient windows and doors - Certain rebates are only offered to projects that include two or more upgrades - Energy Assessments required for two+ measures	- Does not provide funding for climate adaptation measures - Low incentives for fuel switching to heat pump for Enbridge clients
Home Winterproofing Program Enbridge 	- Offers income-eligible homeowners and renters a home energy assessment and the installation of energy efficient measures at no cost - Eligible measures include: wall, attic and basement insulation; draft proofing; and smart thermostats - Coordinates with the Energy Affordability Program (below) so selected measures across the two programs can be installed at the same time	- Only available to homes using natural gas for space heating - Unavailable to many income groups - Limited list of eligible measures
Energy Affordability Program Save on Energy 	- Offers energy-saving products and services at no or low cost, depending on a household's circumstances and income - Covered eligible costs may include: the replacement of inefficient appliances; and the installation of insulation and draft-proofing, smart thermostats, cold climate heat pump and free energy saving kits - EnerGuide Assessments are required	- Some measures only support homes already heated with electricity (e.g. insulation, draft-proofing, smart thermostats, cold climate heat pumps) - Unavailable to many income groups
Peak Perks Program Save on Energy 	- Residents and small businesses can apply to have their smart thermostats adjusted by up to 2 degrees C during peak electricity events (no more than 10 between June and Sept). - Participants receive \$75 to enroll, and \$20 annually.	- Only for shaving electricity peaks, not for efficiency measures. - Limited approved contractors to implement work

Local programs

At the local level, Sault Ste. Marie residents primarily access retrofit-related incentives through provincial programs promoted or supported by the City of Sault Ste. Marie or PUC Services Inc., rather than through a standalone local retrofit funding program. PUC's role is mainly to increase awareness of available rebates, connect customers to conservation opportunities, and support uptake of programs such as Home Renovation Savings. This provides a useful local communication channel, but program eligibility, eligible measures, rebate levels, and funding gaps remain determined by provincial program rules.

PUC also provides information and connection support for residents interested in distributed energy resources, including solar PV and battery storage. This role is relevant because these measures can help households reduce electricity costs, manage future electricity demand, and improve resilience where storage is included. However, PUC's support is primarily an information and grid-connection pathway, not a dedicated local funding stream. Upfront costs, therefore, remain with the homeowner unless provincial or federal incentives apply, leaving a continued role for financing support for building-level upgrades and resilience measures.

However, there is one distinct local program run by Ontario Aboriginal Housing Services and supported by the CMHC.³⁸

Table 2-4: Current local funding programs and their gaps

Available programs	Description	Funding gap
OPHI Ontario Renovates Home Repair Program OAHS 	• Offers forgivable loans of up to \$25,000 to low- to moderate-income Indigenous off-reserve homeowners for repairs to their primary residence. • Eligible repairs may include structural, electrical, plumbing, heating, ventilation, fire safety, mold remediation, septic/well systems, accessibility, and health and safety measures. • Funding is determined case by case based on program priorities.	• Limited to low- to moderate-income Indigenous off-reserve homeowners. • Focused on urgent repairs, habitability, accessibility, and health and safety; energy efficiency may be included but is not the primary purpose.

³⁸ Ontario Aboriginal Housing Services. (2025). [OPHI Ontario Renovates Home Repair Program](#).



3. FINANCING MODEL

3. Financing Model

3.1 Financing Model Assessment

A local retrofit program can offer more attractive, innovative financing solutions than traditional financing, to support home retrofit activity by addressing financial barriers faced by many homeowners. Financing that covers the full upfront cost of home energy improvements and offers preferential terms like fixed interest rates, long amortization periods, and repayment on the property tax bill can help *more* homeowners complete *deeper* energy retrofits. With these elements in place, it is also possible that energy cost savings will match or exceed regular payments on the amount borrowed, to minimize the impact on homeowner cashflows.

3.1.1 Financing Model Options

Three financing solutions explored in the feasibility study (summarized in Table 3-1) included:

- Local Improvement Charges (LICs)
- Utility on-bill
- Private direct lending

Each model was evaluated against the City's climate objectives, homeowner barriers, availability of capital, administrative requirements, and the City's willingness to assume financial and operational risk. Each financing model has its strengths, and the most appropriate approach depends on local capacity and market conditions. Property tax financing offers long repayment terms and low-cost government capital but requires the municipality to administer loans and assume greater financial and legal responsibilities. Utility on-bill financing uses the utility bill as the repayment mechanism and can leverage existing billing systems, while third-party lending relies on private lenders to underwrite, service, and collect loans, substantially reducing municipal administrative burden.

The 2023 feasibility study ultimately recommended utility on-bill repayment through PUC Services as the preferred delivery model because the City had limited appetite to administer LIC financing and PUC expressed a willingness to support the program; however, that approach was explored further during this study and it was deemed not feasible due to the inability of PUC to implement an on-bill repayment program.

As a result, the recommended approach for financing is a direct lending model, in partnership with local credit unions or financiers, backed by a loan loss reserve. This model represents a practical and scalable alternative while also respecting the City's preference to minimize operational responsibilities and risk to taxpayers. This approach places responsibility for capitalization, loan underwriting, credit assessment, servicing, and collections on experienced financial institutions while allowing the municipality to engage a program administrator to manage marketing, homeowner support, and capacity building. It also provides a pathway to expand the program beyond what would be possible with public funds by leveraging private capital, making it well suited to supporting long-term retrofit activity without exposing the municipality to significant financial risk. A similar model is being

pursued by Thunder Bay, so collaboration opportunities exist (see Section 4.2.1 for more details).

Table 3-1 Description of Identified Program Financing Options

FINANCING MODELS	 Local Improvement Charges (LICs)	 Utility On-bill	 Private Direct Lending (unsecured)
Repayment mechanism	Homeowner repays their local municipality through a special charge on their property tax bill	Homeowner repays the utility through their energy bills.	Homeowner repays a participating lender through a personal loan agreement
Key attractive features	Transferable loan (runs with the property).	Streamlined repayment and simple agreements	Quick approvals and familiar process
Common challenges	Requires municipal involvement to set up and/or administer.	Few examples. Few utilities are willing to offer.	Higher interest rates and shorter terms on loans. Affects an individual's credit.
Key underwriting criteria	Property tax payment history	Utility bill payment history	Credit score, income and debt levels
Primary municipal responsibilities	Program champion + record LICs + secure program funding	Program champion + maintain a loan loss reserve to backstop homeowner defaults	Program champion + maintain a loan loss reserve to backstop homeowner defaults

A **Loan Loss Reserve (LLR)** is a credit enhancement tool where a pool of funds is set aside to cover a portion of losses incurred by lenders from homeowner financing defaults. The balance of the LLR fund may fluctuate as the balance of outstanding loans changes, since deposits are held until loans are repaid by the borrower (in this case, homeowners). In the event of default, lenders can apply to the LLR fund to be made whole for a portion of their demonstrable losses. Risks are shared between both parties as the LLR only covers a portion of losses (e.g. 80% of the losses at a 20:1 leverage ratio). The LLR can also be authorized to invest the funds set aside in an interest-bearing account.

Private direct lending

Under a private direct lending model, a private lender offers eligible participants unsecured personal loans for qualifying home energy retrofits. A credit enhancement from a municipality can help de-risk these loans and secure preferential lending terms for homeowners such as below-market interest rates, extended repayment, higher loan amounts, and expanded underwriting criteria to include credit challenged borrowers.

Risk management

The portion of loans issued to credit challenged borrowers may warrant higher LLR contributions. Risks associated with LLRs are shared between both parties, as a small portion of any loss (e.g. 10-20%) would not be recoverable through the LLR and would therefore need to be covered by the private lender. This shared risk approach helps ensure the lender follows careful underwriting and collection procedures.

The LLR could serve to backstop a term loan product, either by helping to establish a new offering in the community or enhance an existing offering. Currently, there are at least two unsecured loan products offered by the private sector: VanCity's Planet-Wise Home Renovation Loans and RBC's Energy Saver Loan. Both offer competitive interest rates and more favourable terms than most conventional unsecured loans.

These unsecured loans could also be used as bridge loans to meet short-term financing needs. This approach would help participants cover the upfront costs of home energy retrofits until a long-term arrangement is put in place, such as mortgage cash-out refinancing.

Example: GoGreen Home Financing Program in California facilitates access to competitive financing that can cover up to the full upfront cost of home energy retrofits. Participating lenders generally offer conditions like no closing costs or annual fees, no collateral required, loan terms up to 15 years, rates between 5% and 8%, and preapproval within 24 hours. To support this program, the State offers a credit enhancement in the form of a loss reserve.

Enabling legislation

Financial institutions are either federally or provincially regulated. Financial regulators enforce minimum risk management standards, capital adequacy and liquidity requirements, consumer protections, and various other provisions. Ontario credit unions are generally regulated by the Financial Services Regulatory Authority of Ontario (FSRA) while national banks are regulated by the Office of the superintendent of Financial Institutions (OSFI).

Assessed suitability

Retail lenders are particularly well set up to offer financing to consumers given that it is one of their primary lines of business. As such, retail lenders already have the necessary expertise, human resources, infrastructure, and access to capital to offer a new personal loan product. Compared to LIC or on-bill programs, unsecured personal loans

often offer a more streamlined process. In addition, many homeowners are accustomed to turning to local banks and credit unions to meet their financing needs.

Retail lenders in Canada have historically had difficulty gaining traction among homeowners with these offerings. These lenders can leverage their direct relationships with borrowers to promote their offering, although loans cannot in and of themselves address homeowner barriers that extend beyond financing. The City of Sault Ste. Marie can therefore play an important role not only enhancing these loan products by offering or facilitating access to a LLR, but also by socializing the benefits of energy efficiency and resilience in the community and by facilitating access to complementary initiatives, both of which can help address persisting behavioural and structural barriers.

Discussions with Your Neighbourhood Credit Union suggest that they are interested in offering such a loan product if a loan loss reserve can be made available. In addition, Thunder Bay has engaged in positive conversations with Alterna Savings Credit Union regarding a similar loan program, so collaborations with one or both lenders may be possible.

A blue-tinted photograph of a winding road in a rural landscape. A wind turbine is visible on the left side of the road in the background. The road curves through a grassy field under a clear sky.

4. PROGRAM DESIGN AND DELIVERY MODEL

4. Program Design and Delivery Model

4.1 Program Design Details

4.1.1 Participant Eligibility

To evaluate applications to the program, the HELP administrator will gather required documentation from applicants and coordinate with the financier to perform the necessary checks needed to confirm that the following minimum eligibility criteria is respected.

1. The applicant must be the **owner** of the home in which energy improvements are made.³⁹
2. The property must be **located** in the City of Sault Ste. Marie.
3. The home must be considered a **low-rise** residential property three-storeys or less (detached, semi-detached, row housing, similar) and situated on a permanent foundation, with a space heating system and all windows and doors in place, such that it is eligible for an EnerGuide assessment.⁴⁰
4. The applicant must agree to a **pre- and post-retrofit energy assessment**. If submitting a pre-retrofit energy assessment completed prior to the program's pre-approval, it must be dated no more than 48 months prior to the homeowner's application submission date, provided that no major energy upgrades were completed in the intervening period, to be accepted.

Other underwriting criteria and eligibility requirements are to be negotiated with credit union(s), banks, or other financiers during the program start-up period.

4.1.2 Eligible Measures

Eligible projects will need to meet baseline requirements for qualifying upgrades (listed in Appendix B).

Note that financiers(s) may be willing to increase the total loan to allow the homeowner to incorporate measures that are not on the eligibility list. That portion of the loan may not be backstopped by the LLR, and the blended interest rate applied may therefore be higher.

Baseline project requirements

Applicants will need to demonstrate that their financing request meets the following requirements:

5. Financed upgrades include **one or more** qualifying energy measure(s).
6. Financing is **not** used for the installation or replacement of any fossil fuel system.

³⁹ While non-owner-occupied properties are eligible, other measures should be implemented and enforced to protect renters from potential rent increases and "renovictions". For more information on best practices, refer to Kantamneni, A., & Haley, B. (2023). [Energy Efficiency in Rental Housing: Policy Mixes for Efficiency, Affordable and Secure Housing](#).

⁴⁰ Natural Resources Canada. (2023). [EnerGuide Energy Efficiency Home Evaluations](#).

7. Up to 30% of total approved financing may be directed toward qualifying **supporting measures**, including climate adaptation.
8. Financed measures are consistent with or exceed the minimum energy efficiency standards listed on the program website such as EnergyStar for appliances.
9. Financed upgrades must be completed within **12 months** following the execution of the loan pre-approval, though a 6-month extension may be possible for homeowners who need more time to complete their projects.

The program will also permit DIY upgrades if they align with the overall program objectives and are for measures that do not require a qualified professional or any certification to complete. This therefore excludes measures like heat pumps and solar PV which must be installed by a qualified contractor and therefore cannot be DIY projects. The applicant will need to obtain written approval from the financier(s) before proceeding with any purchases or work and provide all receipts for materials at the end of the installation. Homeowners will not be allowed to claim charges for their own time.

Eligible measures

The program will finance energy improvement measures listed in Appendix B. List of Eligible Measures, as well as qualifying supporting measures, recognizing that homeowners will, in many cases, incur related costs that fall outside of a strictly defined scope for home energy equipment installation. For instance, some homes may need electrical wiring and service upgrades prior to certain improvements, while other homes may benefit from mold remediation before further work is completed. Additionally, homeowners may also wish to pair retrofit measures with minor related renovations for aesthetic or practical reasons, such as replacing the door frame trim or painting around work sites. To allow for reasonable flexibility, up to 30% of the loan value may be dedicated to costs associated with the energy improvements.

The program will also aim to promote and finance measures which support the overall objectives, including climate adaptation. However, because HELP's primary focus is to support energy upgrades that reduce GHG emissions, additional improvements will not be permitted to represent more than 30% of the total financing request. The Coach or financier(s) may work directly with homeowners to clarify what energy, adaptation and supporting measures are eligible. The financier(s) may offer greater financing to cover any other costs; however, these would not be backstopped by the LLR.

4.1.3 Program Incentives

If funds can be secured, HELP will offer financial incentives that support carbon-reduction measures for homeowners who access the consumer loan product associated with the program. The incentives offered will be additional to any incentives offered under other programs. The incentives offered will cover the cost of the pre- and post-retrofit energy assessment coupled with air sealing; rebates for attic, wall, and basement insulation using low-carbon materials; and rebates on heat pumps for households currently heating with natural gas. The total incentive amount provided from the City will be no more than 10% of the loan value.

With the close of the Canada Greener Homes Grant program and the launch of the Ontario Home Renovation Savings Program, less substantial incentives are currently available for the

installation of heat pumps in homes heated with natural gas (see Table 2-2, Table 2-3, and Table 2-4 for descriptions of available programs). There nonetheless remains multiple incentives which aim to support home energy improvements for LMI households, including:

- Natural Resources Canada (NRCan)'s Oil to Heat Pump Affordability Program;
- Enbridge's Winterproofing Program; and
- Save on Energy's Energy Affordability Program.

The HELP program will aim to secure funds to offer additional incentives to homeowners in ways that complement these programs. Additional incentives can encourage program participation, stimulate demand for specific measures that may be otherwise unpopular, and reduce total project costs for homeowners. Incentives to be offered under this program are outlined in Table 4-1.

HELP incentives will be paid directly to the credit union, reducing the homeowner's loan balance. Non-HELP incentives (such as those offered under the Ontario Home Renovation Savings Program) will be paid to the homeowner, who will have the choice whether they use it to pay down their loan balance. Note, there are no penalties for early repayment with the credit union(s) loan product.

The program will remain responsive to larger market trends, given the frequent fluctuations in available program offerings. Sault Ste. Marie will tailor incentives to address emerging market gaps. As an example, the Canada Greener Homes grant program stopped accepting new applications in 2024 and announced it would reopen for LMI households only.⁴¹ To date, no more information about that re-opening has been provided.

Table 4-1: Program incentives offered for home energy improvements

Measure	Incentive	Requirement	Notes
General			
EnerGuide assessment (pre- and post-retrofit)	\$600 (or the balance not otherwise covered)		Paid directly to Service Organization
Air sealing, blower-door assisted (for homes >3 air changes/hr)	\$400	Air tightness goal in EnerGuide assessment	Paid directly to Service Organization
Insulation <i>Insulated area must be >70% of surface area of the facade and use products that are < 4.2 kg CO₂eq/FU.</i>			
Attic or Roof	\$500	R-value +25	
Exterior Walls	\$2,000	R-Value +8	Semi-detached and corner unit townhouses homes

⁴¹ Natural Resources Canada. (2024). [Canada Greener Homes Initiative - February 2024 Update](#).

			receive 75%, townhouses receive 50%.
Foundation/Basement	\$500	R-Value +20	
Cold Climate Heat Pumps <i>For homes primarily heated with natural gas.</i>			
Air source, central	\$1000/ton Max \$3,000		
Air Source, mini split	\$500/ton Max \$3,000		
Geothermal HP	\$1,500/ton Max \$5,000		

Note: The total incentive offered will not exceed 10% of the loan value.

Rationale for Low Embodied Carbon Insulation

Embodied carbon represents the GHG emissions associated with a product's lifecycle, from manufacturing, transportation, installation, maintenance, and demolition. A material's embodied emissions can total more than the GHGs saved during its operation. As such, it is important to encourage the use of low-embodied carbon products. For insulation, there is a wide range of products available, with some having very high embodied carbon and some very low. Incenting the low carbon options will increase general awareness of the importance of embodied carbon.

4.1.4 Customer Journey

The multi-stakeholder HELP journey map shown in Figure 4-1 below summarizes the interactions between different stakeholders at different program stages. Further discussions will be needed to finalize the process map once the program administrator and financier(s) are contractually engaged.

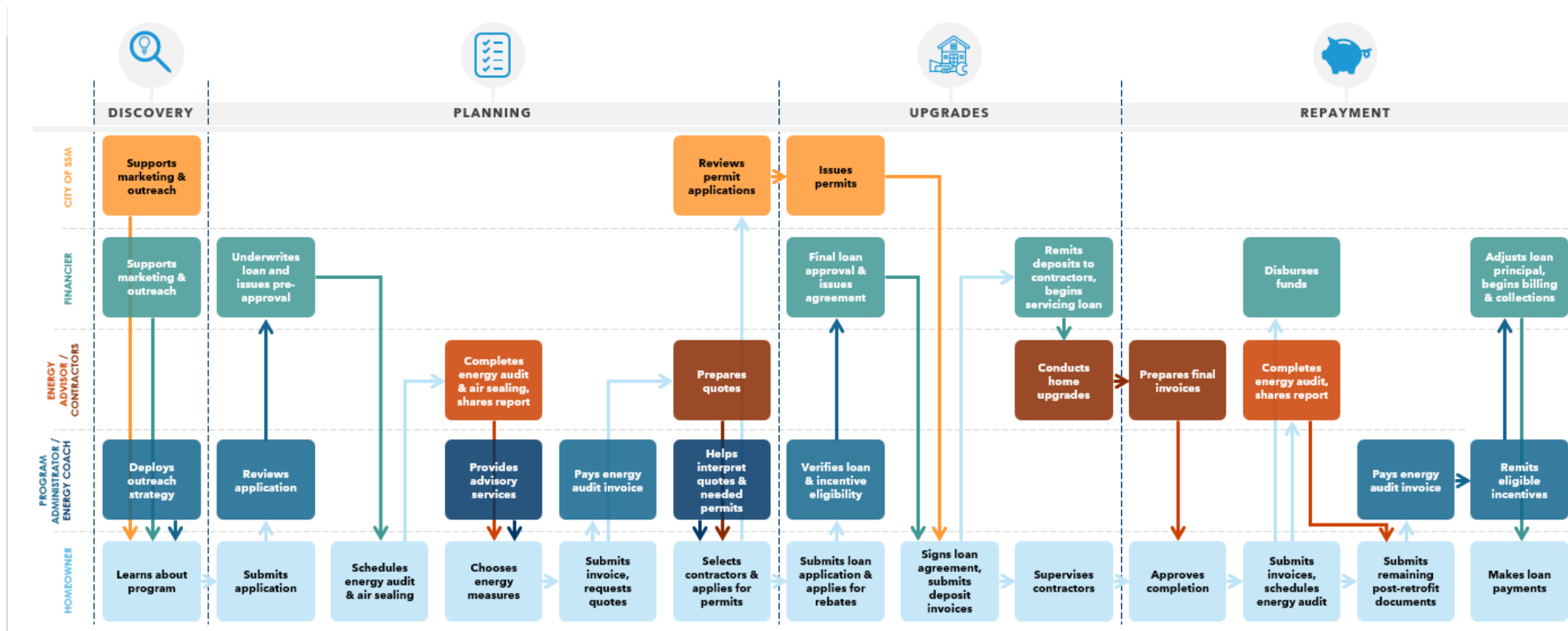


Figure 4-1 Multi-stakeholder journey map for Home Energy Loan Program

The proposed residential retrofit financing program is designed to provide homeowners in Sault Ste. Marie with a simple, supported pathway to complete energy efficiency and climate resilience upgrades. The delivery model combines financing with technical guidance, energy coaching, and coordinated administration to help homeowners navigate the retrofit process from initial interest through to project completion and loan repayment. Roles and responsibilities are clearly defined among the program administrator, participating financial institution, City, contractors, and energy advisors to ensure an efficient and consistent customer experience.

Discovery

The Discovery stage focuses on building awareness of the program and encouraging homeowner participation through coordinated marketing, outreach, and education. The program administrator, supported by the City and partner organizations, would promote the benefits of home retrofits, provide educational resources, respond to enquiries, and direct homeowners to program information and application materials.

Planning

During the Planning stage, interested homeowners submit an application to determine program eligibility and obtain loan pre-approval. Participants then complete a home energy assessment, receive guidance on recommended retrofit measures, obtain contractor quotes, and may access personalized energy coaching to help prioritize improvements, understand available incentives, and select qualified contractors.

Upgrades

Once the retrofit scope has been finalized, the program administrator confirms project eligibility and coordinates with the participating financial institution to finalize the financing agreement. Homeowners proceed with construction using their selected contractors, while the financial institution manages loan documentation and disbursement of approved funds to support project implementation.

Repayment

Following completion of the upgrades, homeowners complete a post-retrofit energy assessment and submit the required documentation. Applicable incentives are applied to reduce the outstanding loan balance, and the participating financial institution manages loan servicing and repayment over the loan term. Program performance and homeowner satisfaction are also monitored to support continuous improvement and reporting requirements.

Optional Re-entry

To encourage deeper home decarbonization over time, the program includes an optional re-entry pathway that allows previous participants to return and complete additional retrofit measures. Building on their original energy assessment and retrofit roadmap, homeowners can phase improvements over several years as their needs, priorities, and financial circumstances evolve.

4.1.5 Equity, Accessibility, & Vulnerable Household Considerations

Equity-based retrofit research shows that households experiencing energy poverty face more than a simple affordability gap. Income, tenure, age, housing condition, trust, language, program complexity, and access to contractors all shape whether households can complete retrofits and benefit from them.⁴² This is relevant to Sault Ste. Marie because the Home Energy Loan Program will operate in a community where household capacity is uneven and where retrofit needs are concentrated in older homes.

Local economic conditions increase the importance of this design lens. Recent layoffs at Algoma Steel point to employment and income volatility in a major local sector, which can reduce households' willingness or ability to take on debt even when upgrades would lower long-term energy costs.⁴³ Sault Ste. Marie also has an older population, with an average age of about 45 and a median age of about 48. These figures are comparable to Newfoundland and Labrador, the oldest province or territory by both average and median age in recent national estimates.⁴⁴ For senior-led households, the issue is not only income. Fixed budgets, health needs, limited ability to coordinate contractors, and lower tolerance for bill volatility can all make retrofit participation harder. With about one-third of households renting and a meaningful share of households living on low income, the program should assume that standard marketing and loan terms will not reach all residents equally.

The HELP should therefore include a specific pathway for underserved households. Income-qualified residents should be actively screened and referred to the Home Winterproofing Program and the Energy Affordability Program before being offered debt. These programs are already supported locally by PUC and delivered in the region by CLEAResult, which makes them a practical first step for households that may qualify for no-cost upgrades [4]. The loan program should fill remaining gaps only after available no-cost or rebate-based supports are considered.

Accessibility should also include practical, low-cost action. The program should provide plain-language DIY guidance for air sealing, draft proofing, thermostat use, maintenance, and seasonal energy management. Natural Resources Canada's *Keeping the Heat In* guide should be highlighted as a trusted homeowner resource for DIY air sealing, as it identifies comprehensive air leakage control as a first order retrofit activity and provides practical guidance on finding and sealing leakage paths with caulking, weatherstripping, gaskets, and tapes.⁴⁵ It should also explore partnerships with the public library, community groups, or PUC to lend simple tools such as thermal cameras, caulking guns, outlet gaskets, and basic weatherization kits. This would help households act before they are ready for a full retrofit and would reduce dependence on contractors for minor measures.

Consumer protection should be built into delivery. Participants should receive a contractor checklist, standard questions to ask before accepting a quote, guidance on comparing bids, and support understanding expected bill impacts. Renters should receive a short guide explaining landlord consent, disruption risks, utility bill responsibilities, and protections against rent increases linked to energy upgrades. Community organizations serving seniors,

⁴² Tozer, L., Klenk, N., & others. (2024). [Equity-Based Energy Retrofits](#).

⁴³ HRD. (2025). [Algoma Steel issues 1,000 layoff notices as tariffs and transition reshape operations](#).

⁴⁴ Statistics Canada. (2024). [Canada's population estimates: Age and gender, July 1, 2024](#).

⁴⁵ Natural Resources Canada. (2025). [Keeping The Heat In - Section 4: Comprehensive air leakage control in your home](#).

low-income residents, renters, Indigenous residents, newcomers, and other underserved groups should be trained as program partners so they can communicate program changes, eligibility rules, and referral pathways through trusted relationships.

The program should also monitor whether equity measures are working. Useful indicators include the share of outreach deployed in areas with higher vulnerability, the share of participants from target groups, and the ratio between expected energy savings and loan payments for participating households. These metrics would show whether the program is reducing energy poverty risk or simply serving households that already had the capacity to retrofit.

4.2 Collaboration Opportunities

4.2.1 Northern Ontario Municipal Collaborations

Northern Ontario municipalities have collaborated on climate change primarily through regional knowledge-sharing, joint planning, shared technical resources, and collective advocacy. Municipalities across Northern Ontario (both West and East) have regular meetings and align and leverage each other's efforts for efficiencies and to achieve economies of scale.

A home energy loan program is a perfect opportunity for this collaboration, where similar partnerships, program designs, and legal documents can all be shared across multiple municipalities. Initially, Sault Ste. Marie and Thunder Bay are aligning on a shared retrofit roadmap platform that they can use for education and outreach. Also, their program design approaches are very similar, which presents an opportunity to jointly negotiate financing and delivery partnerships. This approach will both streamline the startup costs, save the Cities staff time to negotiate the partnerships, as well as give them more negotiating power for better terms from partners.

Specific opportunities for collaboration include:

- Joint funding applications for **grant funds** and/or loan loss reserve funds
- Joint procurement of a **shared program administrator** (Thunder Bay is in discussions with EcoSuperior about administration and energy coaching services)
- Joint program **online platform and marketing materials**
- Joint **loan financier(s)**
- **Pooled loan loss reserve fund** for diversifying the risk
- Joint **contractor training** offers (Thunder Bay is in discussions with Confederation College about virtual training opportunities for contractors)
- Joint program **measurement and evaluation** to enhance program improvements
- **Collaborative reporting** (to funders and Council) for simplified reporting

These collaboration opportunities could expand beyond Sault Ste. Marie and Thunder Bay to include more Northern Ontario municipalities in the future.

4.2.2 Joint Governance Model

The recommended governance model is a collaborative, multi-city delivery model that enables the Cities of Sault Ste. Marie and Thunder Bay to maintain local ownership while sharing program administration and financing (depicted in Figure 4-2). Under this approach, each municipality would establish its own home energy loan program, define local program objectives and eligibility requirements, and remain accountable to Council for program oversight and performance.

However, rather than each city developing separate administrative systems, both municipalities would jointly procure a single third-party program administrator to deliver the program on their behalf using common processes, technology, customer service, marketing materials, and reporting systems. Similarly, both programs would be capitalized by the same financier and secure operational funding from the same funder. Loan loss reserves may be managed jointly or independently, depending on the source of funds secured.

This shared governance structure would reduce administrative costs, improve consistency in customer experience, create economies of scale, simplify reporting to the funder, and establish a scalable model that could be expanded to additional Northern Ontario municipalities over time while preserving each municipality's decision-making authority.



Figure 4-2 Joint governance structure

4.2.3 Utility Collaborations

In Sault Ste. Marie, there are also opportunities to leverage support from third parties and the private sector to advance the goals of the home energy loan program. The City has engaged with both energy utilities, PUC Services Inc. and Enbridge Gas, to explore opportunities for collaboration on the proposed home energy loan program.

Discussions with **PUC Services** focused on the potential for collaboration on outreach regarding existing and planned incentive offerings. There may also be a role for PUC to deliver the program locally, though PUC has confirmed that it is not willing to collect loan repayments through electricity bills, meaning loans will need to be administered independently.

Enbridge Gas also indicated that it is not prepared to provide a loan loss reserve or collect loan repayments through customers' gas bills. However, Enbridge has historically supported municipalities in Ontario with customer outreach and education, as well as providing funding for activities such as contractor training and homeowner education.

The City's own **water utility** (PUC) can also help with outreach and awareness to homeowners regarding the program offering such as through water bill inserts or e-newsletters. This is particularly pertinent for measures that also reduce water consumption.

4.2.4 Other Collaborations

A software provider, **Climative**, has offered to provide their home energy rating and retrofit roadmap platform free of charge to both Sault Ste. Marie and Thunder Bay. This platform could serve as a powerful homeowner engagement and decision-support tool that complements the financing process. Using property-specific data provided by the homeowner and machine learning, the platform can generate an instant assessment of a home's energy performance, greenhouse gas emissions, climate risks, and retrofit opportunities. Homeowners will receive personalized upgrade recommendations, estimated project costs, expected energy savings, payback periods, and information on available rebates and financing options, allowing them to better understand the benefits of investing in their homes before applying to the program. The platform may also be able to connect homeowners to virtual energy coaching and qualified local contractors, helping simplify what can otherwise be a complex renovation process. For the City of Sault Ste. Marie, integrating Climative into the program would reduce barriers to participation, improve homeowner confidence, increase uptake of energy efficiency and resilience upgrades, and generate valuable program data to support reporting, continuous improvement, and future program planning.

Local **community and environmental organizations** can play an important role in supporting the success of the City's home energy loan program by increasing awareness and building public confidence. Through their established community networks, these organizations can help promote the program, educate homeowners about the benefits of energy efficiency and climate resilience upgrades, and encourage participation. They could also facilitate peer learning opportunities, such as home retrofit open houses, workshops, or homeowner ambassador programs, where residents who have completed retrofits share their experiences, lessons learned, and practical advice. These peer-to-peer interactions can help

build trust, reduce uncertainty, and motivate additional homeowners to undertake retrofit projects.

Local contractors and contractor associations are essential delivery partners and can significantly contribute to the program's success. By participating in program-funded training opportunities, contractors can expand their knowledge of energy-efficient and climate-resilient retrofit practices while becoming familiar with program requirements and available incentives. Contractors can also serve as trusted ambassadors for the program by introducing financing and incentive opportunities during conversations with prospective customers. Access to affordable financing enables homeowners to undertake more comprehensive retrofit projects, while providing contractors with an additional tool to help overcome cost barriers and close sales, ultimately increasing local retrofit activity and supporting the growth of the clean building sector.

4.3 Program Risk Mitigation & Evaluation

4.3.1 Risk Assessment & Mitigation

Table 4-2 below summarizes the risks to the program success and their mitigation strategies.

Table 4-2: Risk Review

PROGRAM DELIVERY RISKS - INTERNAL			
#	Risk	Details	Mitigation Strategy
1.	Low uptake	Uptake for the program could be low or non-existent, and the funds could remain unused.	- Provide incentives high enough to trigger action. If very low uptake despite other measures, consider increasing incentives. - Partner with other programs targeting low-income populations to refer participants. - Targeted marketing and outreach to low-income populations through channels related to affordability, poverty, etc. - Provide support of retrofit manager, who can provide support managing the retrofit, but also support filling in the paperwork, which can be an important barrier to participation.
2.	Program over-subscription	Uptake for the program could be higher than expected and the funds may not be sufficient to cover the number of applicants.	- Clearly communicate that incentives are limited in numbers to avoid disappointing participants. - If uptake is too high, marketing efforts can be slowed. - If uptake of the incentives is higher than expected, the program could disburse on an accelerated schedule to accelerate the energy poverty and GHG reduction impacts. - Participants could be redirected and guided to other existing programs and added to a waitlist.

			• Additional funds could be sought after by pursuing different funding partners.
3.	Coordination difficulties	• Close coordination may be challenging across program partners. • Messaging between different programs may get confusing for participants if not coordinated appropriately.	• Engage regularly with the City of Sault Ste. Marie and their program delivery agent to ensure appropriate workflows and messaging. • Test program systems with a few participant files and adjust any processes that are unclear, inefficient or impractical. • Participate in peer-learning activities with other programs delivering similar programs. • Assess participant confusion and awareness of different programs through post-participation survey.
PROGRAM DELIVERY RISKS - EXTERNAL			
#	Risk	Details	Mitigation Strategy
1.	Incorrect payment to contractors	The flow of funds from the City to the contractors is a practical but unusual feature of program design. In this situation, some contractors could try to get a deposit directly from their clients.	• Proactive communications and notices from the City to the applicant must be made. • Clear communications from the program to the participant to clarify that they should not pay the contractor for the value of the rebate.
2.	Liability and reputation exposure through the Retrofit manager service	Households could blame the program for contractor underperformance or post-retrofit issues if they received help by the retrofit manager and still run into problems.	• Have retrofit managers' roles and boundaries described clearly upfront, verbally and through program application documents. • Contract retrofit manager services to a well-known and reputed organization that is experienced with providing that sort of service.
3.	Poor contractor performance	Contractors who do not correctly install selected upgrades may indirectly present reputational risks to the program by contributing to a poor participant experience. Poorly installed equipment can result in unmaterialized energy and GHG savings, impacting the program's ability to deliver on its stated objectives and homeowners' capacity to	• Partner with HRAI Heat Pump Champion Advocate program to amplify trust regarding contractor choice. • Provide retrofit manager services, which can help homeowners navigate issues with their contractors, and can also get involved with guidance. • Require participants to sign a form that states they are satisfied with the installation before triggering payment to the contractor. • Through the general population outreach, direct homeowners to existing vetted contractor list (e.g. CHBA and RenoMark) that enforce a quality assurance process and disciplinary measures (e.g. probation and expulsion from the list).

		afford payments on their home upgrades if energy savings fall substantially short.	• Communicate to contractors the expectations of the program and the information to be provided in quotes. • Manage, track and resolve complaints to the best of the program's ability, and clearly communicate liability disclosures. • Communicate proactively with other local programs to share information on problematic contractors.
4.	Changing incentive landscape	Sunsetting financing and incentive programs, as well as carbon pricing, can make home retrofits less affordable and attractive, while contributing to market confusion. Launch of new program (such as awaited Canada Greener Homes Affordability Program) can increase market confusion and intersect with program goals.	• Monitor the financing and incentive programs offered by other entities, as well as any applicable carbon pricing, and ensure the program materials and communications remain up to date. • Adjust the program's incentives as needed to ensure funds are directed to where they are most needed and continue to reflect the program's priorities.

4.3.2 Evaluation Framework

This program evaluation and monitoring plan is designed for the Sault Ste. Marie's Home Energy Loan Program. It establishes a framework to assess the design, implementation, and outcomes of a program to determine its effectiveness, efficiency, and impact. These insights can be used to improve program performance and guide the transition to the next phase of implementation.

While a program evaluation will be conducted at the midpoint and end of the initial implementation period, the collection of data in real-time (such as homeowner surveys) could also enable the City to monitor program performance and integrate course corrections and continuous improvement throughout program delivery. A midpoint review could also help to assess whether the program is on track to meet its objectives, comparing early outcomes with planned benchmarks.

This evaluation and monitoring plan could be done internally or mandated to an external evaluator.

4.3.3 Evaluation Objectives

The program evaluation aims to:

1. **Assess program impacts:** Determine whether the program is achieving its intended outcomes relative to the City's stated objectives.

2. **Evaluate program processes:** Examine the effectiveness and efficiency of program's structure, implementation processes, and governance model.
3. **Provide actionable recommendations:** Identify clear, evidence-based recommendations to enhance program design, delivery and performance.

The insights gained from the midpoint and endpoint evaluations and real-time data will enable informed decision-making and help optimize program performance, allowing the team to test, refine, and scale proven solutions.

4.3.4 Data Collection

Best practices for program monitoring and evaluation include the establishment of data collection processes *prior* to program launch.

The evaluation could draw on both primary and secondary data to ensure a comprehensive understanding of the program's performance and impacts. Moreover, engagement of the full scope of interested parties throughout the evaluation process would help ensure that the program is having the intended impact for all interested parties, and that friction points are not being overlooked.

- **Internal interested parties:** The City program lead, other relevant City staff, and other parties directly involved in program implementation and oversight will contribute valuable insights into the program processes and impacts on resources, costs, and other factors.
- **External interested parties:** Program partners, participants (active, withdrawn, and complete), and community members will provide feedback on their experiences with the program, helping to evaluate relevance, effectiveness, and broader outcomes.

Additional data sources could include:

- **Sault Ste. Marie Home Energy Loan Program database and budget.** A Sault Ste. Marie Home Energy Loan Program database could track total participation and attrition rates.
- **Sault Ste. Marie Homes ratings.** The ratings, collected by the City through the home energy rating platform, could provide insights on the energy efficiency of homes pre and post retrofits.
- **Sault Ste. Marie Home Energy Loan Program website and social media.** This will include information on referral rates, engagement characteristics, and retrofit scenarios modeled by homeowners.
- **Sault Ste. Marie Energy Coaching Calls.** Calls with the energy retrofit coaches will reveal detailed information on homeowners' needs and barriers to home retrofits.
- **Client satisfaction surveys.** The Sault Ste. Marie Home Energy Loan Program will survey participants after they participate in the regional program, which will provide helpful information for the City.
- Additional data may be addressed throughout the program set up and implementation phases.

4.3.5 Impact Evaluation Framework

The evaluation framework provides a structured approach to assessing the program's performance and effectiveness. It outlines research questions, KPIs, and sources of data to

guide both impact and process evaluations. The City may select whichever KPIs align most with their priority at time of launch, or with the data they may more easily be able to collect and secure access to.

The impact evaluation framework below proposes KPIs to measure the program's progress towards meeting its stated objectives, namely to:

- 1. Reduce GHG emissions by helping to decarbonize the City's existing housing stock.**
- 2. Mitigate the rate of energy poverty in the community.**
- 3. Enhance community awareness and uptake of other existing offers for energy retrofits.**

The following section identifies key evaluation questions, KPIs and sources of data to assess the program's outcomes based on each of its stated goals.

Program Objective #1: Reduce GHG emissions by helping to decarbonize the City's existing housing stock. This objective contributes to the City's climate mitigation efforts and long-term goal of achieving 80% community emissions reductions by 2050.

Table 4-3 Impact Evaluation KPIs for Objective #1

	Evaluation Questions	KPIs	Sources of Data
1.	To what extent is the program contributing to the City's GHG emission reduction targets?	Estimated energy and GHG reductions, total for program	- Sault Ste. Marie home energy rating platform - Home Energy Loan Program database
2.	To what extent is the program driving GHG emission reductions in home retrofit projects?	Estimated energy and GHG reductions, average per home	

Program Objective #2: Mitigate the rate of energy poverty in the community. This objective is motivated by the intersection of low-income, high-energy costs, and inadequate housing in the community.

Table 4-4 Impact Evaluation KPIs for Objective #2

	Evaluation Questions	KPIs	Sources of Data
1.	Is the program effectively reaching low-income homeowners?	- Number of Coaching calls completed with low-income homeowners - Number of program enrolments by lead source	- Sault Ste. Marie home energy rating platform - Home Energy Loan Program database
2.	Is the program helping reduce energy costs for target low-income groups?	Estimated energy and GHG reductions for low-income homes	
3.	What are the most pressing needs of each target vulnerable group?	Client satisfaction surveys results	
4.	Are the support measures helping low-income homeowners implement retrofits?	# of low-income homeowners accessing grants	

Program Objective #3: Enhance community awareness and uptake of other existing offers for energy retrofits. This objective focuses on the City's efforts in outreach and awareness-raising to bring more Sault Ste. Marie residents towards other existing offerings.

Table 4-5 Impact Evaluation KPIs for Objective #3

	Evaluation Questions	KPIs	Sources of Data
1.	To what extent is the program increasing awareness of home energy retrofit offers?	• Number of Climative retrofit simulations run (pending formal MOU and partnership) • Number of Coaching calls completed	• Home Energy Loan Program database
2.	To what extent is the program helping homeowners improve the energy performance of their home?	• Number of retrofits completed • Estimated energy and GHG reductions	• Sault Ste. Marie home energy rating platform

4.3.6 Process Evaluation

The process evaluation framework serves to examine how the program is being implemented, focusing on whether it is being delivered as intended and under the right conditions. By uncovering the factors influencing the program's strengths and shortfalls, the evaluation helps recommend areas for improvement. It can also uncover opportunities to help scale and enhance the program. Assigned evaluator or City staff can choose which evaluation questions are more in line with preoccupations, performance, and priorities at the time of evaluation, and can adapt this process to the resources dedicated to the evaluation.

Table 4-6 Process Evaluation KPIs

	Evaluation Questions	KPIs	Sources of Data
1.	Is the program being delivered as planned?	- Number of home retrofit simulations run vs. Number of retrofits completed - Number of Coaching calls completed - Estimated energy and GHG reductions	- Sault Ste. Marie home energy rating platform database - Interviews with program staff
2.	Is the program being administered optimally?	- Planned vs. actual resource allocation (funds, staff) - Attrition rate at different program stages	- Interviews with program staff and partners - Budget reconciliations
3.	To what extent are program services of value to participants?	Average satisfaction rating	Client satisfaction surveys results
4.	Is program messaging resonating with target audiences?	- Referral rate (from number of program enrolments by lead source) - Social media analytics	Client satisfaction surveys results
5.	How effective is program coordination with program partners?	- Program partnerships (municipal, civil society, and private sector) - Number of program enrolments by lead source - Social media analytics	Interviews with program staff and partners

4.4 Start Up Plan

Once the City has secured and is ready to move forward, several tasks must be completed to prepare for program launch. The start up period will be shaped by close collaboration between the City, the credit union/financier, as well as the program administrator once retained. The following section provides a high-level overview of these activities, which include but are not limited to:

- 1. Council endorsement.** The City will need to secure Council endorsement and the requisite commitment of staff time and budget to fulfill funder requirements. This may involve approval of a formal collaboration with other municipalities and/or program partners.
- 2. Secure program funding.** The City will need to secure funding for the start up costs and any operating costs that cannot be covered from the program revenues.
- 3. Resourcing.** The City will need to retain a program administrator through a process consistent with its procurement policies. The City will also need to engage with different municipal teams, to notify them of the activities they will be responsible for during the start up period, or the added volume they may see through the program start-up (for permits, or general inquiries, for example). This will help to firm up the internal and external resourcing plan, while providing municipal staff with some lead up time to anticipate the changes to their future workload.
- 4. Legal and financial activities.** The City will work with legal council to draft a contract with the credit union/financier, to finalize the program's term sheet and work out the processes and procedures to store and share data, transfer funds, and finalize the conditions for access to the loan loss reserve funds.
- 5. Program infrastructure.** Working with the program administrator and other third parties, the City will oversee the building of the program's backend infrastructure (e.g. customer database, centralized web platform) and website. This step may require a significant investment of time to ensure all software is well customized to the needs of the program and safety requirements.
- 6. Delivery partner engagement.** The City, credit union/financier and program administrator will need to work together to finalize the program's various processes and procedures, create alignment, and offer training and support. In addition, the program administrator will need to work with local energy assessors, relevant contractor firms, and other potential program delivery partners (e.g. local environmental organizations) to communicate the details of the program and enhance understanding of climate adaptation home improvements.
- 7. Marketing and outreach strategy.** The program administrator will be responsible for developing a complete marketing and outreach plan for the program, leveraging its previous experience, though the City and other partners can support. The administrator will also be responsible for producing promotional and website content and materials.

A blue-tinted photograph of a winding road in a rural landscape. A wind turbine is visible on the left side of the road in the background. The road curves into the distance, flanked by grassy fields. The sky is overcast.

5. FINANCIAL ANALYSIS & NEXT STEPS

5. Impact Analysis & Next Steps

5.1 Program Uptake

Based on the modelling results of different uptake scenarios, the program is expected to support **approximately 150 participants within the first four years of operations** (assuming the Mid-uptake scenario in Table 5-1).

Table 5-1: Estimated uptake, City of Sault Ste. Marie⁴⁶

Uptake Scenario	Average Annual Uptake	Total Cumulative Uptake
	Years 1-4	Years 1-4
Low	25	100
Mid	37	148
High	93	372

Program uptake could exceed projections if there is substantial pent-up demand and if other initiatives that further drive demand for home energy and adaptation improvements are introduced at the local, provincial and federal levels in the coming years. The HELP program is also expected to indirectly increase retrofit activity outside of the program by motivating homeowners to undertake energy and adaptation improvements through other financing options (e.g. savings, home equity loan) as the local retrofit ecosystem becomes more established and as residents become more aware and familiar with the associated benefits.

5.1.1 Environmental Impacts

Based on the projected uptake for the program, Table 5-2 and Table 5-3 present the estimated energy saving and GHG reductions resulting from home retrofits completed through the HELP program, respectively.

Table 5-2: Estimated energy savings (GJ)

Uptake Scenario	Average Annual Energy Savings	Total Cumulative Energy Savings
	Years 1-4	Years 1-4
Low	2,667	10,667
Mid	3,908	15,632
High	9,571	38,282

⁴⁶ Some totals may not add up exactly due to rounding across all tables in this section.

Table 5-3: Estimated GHG savings (tCO₂e)

Uptake Scenario	Average Annual GHG Savings	Total Cumulative GHG Savings
	Years 1-4	Years 1-4
Low	101	404
Mid	147	589
High	346	1,384

While the HELP program will play a role in meeting the City’s climate action objectives, various other policies, regulations and initiatives—both carrots and sticks—will be needed to achieve net zero emissions across the existing housing stock by 2050.

5.1.2 Program Co-benefits

The program will generate multiple co-benefits, in addition to supporting the City’s GHG, energy and adaptation objectives. Some of the expected community benefits resulting from the program’s direct and indirect impacts include:

- Reduced rate of energy poverty across the City;
- Increased economic activity (e.g., jobs created);
- Improved home safety and resiliency (more comfortable temperatures during heat waves or power outages, less risk of flooding);
- Improved comfort and health (e.g., better air quality, less moisture and mold issues); and
- Increased home values.

This program will also allow the City to be well positioned to support residents meet future and growing pressures to undertake energy and adaptation upgrades, as well as to expand to target commercial and multifamily buildings.

5.2 Funding Needs & Opportunities

5.2.1 Program Budget

To launch a home energy loan program, funding is needed for both loan capital and for program delivery costs, and funding sources may differ for each. Table 5-4 outlines the estimated program budget

Table 5-4 Program Operating and Capital Budget

Operating Budget	Year 1	Year 2	Year 3	Year 4	TOTAL
Basic Program Admin					
Program Setup	\$40,000				\$40,000
Web portal setup and updates	\$10,000	\$5,000	\$5,000	\$5,000	\$25,000
Legal fees for agreements with FIs & admins	\$40,000	\$0	\$0	\$0	\$40,000
Program administration	\$15,408	\$17,187	\$18,012	\$20,718	\$71,325
Subtotal: Basic Program Operating Budget	\$105,408	\$22,187	\$23,012	\$25,718	\$176,325
Additional Operating Budget, pending funds					
In house energy/resiliency assessment	\$18,600	\$21,000	\$22,800	\$26,400	\$88,800
Rebates: Air sealing, heat pumps, & insulation	\$51,360	\$57,290	\$60,040	\$69,060	\$237,750
Energy coaching	\$12,400	\$14,000	\$15,200	\$17,600	\$59,200
Retrofit managers for LMI households	\$3,100	\$3,500	\$3,800	\$4,400	\$14,800
Outreach and Marketing	\$15,000	\$10,000	\$10,000	\$10,000	\$45,000
Contractor training	\$15,000	\$10,000	\$10,000	\$10,000	\$45,000
Program evaluation (external consultant)				\$70,000	\$70,000
Additional Operating Budget	\$115,460	\$115,790	\$121,840	\$207,460	\$560,550
Total Operating Budget	\$220,868	\$137,977	\$144,852	\$233,178	\$736,875
Capital Budget					
Loan Loss Reserve					
Loan Loss Reserve Fund	\$51,360	\$57,290	\$60,040	\$69,060	\$237,750
Loan Capital					
Loans to homeowners	\$513,600	\$572,900	\$600,400	\$690,600	\$2,377,500
Total Capital Budget	\$564,960	\$630,190	\$660,440	\$759,660	\$2,615,250

5.2.2 Funding Opportunities

Funds for loan capital are repaid, thus easier to secure from private financiers. To date, Sault Ste. Marie has had promising discussions with Your Neighbourhood Credit Union and Thunder Bay has advanced discussions with Alterna Savings Credit Union. Alternatively, federal sources may become available such as funding from the Federation of Canadian Municipalities, which is expected to be available in the future for programs that include a focus on climate resiliency upgrades in addition to energy efficiency, or other federal funding streams yet to be announced.

Funds for loan loss reserve capital are not used except for the rare case of homeowner default (which has historically been less than 1% of total loan value), hence these funds are mostly recuperated over time. If invested throughout the program term, they can maintain their value with inflation. Funders may include public sector entities, utilities, or foundations.

For program operating costs that are not repaid, funding sources are limited to grant funders or City budgets. Table 5-5 presents each funders' potential, eligibility criteria and key considerations for Sault Ste. Marie to meet the requirements. These avenues for funding require further analysis and may orient some program design decisions. They are presented from the highest to lowest potential. New initiatives may also be announced regarding housing supply, housing affordability and home retrofits

Table 5-5: Summary of Potential Funding Sources

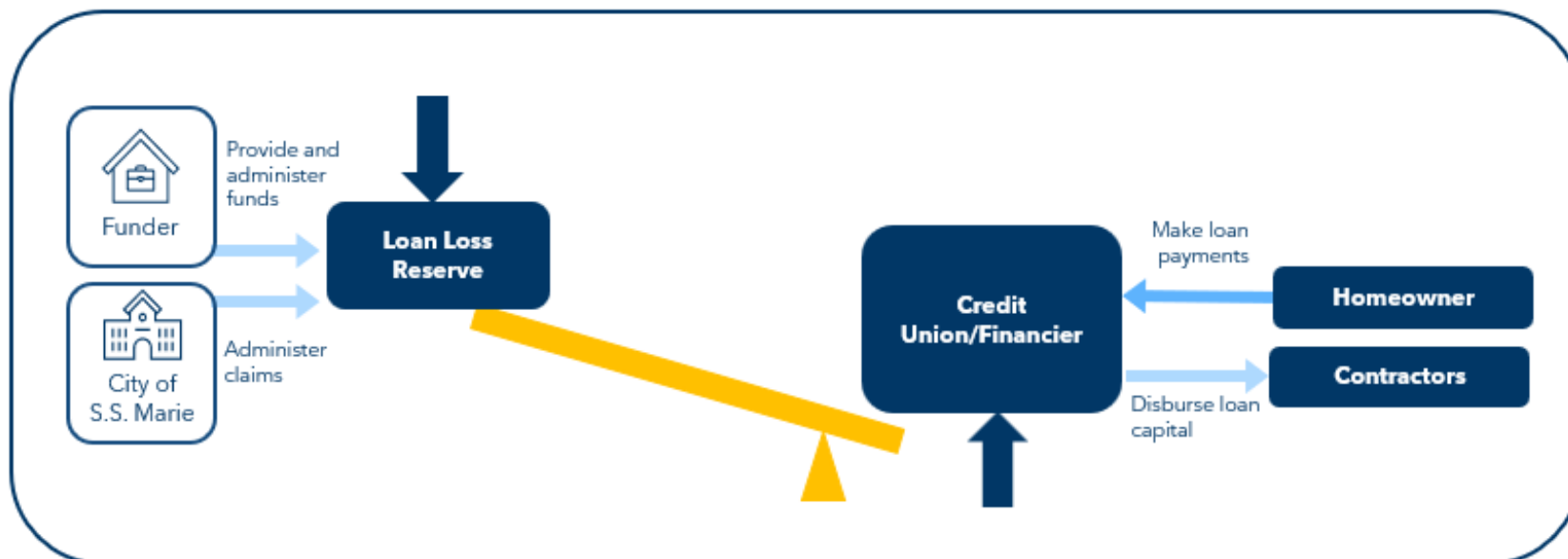
Program	Description	Funding available	Eligibility	Considerations
External Sources				
FCM Residential Resiliency Funding	Historically it has offered loan capital, loan loss reserves, and program delivery funds	Not currently available, but expected soon	Municipalities or municipal entities	For programs offering loans for resiliency measures , which may be coupled with efficiency
FedNor - Community Investment Initiative for Northern Ontario (CIINO)	Supports economic development initiatives that create jobs and strengthen regional economies.	Grants <90% of eligible costs and <\$100,000/year for <3years (max \$170,000 for regional partnerships).	Rural municipalities, Indigenous communities and organizations, and Community Futures Development Corporations serving Northern Ontario.	A financing program would need to be framed as supporting local employment, contractor training, investment attraction, and economic resilience broadly. Unlikely to provide loan capital.
FedNor - Northern Ontario Development Program (Community Economic Development stream)	Supports strategic planning, feasibility studies, investment readiness, and implementation activities that strengthen regional economies.	Grants available for eligible activities.	Municipalities, Indigenous communities, and not-for-profit organizations.	Good fit for planning , especially for developing a regional financing model. Not for loan capital.
NOHFC - Enhance Your Community Program	Supports community economic development projects, including implementation of priority initiatives, construction or renovation of community assets, technical expertise, and project staffing.	Up to 50% of eligible costs to a maximum of \$2 million. Conditional contribution.	Municipalities, Indigenous communities, Local Services Boards, and non-profit organizations in Northern Ontario.	Residential projects are explicitly excluded. NOHFC could potentially support contractor training, community engagement, or other economic development activities associated with the program.
Intact Municipal Resiliency Grants	Initiatives that implement proven adaptation solutions, protecting the	Up to \$200k /project.	Municipalities, Indigenous communities, and charities eligible.	For flooding and wildfire prevention measures that benefit the

	community at large.			broader community.
CMHC Innovation Fund	Address barriers to innovative homebuilding. Priority is given to modular and prefab buildings to help address homelessness and focus on delivery of homes.	\$57 billion committed in 2024 for creation of 156k units and repair of 290k units. Amount per project not disclosed.	Municipalities are eligible. Projects must demonstrate affordability, innovation for affordable housing, through transformational, breakthrough or incremental innovation.	A program focused on affordable secondary suites might be eligible.
Canada Community Building Fund	Permanent source of federal funding for local infrastructure, distributed through the AMO. Includes projects for community energy systems, adaptation and capacity-building	Sault Ste. Marie receives between \$4 and \$5M annually to date.	Funds already allocated to municipalities.	Funds are reserved for infrastructure investments. If funds are not all earmarked, it could be explored if there is flexibility to use it for related initiatives that are not strictly municipal infrastructure.

5.3 Capital Flows

Figure 5-1 below illustrates the capital flows between key program actors. Some adjustments to this flowchart may be warranted once agreements with all relevant parties have been put in place.

Figure 5-1 Simplified capital flow diagram



5.3.1 Direct Payment to Contractors

The credit union(s)/financier(s) are likely to manage the direct disbursement to contractors for the HELP program participants, which is a more streamlined approach than having the homeowner pay contractors as it enables the funds to pass through fewer hands (Figure 5-1). It also alleviates some of the administrative burden for homeowners and avoids them from needing bridge financing.

It also is preferred by contractors as they have confidence that the payment will be made and the homeowner will not use the funds for other reasons. Table 5-6 outlines some of the strengths and shortcomings of this more direct approach to contractor payments.

Table 5-6: Strengths and shortcomings of a direct contractor payment structure

Strengths	Shortcomings
Enhances the homeowner experience. Homeowners are not responsible for managing large sums of money. Reduces the risk of misuse of funds. This approach ensures that borrowed funds are directed to home improvements, rather than other uses. Builds trust with contractors Contractors have confidence they will be paid, so they may be willing to promote the program, take on more clients, and offer better payment terms.	Increased administrative complexity. Direct contractor payments create additional responsibility for the credit union and can become particularly complex on projects involving multiple contractors.

5.4 Loan Loss Reserve

A Loan Loss Reserve (LLR) is a credit enhancement tool where a pool of funds is set aside to cover a portion of losses incurred by lenders from homeowner repayment defaults. The balance of the LLR fund may fluctuate as the balance of outstanding loans changes, since deposits are held until loans are repaid by the homeowners. In the event of default, lenders can apply to the LLR fund to be made whole for a portion of their demonstrable losses. Risks are shared between both parties as the LLR only covers a portion of losses.

The presence of the LLR allows the City to negotiate preferential terms with financial partners such as below-market interest rates, expanded underwriting criteria to homeowners with lower credit scores, longer term lengths and amortization periods, increased maximum loan amounts, or other benefits for participating homeowners.

5.5 Sample Term Sheet

Table 5-7 below outlines an example of a term sheet with a financier for an unsecured loan product – it is subject to change pending negotiations with the credit union/financier and an eventual program funder. Certain elements of the term sheet may also be adjusted throughout the program implementation period to better respond to the financier, City, and homeowner needs.

Table 5-7: Preliminary program term sheet

Terms	Details
Eligible Borrowers and Properties	Homeowners that comply with participant eligibility criteria (Section 4.1.1)
Eligible Measures	• Qualifying energy efficiency, renewable energy and fuel switching upgrades • Related engineering and electrical service upgrades • Necessary repairs and health and safety requirements to install qualifying measures • Climate adaptation measures Detailed list of measures in Appendix B
Time to Complete Work	• 12 months from the date of issuance for the Loan Pre-Approval. • Extensions of additional 6 months may be granted upon request.
Amount	• Minimum of \$5,000 / maximum of \$60,000 • Up to 100% of qualifying measures • Up to 30% of the total financing request may be directed to supporting measures In the case of consecutive applications to the program, the maximum amount available is reduced by the outstanding loan balance.
Term	For amounts less than \$20,000, the maximum term is 10 years, and for amounts of \$40,000 or more, the maximum term is 15 years.
Interest Rate	• Fixed interest rate (basis points to be determined)
Administration Fee	TBD
Advanced Disbursement	Up to 50% of the loan value
Payment Frequency	TBD
Early Repayment	No prepayment penalty for amounts over TBD

5.6 Recommended Next Steps

Based on the findings of this study, there is a significant opportunity for the Cities of Sault Ste. Marie and Thunder Bay to collaborate on the development and delivery of residential home energy loan programs. Continuing and **formalizing the partnership** between the two municipalities would allow them to leverage economies of scale, reduce administrative costs, and strengthen their collective position when seeking funding and delivery partners.

A key next step will be to **jointly pursue funding** for both Cities. This includes securing capital to finance homeowner loans through a participating financial institution. Both municipalities have already initiated discussions independently with potential financing partners, and a coordinated approach may improve negotiating leverage and help establish a

single financing facility that serves both communities. In parallel, the municipalities should seek grant funding or allocate municipal budgets for program administration, homeowner support services, and a loan loss reserve to reduce lender risk and improve access to financing.

Once funding commitments have been secured, the municipalities should **establish a joint governance structure** to oversee the shared delivery model. A joint steering committee would provide strategic oversight while a competitively procured third-party program administrator would deliver day-to-day operations, including homeowner outreach, application management, energy coaching, contractor coordination, performance monitoring, and reporting. This approach would allow each municipality to retain ownership and oversight of its respective program while benefiting from shared administration and consistent service delivery.

Recognizing that securing program funding may take time, the City can **begin advancing homeowner engagement through lower-cost initiatives**. The Climative platform offers an opportunity to provide homeowners with personalized information on energy efficiency improvements, climate resilience measures, available utility and government incentives, and potential financing options. The platform could also be customized to connect homeowners with local contractors, making it easier to identify qualified service providers. In parallel, the City can work with local utilities, community organizations, and environmental groups to promote existing incentives and build homeowner awareness through workshops, home retrofit open houses, peer learning events, homeowner ambassador programs, and other community outreach activities. The city can also promote contractor trainings that are on offer from industry associations and highlight contractors who have undergone this advanced training via the program website. These initiatives would help build market demand, strengthen local contractor capacity, and prepare homeowners for a future municipal financing program.

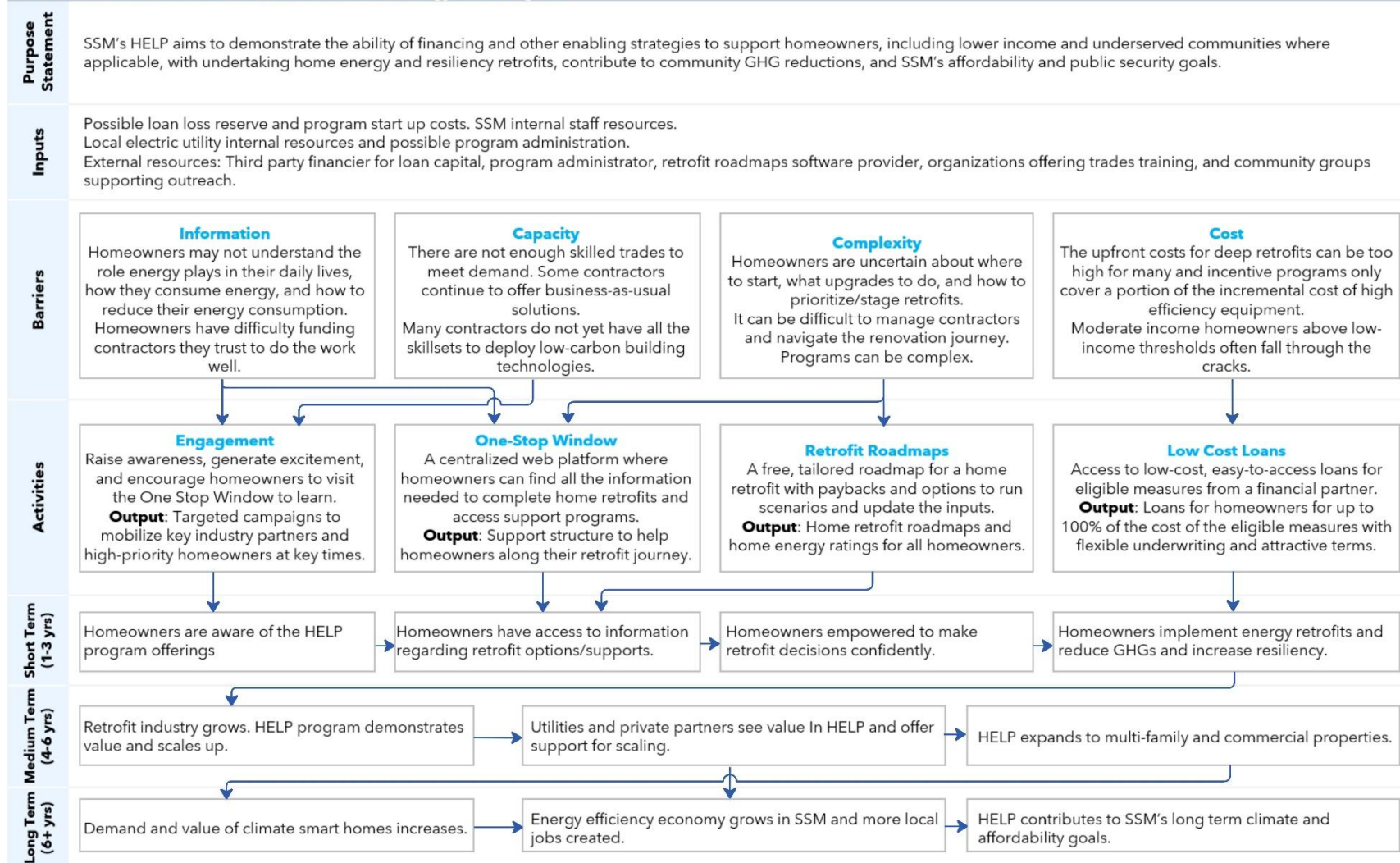


APPENDICES

- Appendix A: Program Theory Logic Model
- Appendix B: List of Eligible Measures
- Appendix C: Description of Modeling Approach
- Appendix D: Risk Mitigation Strategy

Appendix A: Program Theory Logic Model

PROGRAM LOGIC MODEL: Sault Ste. Marie Home Energy Loan Program



Appendix B. List of Eligible Measures

The energy and adaptation measures described in the tables below are eligible for program financing. Other supporting measures may be considered as part of the upgrades in line with the criteria set out in Eligible Measures on qualifying upgrades.

Table B- 1: Qualifying energy conservation measures

Category	Eligible Measures	Minimum Eligibility Criteria
1- Heating, ventilation and air conditioning (HVAC)	Cold-climate air source heat pump	- ENERGY STAR® qualified - Certified by Canadian Standards Association (CSA) - Installed by a licensed, qualified professional
	Ground source heat pump	- ENERGY STAR® qualified - Certified by Canadian Standards Association (CSA) - Installed by a licensed, qualified professional
	Heat recovery ventilator / energy recovery ventilator	- Listed with the Home Ventilating Institute - Installed by a licensed, qualified professional
2- Thermal envelope	Attic Insulation	<u>Min. 20% of attic/ceiling area</u>: Increase insulation from $\leq R35$ to $\geq R50$ <u>Cathedral / flat roof</u>: Increase insulation by $\geq R14$ or achieve $\geq R28$
	Exterior wall insulation	- Add R3.8 - R20 to 100% of building - Add $\geq R3.8$ to achieve $\geq R12$
	Basement Insulation	- Add R12 - R23 to 100% of basement - Add R10 - R23 to 100% of crawlspace - Add R24 to 100% of floorspace above crawl space - Must upgrade a minimum of 20% of total wall area
	Comprehensive Air Sealing	Achieve base target or better
	Window/door/skylight	ENERGY STAR® qualified
	Connected thermostat	ENERGY STAR® qualified smart thermostats
3- Water heating	Drain-water Heat Recovery	Minimum 30% efficiency
	High-efficiency water heater	- ENERGY STAR® qualified electric resistance water heater - ENERGY STAR® qualified heat pump water heater

Category	Eligible Measures	Minimum Eligibility Criteria
4- Other	Renewables	• Rooftop solar photovoltaics: ◦ Certified by Canadian Standards Association (CSA) ◦ ≥ 1.0 kW DC ◦ For grid connected system: letter of approval or permission for interconnection issued by the local electrical or building authority • Solar hot water systems
	Battery storage	• Connection to solar system
	Electric vehicle charging stations	• EV charging infrastructure (Level 2)

Table B-2: Eligible adaptation improvements (capped at 30% of total financing per project)

Category	Eligible Improvements	Minimum Eligibility Criteria
1- Flood-proofing	Backwater valve	• Certified by Canadian Standards Association (CSA) • Installed by a licensed, qualified professional
	Sump pump/pit systems or backup sump pump	• Installed by a licensed, qualified professional
	Permanent sealing of unused floor drain	• Installed by a licensed, qualified professional
	Gutter downspout extension	• Angled away from the house
	Basement window well covers	• Must be easily openable from the inside
	Rain gardens	• Can be DIY, accompanied with guidance from the Coach
2- Drought prevention	Water efficient toilet	• Uses 4.8 litres or less per flush

Appendix C: Description of Modeling Approach

Dunsky's proprietary financial model generates valuable estimates to guide the design study, including the program's projected uptake, energy and GHG savings, municipal and third-party staffing needs, start up and operating costs and capital requirements.

A summary of the model's inputs and outputs is provided below.

Inputs

- **Archetype analysis.** Four building archetypes were developed to represent common low-rise (i.e. Part 9) housing characteristics in Sault Ste. Marie. The archetypes used in this study are designed as single-family dwellings with different heating systems and construction years, as well as one archetype for row/townhomes.
- **Retrofit packages.** Ten retrofit packages were developed to represent combinations of energy efficiency and renewable energy measures. The combinations of measures were also selected to align with the program requirements and to reflect homeowner preferences for certain technologies.

Outputs

- **Uptake projections.** The program's uptake projections are based on several variables, including the estimated housing market size, participation rate, and uptake variations between retrofit packages. The results provide a Low, Medium, and High uptake scenario to establish a reasonable range for program participation.
- **Budget estimates.** Based on the uptake projections and other design choices, the financial model is used to estimate the program's total operating and capital expenditures, while identifying the estimated staff and other resources needed for program implementation.

Housing archetypes

Drawing from available EnerGuide and MPAC data, the study defines four archetypes that are representative of common housing types in Sault Ste. Marie, with key characteristics summarized in Table C-1 below. The estimated bill savings and GHG emission reductions shown are based on the study's retrofit packages.

Table C-1: City of Sault Ste. Marie housing archetypes

	SFD Natural Gas, Pre-1976	SFD Natural Gas, Post-1976	SFD Electric	Row/Townhouse
Type	Single family dwelling	Single family dwelling	Single family dwelling	Row/Townhouse
Year of construction	Before 1976	After 1976	All ages	All ages
Primary space heating source	Natural gas	Natural gas	Electricity	Natural gas
Stories	1 story	1 story	1 story	2 stories
Total area	115 m ²	152 m ²	127 m ²	116 m ²
Total annual energy consumption (% for space heating)	140 GJ (64%)	125 GJ (58%)	110 GJ (62%)	100 GJ (47%)
Annual GHG emissions	5.8 tCO ₂ eq	5.0 tCO ₂ eq	0.9 tCO ₂ eq	3.8 tCO ₂ eq
Estimated annual GHG emissions reduction from cost-effective upgrades	0.5 – 5.5 tCO ₂ eq	0.4 – 4.9 tCO ₂ eq	0.6 tCO ₂ eq	2.3 tCO ₂ eq

Retrofit packages

The project team developed ten retrofit packages with different combinations of measures, accounting for Sault Ste. Marie's housing stock characteristics and their average energy consumption. Four retrofit packages were created for each of the single-family natural gas-heated archetypes, as they account for the majority of homes in Sault Ste. Marie. The total costs of the retrofit packages range between \$2,000 and \$76,000 before rebates. The measures included in each of the retrofit packages are described in Table C-2.

Packages 1 and 5 represent a Do-it-yourself measure that is accessible to homeowners to do on their own, such as air sealing and basement and attic insulation. Packages 2 and 6 focus on envelope measures. Packages 3 and 7 look for equipment upgrades. Packages 4 and 8 simulate a deep retrofit renovation that act as a higher bound of costs and energy benefits. Packages 9 and 10 represent the Single-family Electric dwelling and the Row/Townhouse Natural gas dwelling and are fit with overall reasonable measures, with some DIY insulation and heat pump and Solar PV installs.

Table C-2: Summary of Retrofit Packages assumptions

Package	1	2	3	4	5	6	7	8	9	10
Archetype	SFD Natural Gas, Pre-1976		SFD Natural Gas, Post-1976		SFD Electric			Row/ Townhouse		
Equipment										
Heat pump ⁴⁷			✓	✓			✓	✓	✓	✓
Heat pump water heater			✓	✓			✓	✓		
Solar PV array ⁴⁸			✓	✓			✓	✓	✓	✓
Insulation										
Ceiling	✓	✓		✓	✓	✓		✓	✓	✓
Basement wall	✓	✓		✓	✓	✓		✓	✓	✓
Wall		✓		✓		✓				
Windows		✓		✓		✓		✓		
Package costs										
Est. costs (\$)	2k	36k	38k	74k	2k	38k	39k	76k	47k	25k
Incentives (\$)	0.5k	10k	14k	23k	0.5k	8k	12k	21k	18k	13k
Final amount (\$) ⁴⁹	1.5k	26k	24k	51k	1.5k	30k	27k	55k	29k	12k
Benefits										
Est. energy savings (GJ/yr)	10	19	101	108	8	14	101	108	66	49
Est. GHG savings (tCO ₂ eq/yr)	0.5	1.0	5.5	5.6	0.4	0.7	4.8	4.9	0.3	2.2

⁴⁷ Heat pump is assumed to be an all-electric cold climate air source heat pump

⁴⁸ The cost of a solar PV system varies according to the overall size of the system, which is set in relation to the archetype's assumed electricity consumption and total size.

⁴⁹ There is as many retrofit costs as there are houses. The table above is meant to give a rough estimate based on readily available data, such as house characteristics and costs per unit assumptions. Although packages can have the same measures, such as packages 2 and 6, estimated equipment sizes and incentives cap (at 50% of measure cost for example) influence Final amount results.

Uptake projections

The uptake projections consider the estimated market size, participation rate and uptake variations between retrofit packages.

- The total market size is 35,730, defined as the number of eligible low-rise (Part 9) homes. Additional variables are used to further refine and segment this market across the four archetypes. These include the types of homes, proportion of homes that are owner-occupied or low income, and the primary home heating fuel.
- The model's uptake rates are informed by a mix of data from longstanding programs in both Canada and the US, more recent programs launched during the pandemic, and Dunsky's professional judgement. The model generated a low, medium scenario, and high-uptake scenarios to establish a range of potential participants. The project team is using the medium scenario to develop budget estimates.
- The expected preference for certain retrofit packages is also weighted in the analysis to determine retrofit packages market share.

Budget estimates

The program's operating budget assumes the City will retain a third-party program administrator, rather than run the program in-house, and will secure funds for a loan loss reserve fund to improve the loan terms offered by a private loan provider. This report projects the program for an initial 4-year program implementation period. The capital budget is informed by the estimated number of participating households and average cost of the modelled retrofit packages. Taken together, the total operating and capital budget can help the City develop cashflow projections, plan internal resourcing needs and formulate funding applications and partnership agreements.

Appendix D: Risk Mitigation Strategy

Table D-1 below describes potential risks associated with program implementation, alongside risk mitigation strategies. These measures are expected to be further refined once program delivery partners are on-boarded.

Table D-1: Risk Mitigation Strategy

Potential Risk	Risk Description	Mitigation Strategies	Indicator	Potential Impact	Likelihood
1. PROGRAM DELIVERY RISKS - OVERALL					
1.1	Insufficient uptake of loans to cover operating costs	While the aim is to deliver a cost-neutral program, low uptake may hinder the program's financial viability since the grant is tied to the loans deployed. The City would need to cover the difference between program costs and grant earned. - Do a soft launch of the program with minimal start up costs to ensure there is some uptake before adding more expensive features. - Design delivery contracts and administrative costs as commission-type arrangements where possible to reduce risk to the City. Tie incentives to loan recipients only. Consider a regional third-party administrator to share costs, resources and risks with other communities. - Explore ways to generate revenue streams (e.g. sponsorships, referral kickbacks, fee-for-service fees, participant fees). - Scale down the program to the bare minimum. - Implement other complementary strategies to drive homeowner demand for energy and adaptation improvements (see Complementary strategies below)	Homeowner application rates. Loan rates/terms compared to market rates/terms.	HIGH	HIGH
1.2	Cost overruns	The final program budget may vary from the design study's estimated program costs due to the current degree of uncertainty pertaining to specific details. Include a contingency within the budget and use conservative estimates. As part of the start up phase, obtain quotes for required third party services and products and revise the budget accordingly.	Monitor Actual vs Expected budget quarterly.	MEDIUM	MEDIUM
1.3	Delinquent payments and defaults	Should homeowners fail to make payments, the credit union(s) will need to use collection remedies such as penalties, interest Implement robust consumer protection measures to mitigate the risk of creating or contributing financial hardships for participating homeowners, as well as to provide a degree of quality assurance for the installed measures.	Credit union(s) monitor payments monthly and	MEDIUM	MEDIUM

		charges, and other collections mechanisms.	Adopt a flexible process for addressing delinquent payments to provide options to homeowners struggling to make payments.	report to City quarterly.		
1.4	Insufficient Loan Loss Reserve (LLR)	If more homeowners default on their loans than there is Loan Loss Reserve to backstop, then the credit union(s) will be in a loss position.	Homeowner defaults from these types of programs tend to be less than 1%. The LLR is expected to total 20% of the loan value, so a significant buffer is built into the program design. However, if the default rate trends high, the credit union(s) should revise their underwriting criteria and collections processes to prevent further defaults. Also, the program delivery team should implement more consumer protection measures to avoid defaults.	Credit union(s) monitor payments monthly and report to City quarterly.	LOW	MEDIUM
1.5	Loan Loss Reserve misuse	As the loans to applicants are unsecured and from a private party, it may be tempting to relax the measure eligibility requirement and provide loans that go beyond the measure eligibility guidelines. This could cause confusion for the appropriate use of the Loan Loss Reserve in case of loan delinquency or default.	- Provide clear directions to the credit union(s) that it is their responsibility to ensure, with the help of the program administrators, that the projects conform to the measure eligibility guidelines. - Clarify that if the credit union(s) was to authorize a loan for measures beyond those eligible, they void the possibility to rely on the Loan Loss Reserve in case of loan delinquency for the entirety of the loan.	City track rationale for requests for LLR funds from credit union(s) quarterly.	LOW	LOW
2. PROGRAM DELIVERY RISKS - INTERNAL						
2.1	Insufficient staff capacity at the program administrator	Staff may be stretched thin	- Borrow or purchase a pre-existing CRM system from an experienced administrator to streamline and automate processes. - Start the program with a soft launch to build experience before uptake increases. Delay adding complicated features to the program delivery until the staff team have gained some experience. - Plan to slow or pause participation (e.g. limit program promotion), or to proactively manage participant expectations about processing timeframes and potential delays, during moments in the year that are particularly busy. - Identify strategies that can be implemented on short notice to increase resourcing for the program.	Response time to applicants. Participant satisfaction. Compare energy coaching time vs participant uptake.	LOW	MEDIUM

2.2	Program Over-subscription	Uptake for the program could be higher than expected and the funds may not be sufficient to cover the operational costs.	- If uptake of the loan is higher than expected, the program term can be shortened from four years. - If uptake is too high, marketing efforts can be slowed, and an administrative fee could be added to help recover some of the operational expenses.	Application rates vs expected.	MEDIUM	LOW
2.3	Coordination difficulties	Close coordination may be challenging across all program partners	- Procure the advice of an experienced program administrator regarding program delivery processes and systems across different parties. - Purchase a proven CRM system to support coordination without need for direct communication at every step. - Test program systems with a few participant files and adjust any processes that are unclear, inefficient or impractical. - Build program processes in collaboration with the main parties involved and ensure the information is clearly disseminated through trainings, procedure documents, and other means. - Engage regularly with member delivery parties to identify concerns and resolve them early. - Develop a master agreement between the City and all other delivery parties that outlines the responsibilities of each party. - Participate in peer-learning activities with other programs delivering similar programs.	Admin time spent per applicant. Mistakes made in managing files.	LOW	LOW
2.4	Reputational risk related to loan defaults	Community backlash if loans lead to financial hardship for homeowners	- Clearly communicate disclosures on eligibility, underwriting criteria, program processes for delinquencies and defaults, and participation risks to promote transparency. - Enforce robust consumer protection measures to ensure homeowners do not take on ill-advised debt. - Leverage the loan loss reserve that can be drawn from to cover missed payments in case of default.	Homeowner debt ratios. Homeowner repayment difficulties or defaults.	MEDIUM	MEDIUM
2.5	Process friction (pain points)	The absence of a clear program lead with sufficient capacity, resources, and authority to obtain the necessary approvals and to manage overall program oversight.	Secure Council support for the program to provide clear direction to municipal staff, delegate signing authority to appropriate members of the senior leadership team and ensure sufficient resources (e.g. staff time) are secured.		MEDIUM	LOW

			Identify a clear program lead to oversee the program's operations and coordinate with staff and delivery partners to address process fragmentation, overcome pain points, and implement adjustments to support continuous improvement efforts.			
3. PROGRAM DELIVERY RISKS - EXTERNAL						
3.1	Incorrect payment to contractors	The flow of funds from the credit union(s) to the contractors is a practical but unusual feature of program design. In this situation, some contractors could try to get a deposit directly from their clients, when the credit union(s) is the way, they are to receive their deposit.	- Proactive communications and notices from the credit union(s) to the applicant must be made in a timely way for every transaction. - Clear communications from the program to clarify that they should not disburse any funds if their loan application is to cover 100% of project costs.	Reported mistakes from the credit union(s) or homeowners.	LOW	LOW
3.2	Poor contractor performance	Contractors who do not correctly install selected upgrades may indirectly present reputational risks to the program by contributing to a poor participant experience. Poorly installed equipment can result in unmaterialized energy and GHG savings, impacting the program's ability to deliver on its stated objectives and homeowners' capacity to afford payments on their home upgrades if energy savings fall substantially short.	- Direct homeowners to existing vetted contractor list (e.g. HRAI and CHBA, RenoMark, insulateandairseal.ca) that enforce a quality assurance process and disciplinary measures (e.g. probation and expulsion from the list). - Communicate to contractors the expectations of the program and the information to be provided in quotes. - Develop an online bulletin board where participants can provide their reviews of contractors. - Ensure all contractors meet industry standards when quotes are submitted to the administrator prior to any work being authorized. - Manage, track and resolve complaints to the best of the program's ability, and clearly communicate liability disclosures.	Homeowner complaints	LOW	MEDIUM
3.3	Local workforce capacity	If retrofit demand outpaces local workforce capacity, homeowners may face delays and higher total project costs (e.g. to pay for travel costs for professionals from further away).	- Provide contractor training through partnerships with the local college and relevant associations. - Promote trainings being offered by others and offer subsidies for registration if necessary (e.g. HRAI Heat Pump Champion training, CHBA Net Zero training, NAIMA Insulation Training).	Homeowner feedback. Project costs	MEDIUM	MEDIUM

3.4	Changing rebate and incentive landscape	Sunsetting financing and incentive programs, as well as pollution pricing, can make home retrofits less affordable and attractive, while contributing to market confusion.	• Monitor the financing and incentive programs offered by other entities, as well as any applicable pollution pricing, and ensure the program materials and communications remain up to date. • Adjust the program's rebates and incentives as needed to ensure funds are directed to where they are most needed and continue to reflect the program's priorities.	Federal and provincial budgets and announcements	MEDIUM	MEDIUM
-----	---	--	---	--	---------------	---------------

Complementary strategies to drive homeowner demand for energy and adaptation improvements

Additional strategies include:

- Improve the community's understanding and appreciation of energy efficiency and climate adaptation and make it easy for households to take initial steps (e.g. behavioural changes).
- Promote the program by engaging and sharing resources with local community organizations and other stakeholders.⁵⁰
- Offer incentives that address gaps or shortfalls in other initiatives.
- Promote word-of-mouth program promotion by focusing on creating a positive participation experience and showcasing success stories.
- Revise financing terms (e.g. interest rates, terms, underwriting) to improve the offer as needed, without compromising consumer protection measures.
- Simplify program requirements (e.g. do not require home energy assessments).
- Support local green workforce capacity and expertise and promote the value of adaptation improvements as a value-add.
- Conduct an interim (mid-program) evaluation to identify challenges in the existing offer and opportunities for improvement.
- Develop complementary policies, such as home energy rating disclosures and green development standards and promote voluntary standards.⁵¹

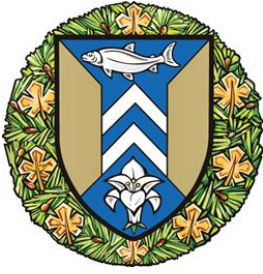
⁵⁰ Contractors can play an enormous role in driving program uptake, as they can influence homeowner choices during renovations. Therefore, contractors should be trained and equipped to market the program. Program consistency and transparency over time may also contribute to growing the local green workforce.



"NO DISCLAIMERS" POLICY

This report was prepared by Dunsky Energy + Climate Advisors, an independent firm focused on the clean energy transition and committed to quality, integrity and unbiased analysis and counsel. Our findings and recommendations are based on the best information available at the time the work was conducted as well as our experts' professional judgment.

Dunsky is proud to stand by our work.



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Susan Hamilton Beach, DCAO Public Works and
Engineering Services
Dan Perri, Director of Public Works

DEPARTMENT: Public Works and Engineering Services

RE: Winter Control – Review of Options for Enhanced Service

Purpose

The purpose of this report is to address two outstanding resolutions concerning enhanced winter control services and to seek Council direction on the implementation of winter control enhancements and amendments.

In particular, the resolutions are as follows:

Dated February 24, 2025

9.2 Snow Removal Service Delivery Assessment

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

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

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

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

Further Be It Resolved that said report include possible improvements to service and equipment, communication with Council and residents, costs of

upgrading service and equipment, and labour force impacts on adding additional equipment.

Dated January 12, 2026

9.1 Windrows

Whereas the grading of roads in Sault Ste Marie due to snow accumulation is a necessary operation in order to ensure safe and passable roads, particularly in advance of higher temperatures; and

Whereas the grading of snow pack on roads pulls up larger chunks of ice, which are deposited in the ends of driveways as windrows, which are challenging to clear with a typical homeowner's residential snow equipment; and

Whereas, the removal of windrows by City forces would not be practicable due to a lack of equipment and a need for year-round work for the increase in fulltime operators; and

Whereas there are multiple local private contractors, using tractor/snowblower units to clear private driveways;

Now Therefore Be It Resolved that Public Works staff be requested to work with local contractors to establish an estimated cost to tender the removal of driveway windrows, only during grading operations, with a per occurrence price, using PWT operations historical data to establish a budget that can be considered by Council for the 2026/27 winter season.

Background

Public Works provides the following winter control services:

- Roadway plowing, sanding, and salting;
- Snowbank removal;
- Sidewalk clearing and sanding (partial network – 220km of 372km maintained);
- Laneway clearing;
- Bus stop clearing and sanding (partial network);
- Parking lot clearing and sanding (partial network);
- Winter drainage activities, including snow ditching, culvert ice removal, catch basin clearing;
- Pothole repair; and
- Street and sidewalk sweeping

Winter control services are delivered in accordance with *O.Reg. 239/02 – Minimum Maintenance Standards for Municipal Highways*. The regulation establishes minimum standards for road patrols, weather monitoring, addressing snow accumulation and ice formation on roadways and sidewalks, and pothole repair. Snowbank removal is undertaken to maintain the required roadway lane widths

and to restore sightlines at intersections. Historically, on-road bike lanes and all sections of the off-road hub-trail have not received winter maintenance.

On October 14, 2025, a report was presented to Council detailing the budget requirements to maintain the existing winter control level of service. A five-year averaging approach was approved by Council for budget planning. Based on five-year spending trends, a \$945,617 increase was requested during budget deliberations. Council approved an increase of \$800,000 to the 2026 winter control budget, bringing the total to \$9,429,767. Staff committed to report back annually on the updated five-year average overage/surplus, to be used for budget allocations.

Winters 2024/2025 and 2025/2026 both experienced above-average winter conditions, including higher-than-normal snowfall. According to Environment Canada statistics, Sault Ste. Marie received 563 cm of snow during the 2025/2026 season, setting a new annual snowfall record. Winter 2024/2025 produced 482 cm of total snowfall, including several challenging events to manage. Together, these two winters were among the most extraordinary experienced in Sault Ste. Marie, with 2014/2015 also exceeding 500 cm at 529 cm.

The winter control budget was overspent by \$2.47M in 2025. The 2025 year-end budget reconciliation substantially depleted the winter control reserve, leaving a balance of \$324,248. The winter control budget for 2026 also projects a deficit ranging from \$2.7M to \$3.3M. The updated five-year spending trend (including the 2025 increase) indicates a need to add \$1.64M to the winter control budget, bringing the 2027 budget requirement to \$11.07M.

In March 2023, Maclaren Municipal Consulting completed a review of the City's winter control operations and budget, resulting in 19 recommendations spanning equipment, policy, fleet management, staffing, and budgeting (see Attachment No. 1). Nine recommendations have been adopted, most notably the elimination of the "two-foot rule," continued use of rental trucks for snow removal, and a commitment to review and increase the budget where appropriate.

The remaining recommendations, largely capital-intensive equipment and materials upgrades such as pre-wetting and anti-icing programs, are not being pursued at this time, though these initiatives may be reconsidered as equipment is replaced or budgets allow.

Analysis

The Analysis section of this report is organized into the following areas:

- Residential windrow removal;
- Improvements to the sidewalk clearing program;
- Licensing private snow removal contractors;
- Communication improvements; and

- Winter control housekeeping items.

Residential Windrow Removal:

A municipal scan was conducted regarding the provision of windrow removal services in Ontario. Attachment No. 2 includes, by program type, a list of municipalities found to offer that service. Four primary service models were identified:

1. **Fee-based Program** – Residents are charged a fee for the service. A snow depth trigger is set. Once all municipal roads are cleared, the residential service begins, with a time frame for service provision noted. In most cases, windrows are removed within 12 to 36 hours of all municipal roads being cleared from December to April each year. A set number of driveways are typically accepted in the annual program, with criteria established (ie. age-based or medical condition).

These programs appear to be more common in municipalities with fewer snow events and lower annual snowfall totals. In Sault Ste. Marie, the beginning and end of events are often indistinguishable, and Operations staff are occupied with meeting Minimum Maintenance Standards and establishing roadway safety when not plowing/sanding.

2. **Subsidy Program** – In several municipalities, there is a subsidy offered to residents to provide this service by private contractors. Criteria are established, i.e., age-based, medical conditions, and low household income must be proven to qualify. The City has been included in this category as Social Services administers a subsidy-based program.
3. **Levy Supported Program** – A number of communities, particularly in the Greater Toronto Area, where annual snowfall typically falls below 150 cm, have developed residential windrow removal programs. Program design varies, including partial eligibility criteria, contractor delivery models, and opt-out provisions. Notably, municipalities offering broad, levy-supported programs generally receive substantially less snow than Sault Ste. Marie. Markham's partial program, for instance, has ranged from approximately \$4.4 million to \$7.8 million annually to serve roughly 8,000 driveways, depending on winter severity. Toronto's program, serving approximately 262,000 driveways, is estimated at approximately \$16M annually.
4. **Volunteer/Neighbour Assistance Programs** – A number of communities encourage informal, volunteer-based approaches that connect residents in need of snow-clearing assistance with neighbours willing to provide it. One example is Snow Angels, described as "an experiment in kindness," which operates through a volunteer database that allows residents to register

either as volunteers or as people requiring assistance. Attachment No. 3 provides a description of the program and its registration process.

Sault Ste. Marie's winter control program is often compared with those of Southern Ontario municipalities; however, it is important to note that no municipality north of the Simcoe area currently offers a levy-based windrow removal service. Attachment No. 4 includes an article regarding the City of Barrie's consideration of windrow service, summarizing their high-level estimates and their research indicating that those municipalities offering the service receive around 100cm of snow annually.

With the focus of providing equitable services across the community, four options for windrow removal programs were analyzed. The first option includes in-house windrow removal following all snow-clearing operations. The second option includes in-house windrow removal following snow and icepack-cutting operations. The third option includes contracting out windrow removal services following snow and icepack-cutting operations. The fourth option includes expanding the winter driveway subsidy program.

Option 1 – In-house windrow removal following snow clearing operations:

The City is divided into 17 snow-clearing routes. Providing windrow removal after every snow-clearing event would require 40 additional loaders equipped with specialized attachments, a complement increase of 38 seasonal employees from November to May, and two additional supervisory employees. This would result in a budget increase of approximately \$ 4.35M. Challenges anticipated with Option 1 include:

- Difficulty employing 38 seasonal employees;
- Snow storage issues, especially narrower streets or streets with curb-faced sidewalks;
- Greater need for snowbank removal; and
- Potential damage to private property.

Given the significant cost increase and the challenges listed above, it is not recommended to proceed with Option 1.

Option 2 – In-house windrow removal following ice and snowpack cutting operations:

Ice and snowpack cutting operations occur less frequently, and the time required to perform this work is typically greater than road clearing after a snow event. To provide windrow removal after ice and snowpack cutting operations, it would require 10 loaders with specialized attachments and a 10-person complement increase of seasonal employees from November to May. This would result in a

budget increase of approximately \$ 1.5M. Challenges anticipated with Option 2 include:

- Snow storage issues, especially narrower streets or streets with curb-faced sidewalks;
- Greater need for snowbank removal; and
- Potential damage to private property.

Option 3 – Contracting out windrow removal services following ice and snowpack cutting operations:

Staff canvassed private contractors to obtain budget estimates for windrow removal following ice and snowpack cutting operations. The costs to perform windrow removal for every residence twice per season ranges from \$825,000 to \$1.4M.

Challenges anticipated with Option 3 include:

- Contractor availability
- Snow storage issues, especially narrower streets or streets with curb-faced sidewalks;
- Greater need for snowbank removal; and
- Potential damage to private property.

Options 1 through 3 include a greater need for snowbank removal as an anticipated challenge. While the need to remove snowbanks is expected to increase, the effort required is not easily estimated. These costs have been excluded from this comparison.

Option 4 – Expanding the winter driveway subsidy program:

The District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) administers a subsidy program that helps residents access private residential driveway clearing services. Eligible residents receive up to \$350 to put toward the cost of private snow-clearing services. City residents qualify for the subsidy if they own their home, are 55 years of age or older, do not have family to help with snow removal, and have a single net income of less than \$33,000 or a family net income of less than \$39,000.

In 2026, the program operated with an annual budget of \$50,000. and approximately 79 households accessed the subsidy.

This subsidy supports aging in place by reducing the physical burden of winter maintenance, helping older residents remain safely and independently in their homes.

Initial discussions with DSSMSSAB suggest that program expansion is possible, and expanding the eligibility criteria is an option. This could help ensure that more residents who have difficulty clearing snow from their driveways can afford private snow-clearing services.

Improvements to the Sidewalk Clearing Program:

Before expanding residential windrow removal services, Council may wish to consider expanding the winter sidewalk maintenance program. Currently, winter maintenance applies to approximately 60% of the system. Sidewalk maintenance is divided into nine routes, each covering 20 to 30 kilometres of sidewalk. The program is currently operating at full capacity under normal winter conditions, and existing resource levels cannot accommodate route additions needed to meet increasing demand.

During the major weather events of the past two winters, sidewalk maintenance has been particularly challenging, with routes sometimes not completed within a single shift. Notably, when compared with communities with similar average annual snowfall (e.g., St. John's, Newfoundland), our City's sidewalk routes are typically longer. It is recommended that one route be added to the sidewalk clearing program and that the program be re-evaluated to improve the likelihood of completing the work within an eight-hour shift, while meeting the growing need for an expanded sidewalk program.

Adding one more route would mean minor additions to the program may be considered, and the routes could be better balanced at a shorter length. Adding another route to the winter sidewalk program would require a capital purchase of \$225,000 for equipment and a complement increase of one employee. The total cost in the first year would be approximately \$325,000.

Licensing Private Snow Removal Contractors:

Private residential driveway snow clearing has seen increased demand over the past several years. While these services offer clear benefits to residents, there have been instances in which contractor activity has interfered with the City's winter control operations and created potentially dangerous conditions for drivers and pedestrians.

A number of Ontario municipalities have responded to these concerns by requiring private snow removal contractors to obtain an operating license. A licensing system would provide consistent oversight of the industry, address consumer and property protection concerns, and help ensure accessibility for residents, while safeguarding the City's core winter services.

It is recommended that staff, in consultation with private snow removal contractors, prepare a licensing by-law for Council's consideration, with the intention of having it take effect prior to the 2027/2028 winter season. At a minimum, the by-law would include:

- Regulation of snow dumping on prohibited private property or City property;
- Prohibition on dumping snow in accessible parking spaces;
- Contractor insurance requirements;
- Requirements for installation and removal of driveway markers;
- A complaint resolution procedure with defined timelines; and
- 24-hour emergency contact information.

Development and implementation of the by-law can be accommodated within current staffing levels, and enforcement is intended to be absorbed by the existing staff complement. Should the volume or severity of infractions require dedicated enforcement capacity, a staffing complement increase would be brought forward in future budget deliberations.

Communication Improvements:

Residents increasingly expect timely information about the municipal services that affect them every day. This is particularly important during periods of severe weather and service disruptions when clear and timely communication can directly affect how residents plan, travel, and respond to changing conditions. To respond to this growing demand, it is recommended to implement real-time equipment tracking and increase the communications complement to support enhanced public information and communications.

Real-time equipment tracking would allow residents to view the locations of municipal winter control vehicles and confirm where service has recently occurred. During significant snow events, this system would give residents a direct source of information about snow-clearing operations, helping them understand where crews are working, when service has occurred, and what to expect in their neighbourhood. It would improve transparency, reduce uncertainty, and provide residents with greater confidence that their concerns are being addressed.

Implementation of the tracking system would require a capital investment of approximately \$200,000 for hardware and an ongoing operating increase of approximately \$60,000 per year for software subscriptions. In addition to improving public visibility of field operations, the recommended software enables digital logbooks for pre- and post-trip inspections, improving recordkeeping and supporting regulatory compliance for Public Works operators.

In addition to technology enhancements, it is recommended to increase the communications complement to strengthen its capacity to provide timely and

effective public information. This role would provide dedicated capacity for winter operations communications while supporting communication needs for community programs, initiatives, and summer programming. The estimated annual budget impact of an additional communications position is approximately \$105,000, including benefits. A complement increase request will be brought forward by the Communications Department for Council consideration during 2027 budget deliberations.

Winter Control Housekeeping Items:

The following minor By-Law or policy changes are recommended to improve winter control service delivery and reduce the City's liability:

- Mailbox replacement practice – limit City replacement of mailboxes to those damaged by direct contact with City winter control equipment. The City would not replace mailboxes damaged by snow, slush, or ice discharged by plowing operations.
- Close all sections of the Hub Trail and sidewalks that do not receive winter maintenance from November 1 to April 30 each year. (Bike lanes are closed via By-law No. 77-200).

Financial Implications

There are no direct financial implications associated with this report.

In October 2025, staff received Council's direction to include a five-year averaging exercise within base budgets commencing in 2026. Prior to any of the enhancements listed within this report, staff will be recommending \$1.64 million be added to the 2027 budget to ensure existing service levels are met with the appropriate funding. This averaging exercise will continue in future budgets. In years where the full budget is not required, the winter control reserve may increase depending on the year-end position of the program.

The enhancements listed elsewhere in the report will be brought forward to Council during 2027 budget deliberations in the form of service level enhancements. The winter control averaging result will form part of the base budget for Council's consideration

Strategic Plan / Policy Impact / Climate Impact

This report is linked to the Quality of Life, Infrastructure, and Service Delivery focus areas of the Corporate Strategic plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the DCAO Public Works and Engineering Services and the Director of Public Works dated August 31, 2026, concerning Winter Control be received and that Council direct staff to:

- Refer winter control averaging and other service level enhancements to 2027 budget deliberations;
- In consultation with private snow removal contractors, prepare a licensing by-law for Council's consideration, with the intention of having it take effect prior to the 2027/2028 winter season; and
- That changes be made to the appropriate bylaws or policies to:
 - only replace mailboxes that were damaged from direct contact with snow clearing equipment, and not heavy snow, slush, or ice;
 - Close all sections of the Hub Trail that do not receive winter maintenance from November 1 to April 30 each year; and
 - Close all sections of sidewalk that do not receive winter maintenance from November 1 to April 30 each year.

Respectfully submitted,

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

Dan Perri, P.Eng.
Director of Public Works
705.759.5206
d.perri@cityssm.on.ca

Winter Control Recommendations					
No.	Details	Discussion	Implementation Challenges	Staff Recommend Implementation	Short Term/Long Term
1	That a salt and sand pre-wetting program be piloted, understanding the full implementation will require some time (on the truck)	Brine storage system and containment; equipment must be purchased for implementation	Capital program for 2024 does not include a new sander; research and full costing of brine system to be included in 2025 budget	More research and funds need to be secured	TBD
2	That an anti-icing program be initiated (appiled by truck on road)	Additional research into equipment/containment and application	Meeting to be arranged with Ledcor (MTO's contractor) to learn more about their system and application policies	More research and funds need to be secured	TBD
3	That a brine station be installed as soon as possible. It will be required even if the lower temperature chemicals are eventually acquired (required for both recommendations above)	Brine storage system and containment; equipment must be purchased for implementation	Meeting to be arranged with Ledcor (MTO's contractor) to learn more about their system and application policies	More research and funds need to be secured	TBD
4	That calcium-chloride or magnesium chloride supplies and storage systems be investigated (substitute for salt)	Budget implications and supply issues must be better understood	Additional research required	More research and funds need to be secured	TBD
5	That new salt/salt truck be ordered with pre-wetting capacity (and capacity to carry front plows and wings) - for combo unit routes	Routes best suited for combo units already in place (5 routes) - experience has determined those that best apply	Capital program for 2024 does not include a new combo unit; each route will be examined to determine if combo is more efficient	Determined with each season	Short Term
6	That the current and subsequet winters be used for experimentation when materials can be assembled, even if the program is limited to the use of brine.	Best practices by other northern municipalities will be reviewed by staff	Experimentation comes with a substantial cost	More research and funds need to be secured	TBD
7	Combining salt and plow routes	See No. 5 above			Immediate
8	That the approach to selection of sidewalks to be maintained be continued, and if pressure to increase sidewalk maintenance continues, be augmented by a criterion related to pedestrian volumes on the sidewalk of concern.	Policy is applied annually, and Engineering has taken pedestrian counts at locations where confirmation of usage is required in 2023	None	Yes	Immediate
9	That the sand pile be covered with tarps, weighted to resist wind removal, and the tarps be removed to expose enough sand for the next event(s).	Manual placement of tarps impractical and unsafe; tarping system with costing to be sought in 2024 for capital request in 2025; stockpile is created in the late Fall with little remaining for off season; covered system will be researched	Material being removed regularly during winter months; MTO using hard shell structure	More research and funds need to be secured	TBD
10	That the "two-foot rule, and and associated policy or program to remove windrows after scraping or after plowing be eliminated.	"Two-foot rule" has not been applied for last 2 seasons; Labour and equipment not available; Social Services to offer enhanced program starting Fall 2023	Labour and equipment not available or suitable for driveway clearing; Damage claims result in previous years	Yes	Immediate
11	That funding be considered to provide a grant be provided to a suitable third party to be distributed to low-income persons incapable of removing windrows.	Social Services to report/implement and budget		Yes	Immediate
12	That the Fleet Department initiatives of implementing an FMIS, changing the charge-out approach and advancing the purchase of replacement vehicles be implemented, with implementation over time as required.	In progress with support of Council	Budget must be approved	Yes	Immediate
13	That enough combos be acquired with the capacity to distribute materials in front of the rear wheels, pre-wet materials, mount front plows and wings and serve as dump trucks for snow removal and summer use be acquired, and that all new salt trucks have pre-wetting capacity.	Equipment selection based on route assessment and efficiencies based on 50+ years experience; and review of other northern municipal practices	Once equipment purchased; costly experiment due to replacement cycle	No	—

14	That trucks (with operators) continue to be rented for snow removal when conomic, and part of the increased budget be allocated for this purpose, based on average expenditures before COVID	This practice returned during the Winter of 2022-2023 - budget allocated does not cover typical 5 year average	Weather dependent/Budget Allocation	Yes	Immediate
15	That the Department work with corporate Human Resources to improve and accelerate the hiring process	A full review of the hiring practice was conducted early 2023 with modifications to expedite process	Continual resignations for higher pay - accounting for continual shortage in staffing	Yes	Immediate
16	Fleet budgeting should be revised to have a Fleet target a break-even status and charge realistic rates for the use of equipment. This may require some time to achieve.	Fleet recovery calculations continue to be an area of focus. An analysis, with the assistance of a consultant, should allow for this to be implemented in the near future.	Capacity / time constraints	Yes	Short Term
17	The Winter Control Reserve Fund should remain in place. It should be recognized that winter control expenditures relate strongly to weather conditions, which are unpredictable.	The Winter Control Reserve Fund continues to remain and has been untouched for a number of years. In times of deficits within Public Works, as a result of Winter Control, the organization, as a whole, has been able to absorb the overspending.	No implementation issues.	Yes	Done
18	The budget for winter control activities (including street-sweeping in the spring) should be increased recognizing the average deficit of \$580,000 in the past 9 years. It should be adjusted each future year to recognize inflation, and any further increase in lane kms of roads and sidewalks maintained, unless they are maintained on a cost-recovery basis.	Winter control averaging is also at the forefront. As stated above, deficits have been offset corporately. The senior management team will continue to be updated on financial pressures and budgetary requirements. These types of increases will be included within future budget deliberations.	No implementation issues.	Yes	Short Term
19	Within this amount, allocations should be realistic, particularly the allocation of costs to sidewalk clearing and hired equipment	Similar response to above. Financial analysis on spending and allocation of resources will continue.	No implementation issues.	Yes	Short Term

- Recommendations that have been adopted
- Recommendations that are not being pursued at this time

Attachment No. 1 - Windrow Program Comparison

	Windrow Clearing Service									Public Plow Tracking System	Mailbox Replacement Program
Program Type	Municipality	City-run (Yes or No)	Levy Based	Fee based	Subsidy Program	Average Annual Snowfall (cm)	Program Capital Cost or Estimates	Operating Budget	Notes		
FEE BASED PROGRAMS - RESIDENTS SIGN UP AND PAY FOR SERVICE	Aurora	Yes	N/A	\$200	N/A	95	NA	NA	Windrow clearing after all town roads are completely cleared, including subsequent clean ups. Once windrow services are deployed, windrow clearing may take up to an additional 12 hours. December 1st to April 1st each year. 8cm of snow trigger. Pilot program; Snow Angel Volunteer Program if needed	Where's My Plow - View the general vicinity of plows and salt trucks	If your mailbox has been damaged during snow removal, call Access Aurora...Staff will inspect the damage to determine the cause. The Town does not repair or replace mailboxes knocked over by snow or from snow that is thrown off the plow blade.
	Burlington	Yes	N/A	\$128.75+HST	N/A	99	NA	NA	Approximately 1000 driveways; if snowfall exceeds 7.5cm; expect windrow cleared within 36hours after the snow stops and within 12 hours of completion of residential snow plowing; cleared to snowpack NOT bare - December 1 to March 31st - street plow windrow NOT sidewalk plow windrow	Burlington Plow Tracker	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Milton	Yes	N/A	\$65	N/A	109 - 140	NA	NA	Seniors (65) and persons with disabilities; December 1st to March 31st; trigger is 10cm of snow; depending on number of registrants response time may be up to 36 hours after all roadways are plowed.	Milton Plow Tracks - in testing	Reimbursement up to \$100 if mailbox is damaged during winter snow plowing
	Oakville	Yes	N/A	\$184 plus HST (\$207.92 with HST included)	N/A	118	NA	NA	December 1st - March 31st each year, Town does not begin plowing residential roads until 7.5cm of snow has fallen and windrow clearing operations start after all roads have been plowed. May take up to 36 hours after snowfall has ended - only once per event - snow is deposited on boulevard; cleared to snowpack NOT bare; sign up for program; service not appropriate if driveway is special treatment (ie. patterned concrete) and Town not responsible for damage to driveways or curbs etc. Priority to residents 65 or older, or residents with physical disability or medical condition and has no able bodied person under the age of 65 living at the residence. First come - first serve basis - up to 1,100 total program applicants.	Plow Oakville	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
SUBSIDY PROGRAMS - RESIDENTS APPLY AND IF MEET CRITERIA WILL RECEIVE SUBSIDY	Brampton	No	NA	NA	\$300 noncorner property; \$400 corner lot	115	NA	NA	65 years or older or an adult with a physical disability (medical form) and submit receipts for reimbursement	Brampton Plow Tracker App (Barrie 311)	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Hamilton	No	NA	NA	2 installments of \$225 for a total of \$450 annually	118	NA	NA	Seniors (65 and income based) and disabled residents with financial support to meet the requirements of Hamilton Sidewalk Snow Clearing By-law - subsidy can be used to pay for snow removal to clear the sidewalk and provide safe access to front door and through the snow plow windrow - not for whole driveway clearing	Hamilton Plow Tracker	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Ottawa	Yes	NA	NA	Pays up to 50% of the cost of snow clearing, to a seasonal max of \$250; up to \$450 if you live in a rural area and have a higher snow removal cost	175-235	NA	NA	Snow Go Assist Program - Amount paid will devpent on the number of applicants and available funding; Eligibility requirements include older than 60 yo, income thresholds and no one living in the home who is physically able to do the work; also promotes the Snow Angel program. Overall Winter Operations budget - \$103.4M	Where's my plow	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Sault Ste. Marie	No	NA	NA	\$350 annually	385 (13 year average)	NA	NA	Seniors (55 years old or older) or with health limitations; owning their own home and meeting income thresholds; administered through Social Services	No	The City of Sault Ste. Marie replaces all mailboxes damaged by plows and by snow or slush thrown from the plow.
	Thunder Bay	Yes	NA	NA	A tax credit of up to \$200 to assist with the cost of snow removal at the end of driveways if you qualify	213-218	NA	NA	Low income senior or a low-income person with a disability	Where's My Plow	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
LEVY SUPPORTED PROGRAM - SOME PARTIAL; SOME ENTIRE CITY	Markham	Yes	Yes	NA	NA	112-120	NA	\$4.4 - 7.8M depending on severity of winter; estimate \$4.6 - \$11.6M increase to provide windrow service to all - contracted service	Older adults (60) with no one younger living in the residence or disabled residents (doctor's certificate) - crews are dispatched to clear the right side fo snow windrows facing the road (one car width) on all roads following a 7.5 cm snow fall. Windrows will be cleared within 4 hours after crews plow the road - The City reserves the right to decide when windrow service will take place. Sidewalk plow windrow not applicable. (Approximately 8000 driveways cleared)	Markham Winter Maintenance App	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Mississauga	Yes	Yes	NA	NA	115 (report notes that the city averages 6 full plowing events annually)	One time telematics cost \$240k - \$25k annually; \$9M for land acquisition for storage of 223 pieces of equipment (2 acre site); \$250k for dashcams	\$15M - ultimately a 0.75% increase on tax bill for 2026; total winter maintenance contract cost for 2026 is \$32.9M; Note: 6 additional parking by-law enforcement officers	New (2025-2026) Residential windrow clearing program - NOT condominiums, commercial properties; residential driveway windrows cleared only after all roads are plowed; Timelines provided for clearing ie. 5-15cm of snowfall space cleared within 4 hours, 15 - 30 cm snowfall space cleared within 6 hours, more than 30 cm or back-to-back storms space cleared after more than 6 hours after final round of plowing - made at least 3 m wide, NOT down to bare pavement (134,000 driveways)	Track Snow Plow App	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Oshawa	Yes	Yes	NA	NA	106 - 138	NA	City has estimated an additional \$4M - \$5M to provide service city-wide	Not a universal driveway program - Older adults (65) and disabled residents (proof of disability required) Registered participants receive assistance in clearing City sidewalks and driveway windrows. No private walkways. Windrows must be 20cm in height. City makes no guarantees - if you have many appointments make own arrangements for clearing. Follow a priority system. Service will begin following a snowfall of more than 2.5cm. Council has historically resisted implementing full program due to significant tax increase.	No - Uses a Snow Clearing Activity Report to provide updates	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Richmond Hill	Yes	Yes - approximate 2.8% increase (2019)	NA	NA	132 -150	NA	\$4.5M	Approx. 50,000+ driveways - aim to clear a minimum of one car width of the driveway at the curb, so a car can pass through, begins 2 hours after road plows begin their routes and may take up to 13 hours to complete after the end of a snowfall. Clear to snowpack NOT bare pavement. Residents have an option to opt out. Program details - 40 new FT employees, 35 heavy-duty tractors with attachments, resulting in \$1.09M direct cost for windrow clearing or \$20 per driveway. (\$3.29M for other enhanced services in other areas - laneway snow removal, litter, etc.) Program and budget increases for program began in 2019.	Where's My Plow tracker	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Toronto	Yes	Yes	NA	NA	121	Not specified - some contract; some inhouse	Approximately \$16M	262,000 driveways - specialized windrow equipment (230 pieces) deployed only when the snow pile height is over 25cm; includes driveways on streets where the specialty plow can operate safely, such as wide streets with limited on-street parking and no boulevard space for storage - mainly suburban areas (Etobicoke, North York and Scarborough) Not cleared to bare pavement. Program not city-wide which has led to significant debate over budget priorities etc	PlowTO Map	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.

	Vaughan	Yes	Yes	NA	NA	125	NA	\$2.1M	90,000 driveways - Open to all residential properties, clear only portion of driveway (approximately 3m); The service does not clear windrows in laneways, windrows left by sidewalk plows, hardened snow, ice or the entire driveway. Due to the limited size and reach of the windrow-clearing units, they can only clear a portion to the driveway entrance, residual amounts of snow may be left behind. Follows snowplowing operations, runs on separate schedule from road plowing operations, completed up to 4 hours after a snowplow has passed. Certain factors may delay our operations such as heavy snow (10cm or more), cars parked on the street, cars parked in the driveway impeding the removal etc.	Where is my Snowplow	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
NO PROGRAM or SNOW ANGEL VOLUNTEER PROGRAM PARTNERSHIP	Barrie	No	Council Report - not in effect	NA	NA	286	\$8.5M capital one time (rough estimate)	Additional \$12-13M (current budget is \$9M)	Memo to Council (December 10, 2025) with high level cost estimate and program details - 45 front end loaders with hydraulic windrow gates, 90 contract personnel, City staff for contract administration, program development, inspections and complaint resolution; also 24 hour parking ban; \$250k for tracking software; Current responsibility - 1600 lane kilometres, 600km sidewalks, 25 parking lots, 72 crosswalks; not pedestrian walkways	Barrie Plow Tracker - snow removal, sanding, salting	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Sudbury	No	NA	NA	NA	250-263	NA	NA	The City of Sudbury is not responsible for snow removal at the end of private driveways.	Snowplow Status Map	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	Timmins	No	NA	NA	NA	311	NA	NA	It is the responsibility of the property owner to clear windrows. Seniors may be offered a fee for service through Access to Better Living	As this activity is dependent on ever-changing weather conditions, we elected to post its information on the Snow Removal and Street Cleaning Updates page.	In Timmins, the city will replace or repair a damaged mailbox, but <i>only</i> if the damage is caused by a direct physical hit from the plow blade or truck itself, leaving evidence such as paint marks or tire tracks
	North Bay	No	NA	NA	NA	312	NA	NA	Timmins does not offer a residential windrow removal program. Residents must rely on hiring contractors for this service.	No	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.
	London	No	NA	NA	NA	194	NA	NA	Snow Angel Volunteer Program if needed	No	The city will only replace a mailbox if a plow blade makes direct physical contact with it and the post. The city does not cover damage caused by heavy snow or slush thrown from the plow.

Celebrating 10 years of Snow Angels Canada—help a neighbour, clear a path. [Learn more about our story and impact](#)



Sign in

FAQ

How to Use the Site

About Us

Contact Us

How to Use the Site

Looking for help?

You've come to the right place—and we'll do our best to help. Snow Angels Canada is a simple tool to connect those in need of snow shoveling assistance with volunteers willing to lend a hand.

Please note: **requests cannot be made by email.** The only way to request help is through this website.

There are two ways to get help:

1. Create a Post



Register at www.snowangelscanada.ca, then go to the **My Posts** section to add a request. Provide brief details about what needs to be shoveled. You can post on behalf of yourself, a neighbour, friend, or family member. Keep your message general—specifics can be shared later if a volunteer contacts you.

The person who registers will receive the initial email from the volunteer and coordinate the arrangements directly.

2. Search for Volunteers

Instead of waiting, you can take the initiative. Go to **Find Volunteers**, enter your **postal code** and adjust the **distance filter** to browse available volunteers near your location. Once you find someone, send them a message through the website—they'll receive it by email, and you can coordinate from there.

 All communication after the first message happens by email between you and the volunteer.

Looking to volunteer?

First and foremost—**thank you**. Your willingness to help is what makes Snow Angels Canada work.

There's just **one step to get started**:

1. Register as a Volunteer

Sign up at www.snowangelscanada.ca. Once you log in, you'll see a **map** and a **list of nearby requests** from people who need snow shoveling help.

From there, it's simple:

Find someone near you and send them a message through the website. They'll receive it by email, and any further communication happens directly between you and the person requesting help.

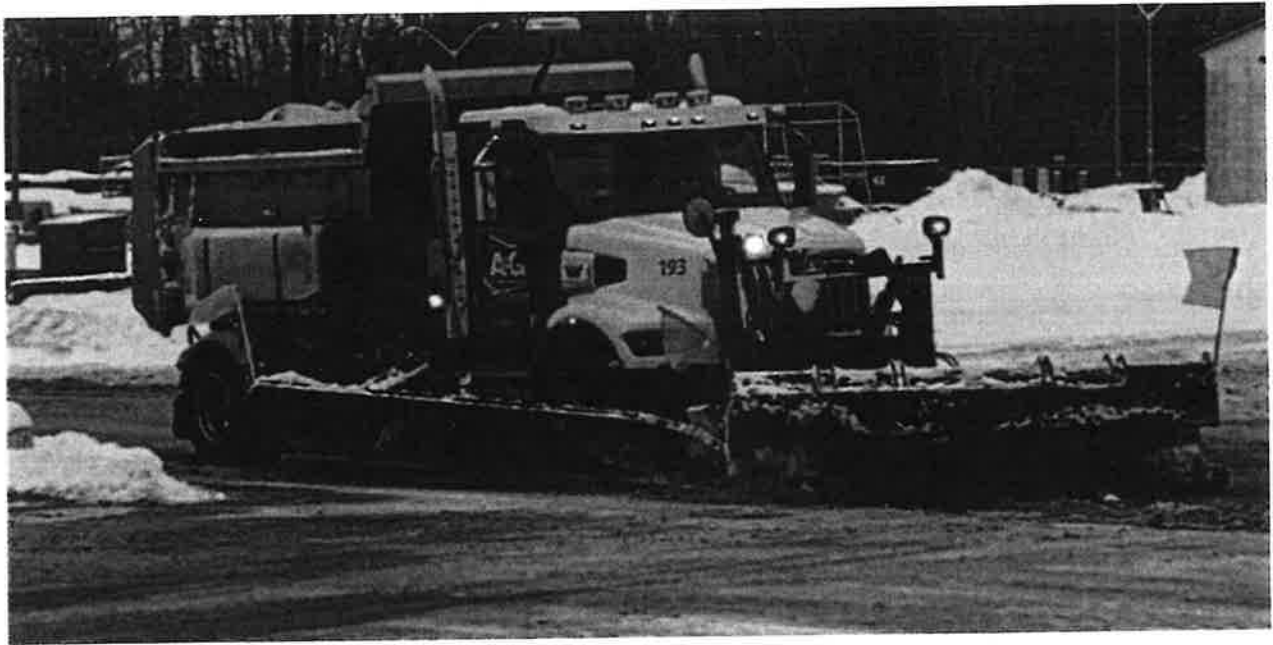
 Snow Angels Canada doesn't manage or assign volunteers—we just connect neighbours. You decide when, where, and how you help.

Barrie 360

News

Published December 9, 2025

A costly road to travel if Barrie were to implement windrow service



A contracted plow leaves the City of Barrie Operations Centre on Feb. 13, 2025 (Image - Barrie 360)

The first heavy snowfall of the season in Barrie seems to light a fuse under some residents after they finish clearing the end of their driveways of heavy snow dumped there by plow operators clearing the streets.

Coun. Bryn Hamilton raised the matter at a recent city council meeting in the wake of a snow squall event late last month.

"I know this happens every year that we get questions about why doesn't the city have the special equipment that can perhaps come behind the trucks and move it."

The snow left at the bottom of the driveway after a plow clears the road is called a windrow.

At that meeting, Dave Friary, the City of Barrie's director of operations, said windrows are an expensive endeavour.

"Initial reports, we're looking at \$10 million to provide the service," he told council.

In a note to councillors this week, Friary cited new figures, and the annual operating budget for windrow service is estimated at \$12 to \$13 million, with a one-time capital investment of \$8.5 million.

Barrie's annual snow-clearing budget is \$9 million.

Windrow clearing, said Friary, would rely heavily on contracted services using 45 front-end loaders equipped with hydraulic windrow gates, requiring over 90 contracted personnel, and city staff would be necessary for contract administration, program development, inspections, and complaint resolution.

Additional staff would be needed for snow removal in high-density areas with limited snow storage, and more residential plow routes would be added to maintain timelines.

So as not to impede operations, Friary stated that a 24-hour parking ban during winter events would be necessary and strictly enforced.

There would be a \$250,000 tab for electronic software and hardware for routing and communication.

Another drawback, according to Friary, is that the city's Operations Centre lacks space for required equipment and staff, and additional land and facilities would be needed, with costs currently unknown.

He added that townhouse developments, laneways, and areas with curb-faced sidewalks have minimal snow storage, which presents another operational challenge, and are often obstructed by utilities and infrastructure.

Full-time Breakdown	Permanent	Staff
Foreperson		3
Fleet Technician		2
Plow Operator		18
Snow Lift Crew		12
Road Patrol		2
Contract Admin		1
Total		38

City of Barrie - staffing estimates provided to city councillors by Dave Friary, Director of Operations

"While some municipalities in the Greater Toronto Area and York Region provide varying windrow clearing levels of service, these areas receive less than half the annual snowfall

experienced in Barrie. Staff are not aware of any similar programs within Simcoe County," Friary states in the memo.

In an email to Barrie 360 following a major snow squall event in the city in February 2025, Friary repeated that mantra.

"Barrie averages 286 cm (113 inches) of snowfall annually, while communities such as Vaughan average 100 cm (39 inches) per year. More appropriate comparators would be municipalities north of Barrie, such as North Bay, Thunder Bay, and Sault Ste. Marie, where this service is not currently provided."

In the memo to council, Friary noted that windrow clearing does not fully remove snow from driveways.

"The goal is to push most of the windrow snow to the downstream boulevard, allowing vehicles to exit the driveway. Residents would still need to clear residual snow and address accumulation on the right side of the driveway."

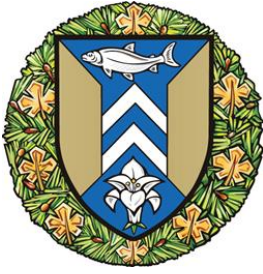
Friary said that should council require additional and more detailed information on the service, a staff report with service options will be required.

By the numbers: (source - City of Barrie)

City's Responsibilities

The City's winter maintenance responsibilities include over 1,600 km of roads, over 600 km of sidewalks, 25 parking lots, 72 crosswalks, 113 bus shelters, 708 bus stops, and downtown sidewalk intersections. Please note:

- Pedestrian walkways are not maintained for winter operations.
- Snow removal operations around super mailboxes are handled by Canada Post.
- Snow/ice clearing at GO stations is handled by GO Transit staff.
- Winter maintenance on highways and off ramps—including the 400 series north of County Road 89 and 2-lane highways around Barrie (90, 26 & 27)—is overseen by the Ministry of Transportation.
- The city does not remove driveway snow windrows; this must be done by residents.



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Andrew Nicholson, Manager, Development and
Environmental Engineering

DEPARTMENT: Public Works and Engineering Services

RE: 2026 Asset Management Planning Progress Report

Purpose

The purpose of this report is to provide Council with the City's annual review of the Asset Management Plan implementation, as required under section 9 of *Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure*.

The annual review must address the following:

- A. Progress in implementing the Asset Management Plan;
- B. Challenges in implementing the Asset Management Plan; and
- C. Strategy to address those factors.

Background

On June 23, 2025 Council approved the City's Asset Management Plan Phase III – Lifecycle Management and Financial Strategy.

Section 9 of Ontario Regulation 588/17 requires Council to conduct an annual review beginning in the year following completion of the Asset Management Plan. This report is the City's first annual review under that requirement.

The City's Asset Management Plans can be found at the link below.

<https://saultstemarie.ca/government/city-departments/public-works-engineering-services/asset-management/>

Analysis

A – Progress

The City is implementing the Asset Management Plan through a phased approach focused on improving asset information, condition and risk knowledge, levels of service reporting, and integration of asset management information into capital and financial planning.

Asset Information and Systems

The City continues to improve the completeness, reliability, and accessibility of asset information used for lifecycle planning, maintenance, capital prioritization, and financial forecasting. GIS remains a primary source of asset information for many municipal services.

During the reporting period, staff digitized outstanding as-built drawings to improve wastewater and stormwater records, expanded GIS inventory information for Parks assets, and began establishing GIS-based processes and data collection for playground inspections and Parks maintenance.

The City has identified the need for asset management and decision support software to better connect asset, condition, maintenance, GIS, financial, and capital planning information. Improved data will support future analysis, reporting, and decision-making across corporate systems. The City is currently working with our Asset Management consultant, AECOM, to select appropriate asset management software for anticipated implementation in 2028.

Condition, Lifecycle and Risk-Based Planning

The City continues to improve the condition information used to forecast lifecycle needs and prioritize maintenance, rehabilitation, renewal, and replacement activities. The Asset Management Plan identifies the need for consistent condition assessments, regular inspections, and asset-specific assessment programs, particularly for critical and higher-risk infrastructure.

Staff is also developing risk and priority-based approaches to support investment prioritization. These approaches consider condition, likelihood and consequence of failure, service impacts, public safety, regulatory obligations, environmental considerations, and financial consequences.

During the reporting period, the City completed a road scan to update Pavement Condition Index (PCI) scores. The results are currently being processed and will inform prioritization of the annual road resurfacing program. Bridge inspections to update Bridge Condition Index (BCI) scores are also underway and will support future bridge rehabilitation and capital planning priorities.

Levels of Service, Performance Monitoring and Future Demand

The City is continuing to develop and refine performance measures that support transparent reporting on municipal services and infrastructure. This includes establishing baselines, improving monitoring methods, identifying data gaps, and reporting trends as reliable information becomes available.

During the reporting period, staff began collecting active transportation data and monitoring using standardized observation methods and camera-based counts at select existing and newly constructed active transportation facilities to support consistent network growth reporting.

Growth, land use changes, accessibility, asset utilization, climate impacts, and evolving regulatory requirements will continue to inform asset management and capital planning decisions.

Financial and Capital-Planning Integration

The City continues to strengthen the connection between asset management information and capital and financial planning and will continue to inform annual capital budget submissions and multi-year capital planning.

Implementation of the Asset Management Plan is affected by funding availability, the maturity of asset and condition information, system integration, and staff capacity. Available funding may not be sufficient to address all identified renewal, rehabilitation, replacement, and growth-related needs within the planning horizon. Where funding is constrained, projects may need to be deferred or reprioritized based on risk and service impacts.

B – Challenges

Asset Data and Condition Information Gaps

Reliable asset inventory, condition, valuation, maintenance, and lifecycle information is required to support credible forecasts, risk assessments, and capital decisions. Some asset classes require further inventory updates, condition data, monitoring processes, or standardized methods for recording new assets. For example, storm and sanitary pipe condition assessments are currently based on age rather than observed condition. As the plans mature and evolve, they will transition to more accurate, condition-based assessments. Staff training has been provided to support the consistent completion of pipe condition assessments.

Information is also maintained across all City Departments and forms extremely large data sets. This can require manual consolidation for analysis and reporting, limiting the City's ability to obtain a timely, corporate view of asset condition, risk, service performance, and financial requirements.

Staff Capacity and External Pressures

Implementation of the plan requires participation from operational, technical, financial, and administrative staff. Implementation must be balanced with service delivery, regulatory obligations, capital-project delivery, and emerging corporate priorities.

External pressures such as construction cost escalation, supply chain conditions, severe weather, climate impacts, growth, and changing regulatory requirements can be a challenge as they impact project scope, cost, and timing, and alter long-term infrastructure needs.

C – Strategy

Staff will address the factors identified above through phased implementation, improved information and systems, risk-based prioritization, and integration with capital and financial planning.

The City will also assess and procure an asset-management and decision-support software to improve integration of asset, condition, maintenance, GIS, financial, and capital-planning information.

Risk and criticality-based approaches will continue to be developed and applied to support prioritization of inspections, maintenance, rehabilitation, renewal, replacement, and capital investments. Lifecycle, condition, risk, and service level information will continue to inform annual capital budget submissions and multi-year capital planning.

Staff capacity, inflation, climate impacts, and other external pressures will also be managed through this phased implementation, updated lifecycle assumptions, risk-based project prioritization, and coordination of related capital work, where practical.

Financial Implications

Receiving this report has no immediate financial implications.

The Asset Management Plan identifies infrastructure requirements that must be considered alongside available revenues, reserves, debt capacity, grants, and other funding sources. Funding availability will affect the timing and prioritization of lifecycle activities.

Future procurement and implementation of asset-management and decision-support software will have financial implications. Staff will seek Council approval at a future meeting for such tools.

Strategic Plan / Policy Impact / Climate Impact

This report supports the City's Asset Management Plan and the City's ongoing obligation to comply with Ontario Regulation 588/17.

The report also supports the Infrastructure Focus Area of the City's Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Development and Environmental Engineering dated August 31, 2026 concerning the 2026 Asset Management Planning Progress be received and that Council acknowledge the annual review of the City's Asset Management Plan in accordance with section 9 of *Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure*.

2026 Asset Management Planning Progress Report

August 31, 2026

Page 5.

Respectfully submitted,

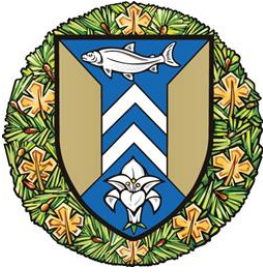
Andrew Nicholson, P.Eng.

Manager, Development &

Environmental Engineering

705.759.5380

a.nicholson@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 31, 2026

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 Study – Wellington Street East and Shannon Road
Traffic Signal

Purpose

The purpose of this report is to address a Council resolution regarding the traffic signal at Wellington Street East and Shannon Road.

Background

On March 23, 2026 Council passed the following resolution:

Be It Resolved that Public Works and Engineering Services be requested to undertake a traffic warrant study for the signal at the intersection of Wellington Street East and Shannon Road and report back to City Council with the study findings by September 1, 2026

Wellington Street East/Bennett Boulevard and Shannon Road is a four-legged intersection in the east end of the city. The major road, Wellington Street East and Bennett Boulevard, is an urban arterial road, and the minor road, Shannon Road, is an urban collector road. Bennett Boulevard has a pronounced horizontal curve in the road.

This intersection has buried traffic loops to detect traffic movements and provide input for the signal timing.

The Hub Trail crosses the eastern leg of this intersection. This is the only protected pedestrian crossing between Lake Street and Boundary Road, a distance of approximately 1km. This intersection is the location of two secondary school pick-up locations, and up to 30 elementary school students could cross at this intersection when walking to the schools in the area.

The Wellington Street East and Bennett Boulevard corridor has been identified in the Transportation Master Plan as a candidate for a road diet.

Analysis

Staff collected traffic data at this intersection in October 2025, May 2026, and July 2026 and completed the warrant for the traffic signal. Within a twelve-hour period, there were 9,200-9,800 vehicles and 110-125 pedestrians passing through this intersection.

The traffic signal warrant analysis did not meet the full technical warrant under the existing traffic conditions; however, the results were close to satisfying the applicable warrant thresholds, and relatively minor variations in traffic volumes could result in the intersection meeting the warrant criteria.

Staff completed a desktop review of the intersection sight distances, and they do not meet the requirements of the Geometric Design Guide for Canadian Roads (TAC manual).

In accordance with the *Ontario Traffic Manual* (OTM), the warrant analysis is one component of the decision-making process and does not replace sound engineering judgment. Engineering judgment has been applied in consideration of the intersection's operating environment, including restricted sightlines and the associated safety considerations for motorists, pedestrians, and cyclists.

Based on this review, staff recommend retaining the existing traffic signals. Removal of the signals and conversion to an all-way stop is not recommended at this time. Given the volume of traffic experienced at this intersection and the proximity of the warrant results to the threshold, modest changes in traffic demand may place the intersection in compliance with the traffic signal warrant.

Retaining the signals also provides a more appropriate control measure in light of the identified visibility constraints and provides pedestrians with a controlled crossing opportunity, including dedicated pedestrian signal phases and clear right-of-way assignment. This is particularly important at this intersection given the number of students and Hub Trail users.

Under the proposed road diet scenario, traffic signal warrant compliance increases further. This supports retaining the traffic signals as the preferred form of intersection control, both under existing conditions and following future implementation of the road diet.

Staff recommend continued monitoring of the operation of these signals. Optimization of signal timing during the low peak period may be possible. A full assessment of the traffic equipment technology, such as upgrading to camera detection and inclusion in the Centrac system, can be undertaken during future capital work programs.

Financial Implications

There are no financial implications to this report.

Strategic Plan / Policy Impact / Climate Impact

Traffic related recommendations are related to the infrastructure and quality of life 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 August 31, 2026 concerning the Traffic Study – Wellington Street East and Shannon Road be received as information.

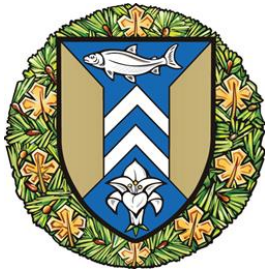
Respectfully submitted,

Maggie McAuley, P. Eng.

Manager of Design and Transportation Engineering

705.759.5385

m.mcauley@cityssm.on.ca



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Naomi Thibault, Fire Chief
DEPARTMENT: Fire Services
RE: 2025 Annual Report

Purpose

The purpose of this report is to present the Sault Ste. Marie Fire Services (SSMFS) 2025 Annual Report to Council. The report provides an overview of the department's activities, accomplishments, service delivery, operational performance, and key initiatives undertaken throughout 2025.

Background

SSMFS is comprised of five divisions that include Fire Administration, Fire Suppression, Fire Prevention and Education, Community Emergency Management, and Support Services.

SSMFS capabilities include the following:

- Structural and wildland fires
- Ice water rescues
- Confined space rescues
- Surface and swift water shore-based rescues
- Rope rescues
- Vehicle extrications
- Hazardous materials responses
- Tiered emergency medical responses
- Fire prevention and public education
- Ontario Fire Code enforcement
- Investigation for the origin and cause of fires
- Maintenance of SSMFS apparatus, equipment, and buildings
- Emergency management (i.e., planning for and responding to large-scale emergencies)
- Emergency communications (fire dispatch)
- Act as the Regional Training Centre for the district of Algoma

Resources are deployed from four strategically located fire stations to provide the community with optimum response times.

SSMFS currently employs 99 staff, including 81 suppression firefighters, one training officer, three mechanical staff, four fire prevention officers, one public education officer, three administrative clerks, one emergency manager, and five non-union management staff.

Analysis

The 2025 SSMFS Annual Report is being presented to Council as part of SSMFS' commitment to accountability, transparency, and continuous improvement in the delivery of emergency services.

Key statistics from 2025:

- Firefighters responded to 2,408 total calls, including 139 fire calls, 343 medical calls, 211 rescue calls, and 227 public hazards.
- Firefighters responded to 12 major fires (resulting in losses over \$100,000)
- Firefighters visited over 2,784 homes as part of the annual in-service smoke and CO alarm program. They tested over 3,000 alarms for compliance.
- SSMFS had an average response time of 03:12 min.
- Fire Prevention Officers performed over 700 fire inspections.
- Fire Prevention Officers responded to 154 complaints.
- Fire Prevention Officers investigated the origin and cause of 17 fires.
- The Public Education Officer delivered fire safety lessons to almost 4,000 elementary and secondary school students.
- The Public Education Officer delivered 101 Project ASAPs to enhance senior fire safety.

Other Highlights from 2025:

- Received two grants to support cancer prevention and mental health and well-being of first responders.
 - Purchased an extractor to decontaminate gear of toxic carcinogens, an additional SCBA unit for Fire Prevention Officers to utilize during fire investigations, and online mental health workshops for staff.
- Delivered numerous courses through the Regional Training Centre, including Pump Operation, Officer I and II, Ice Water Rescue, Rope Rescue, Incident Safety Officer, and Fire and Life Safety Educator.
- Continued to work toward meeting mandatory firefighter certifications.
- Continued transition of the dispatch system to NG9-1-1, as required by the Canadian Radio-television and Telecommunications Commission (CRTC) by March 2027. NG9-1-1 will ensure precise caller locations, as well as allow for photos, videos, and texts to 9-1-1.
- Completed several facility projects, including the replacement of the old generator, the replacement of two aging HVAC units, and a lighting upgrade.
- Completion of an Emergency Social Services plan to ensure the municipality is better equipped to take care of people's immediate basic needs when a large-scale emergency occurs.

- Completion of a full-scale exercise at the airport that included participation from several response agencies, proving the strength of our joint response capabilities.

Financial Implications

There are no financial implications associated with this report. The report is being presented to Council for information purposes only.

Strategic Plan / Policy Impact / Climate Impact

The 2025 Annual Report supports the Service Delivery pillar of the City's Strategic Plan by providing accountability and transparency regarding the delivery of fire and emergency services to the community.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Fire Chief dated August 31, 2026, concerning the 2025 Annual Report be received as information.

Respectfully submitted,

Naomi Thibault
Fire Chief
705.949.3333
n.thibault@cityssm.on.ca

SAULT STE. MARIE FIRE SERVICES ANNUAL REPORT 2025





TABLE OF CONTENTS

ORGANIZATIONAL CHART 4

FIRE CHIEF’S MESSAGE 5

VISION MISSION AND VALUES 6

FIRE ADMINISTRATION 7

FIRE STATISTICS 8

FIRE PREVENTION AND PUBLIC EDUCATION 10

FIRE OPERATIONS..... 13

SUPPORT SERVICES 17

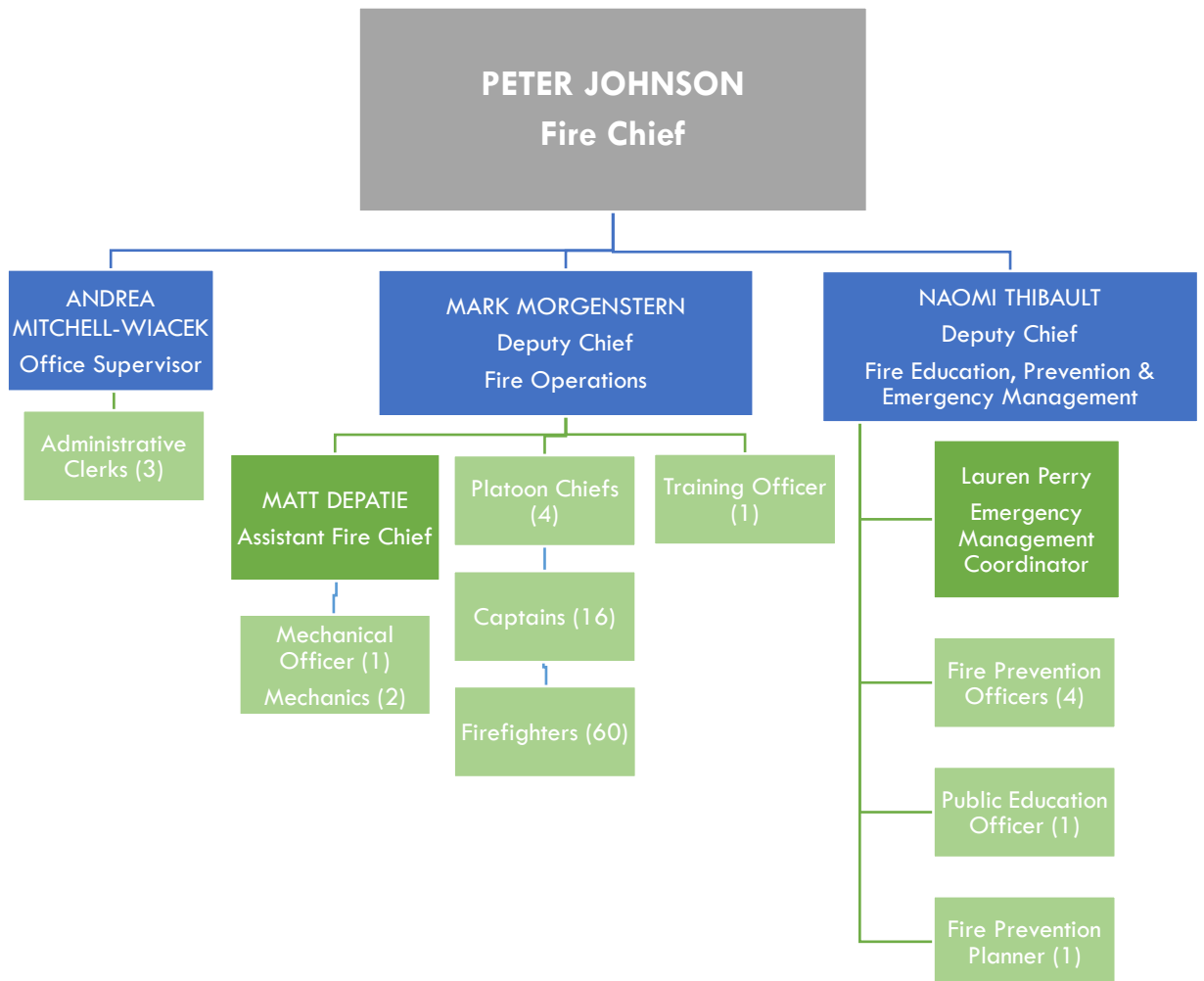
EMERGENCY MANAGEMENT 20

HONOURS AND AWARDS..... 22

RETIREMENT AND NEW STAFF..... 22

RESPONSE CENTRES..... 23

SAULT STE. MARIE FIRE SERVICES ORGANIZATIONAL CHART



FIRE CHIEF'S MESSAGE



It is my privilege to present the 2025 Annual Report for the Fire Service. This report reflects a year of dedicated service, careful stewardship, and continued commitment to protecting the lives, property, and well-being of our community.

Continuity of service remains at the core of everything we do. Throughout 2025, the Fire Service continued to deliver reliable, professional emergency response while strengthening our focus on fire prevention, public education, and community risk reduction. Fire safety for our

citizens is not only a responsibility but also a shared commitment, guiding our operational decisions, training priorities, and public education efforts.

Equally important is our responsibility to provide a safe and supportive work environment for our staff. All members of our service operate in complex and demanding conditions, and ensuring their health, safety, and wellness remains a top priority. Continuous improvement through training, policy review, and collaboration with the Association allows us to adapt to emerging risks while maintaining the highest standards of service delivery.

A significant milestone achieved in 2025 was the completion of the Community Risk Assessment and the Fire Master Plan. Together, these documents will serve as the guiding strategic framework for the Fire Service over the next ten years. They provide a data-driven, community-focused roadmap to ensure that our resources, staffing, and infrastructure align with both current needs and future growth.

I would like to sincerely thank the members of the Fire Service for their professionalism, dedication, and unwavering commitment to serving this community. Their work ethic and pride in service are evident every day, and it has been an honour to lead such an exceptional team.

This year also marks my final year as Fire Chief, as I will be retiring in 2026. Serving this community and leading the Fire Service has been both an honour and a privilege. I am extremely proud of our ability to consistently present balanced budgets to City Council while maintaining service excellence, and I am deeply appreciative of the ongoing support provided by the Mayor and Council throughout my tenure as Chief.

I'd like to congratulate Naomi Thibault on becoming Sault Ste. Marie's next Fire Chief effective February 1, 2026. Naomi looks forward to leading the organization in partnership with our staff, Council and the community.

On behalf of the Fire Service, thank you for your continued trust and support. I am confident that the foundation we have built together will serve the community well for many years to come.

Peter Johnson

Fire Chief



VISION

“Committed to Provide Effective and Efficient Emergency Service in a Caring Manner to Create a Safe Community”

MISSION

“A Proud Partner within Our Community That Provides Exceptional Service through Prevention, Education, Protection and Wellness”

VALUES

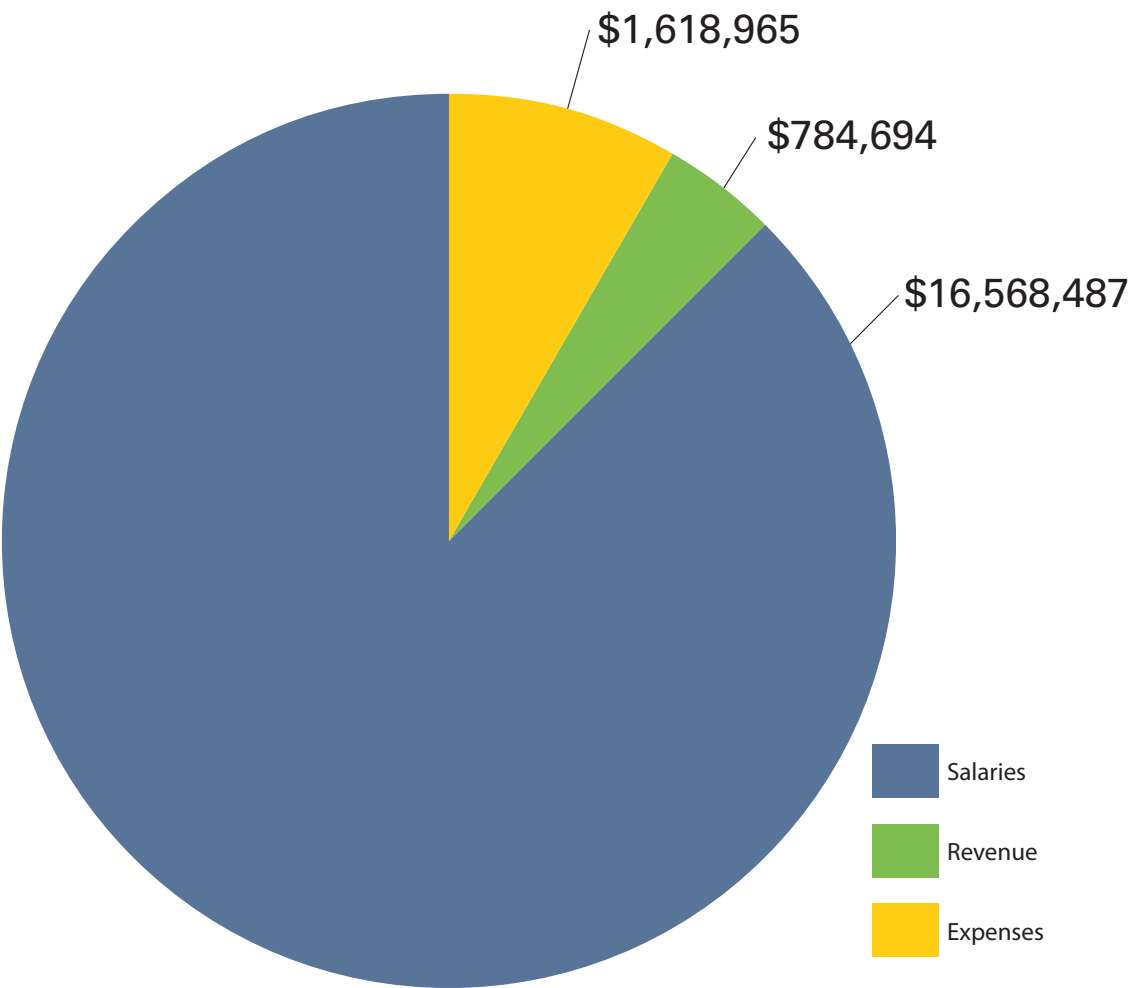
Public Safety, Employee Safety, Customer Service, Integrity and Honesty

FIRE ADMINISTRATION

The Fire Administration team is responsible for managing all divisions of Sault Ste. Marie Fire Services (SSMFS). It oversees and directs the day-to-day operations including current and long-range Strategic Planning, Capital and Operational Budgets, Fleet Management, Labour Relations and Policy Development. Sault Ste. Marie Fire Services continues to implement the approved Comprehensive Risk Assessment (CRA) and Fire Master Plan (FMP). The FMP was developed to provide the Mayor and Council with a strategic framework for the delivery of fire protection services. The FMP contains legislative responsibilities and industry best practices that are accompanied by recommendations to enhance the delivery of fire protection services for the community of Sault Ste. Marie.

2025 Fire Services Budget

Budget: \$17,402,758



FIRE STATISTICS

2025 Emergency Call Summary

Total Calls

2,408

Injuries Reported

Civilian	19
Firefighter	1
Fatalities (Civilian)	1

Estimated Loss

Outdoor	\$40,500
Structure	\$4,324,432
Vehicle	\$859,025

FIRE CALLS

139

Loss Reported

Outdoor	18
Structure	68
Vehicle	27

No Loss Reported

Outdoor	12
Structure	13
Vehicle	1

Outdoor – No Loss

108

NON-FIRE CALLS

2,161

Burning	118
CO False Calls	143
False Fire Calls	569
Medical Calls	343
Other	376
Overpressure/ruptured/explosion	0
Pre-Fire Conditions/No Fire	174
Public Hazard	227
Rescue	211

Emergency Response in other Municipalities

22

Garden River	1
Prince	0
Rankin	20
MacDonald, Meredith & Aberdeen Additional	1

Major Fires In 2025 (Loss Over \$100,000)

Date	Location	Structural Type	# of Fire Personnel on Scene
January 20, 2025	Pleasant Drive	Residential	15
February 16, 2025	Woodward Avenue	Residential	23
February 21, 2025	Queen Street West	Residential	20
March 08, 2025	Hardwood Street	Detached Garage	15
March 14, 2025	Albert Street West	Multi-Unit Residential	32
April 07, 2025	Queensgate Boulevard	Residential Structure	15
April 07, 2025	Second Line East	Commercial	15
April 29, 2025	Albert Street West	Commercial	16
June 09, 2025	Douglas Street	Residential	15
August 23, 2025	Cathcart Street	Residential	18
August 25, 2025	Gloucester Street	Residential	24
September 13, 2025	Wellington Street East	Multi-Unit Residential	23

PERFORMANCE METRICS - SSMFS Response Time

Response Time refers to the elapsed time between SSMFS “First Unit en Route” to the arrival of the “First Unit on Scene” of the emergency.

SSMFS Average Response Time in 2025 was 03:12 min

SSMFS 90% of incidents maximum elapsed time	05:26 min
SSMFS 95% of incidents maximum elapsed time	06:29 min

FIRE PREVENTION AND PUBLIC EDUCATION

Within the province of Ontario, the delivery of fire protection services is guided by the Fire Protection and Prevention Act, 1997 (FPPA) including the strategic optimization of the three lines of defence which include:

1. Public fire safety education
2. Fire safety standards and enforcement
3. Emergency response (suppression)

The role of the Fire Prevention & Public Education Division is to enhance the first two lines of defence to lessen reliance on the third line of defence. Continuing this mandate is crucial to ensuring the safety of the citizens, business operations and visitors to our community. Annually, this division assesses fire risks in the community and develops education and enforcement strategies to mitigate the risks and improve the fire safety of residents.

Residential occupancies remain the primary building stock of concern. Additionally, cooking fires continue to be the number one cause of fires at home. As a result, focused public education and enforcement efforts targeted these occupancies, which resulted in increased community safety.

Public Education Programs – The First Line of Defence

In 2025, various public education methods including radio, television, social media, billboards and hanging sign boards were utilized. Additionally, “Project ASAP” has steadily gained traction, which is focused solely on seniors’ fire safety. Additionally, staff completed 29 station tours and 201 fire safety demonstrations and lectures for local groups.

Of the many education opportunities, the following primary programs are implemented annually:

Elementary School Program

In 2025, the primary school program was delivered to grade 1 to 3 students and focused on the theme “Smoke Alarms – Make Them Work For You!” The purpose of the program was to teach children the importance of having working smoke alarms at home, listening for the sound of a smoke alarm and learning two ways out of every home. A program with the theme “Be Prepared: It’s Your Responsibility” was also delivered to grade 8 students. This included smoke and carbon monoxide alarm awareness, kitchen fire safety, emergency preparedness as well as an overview of Sault Fire Services in relation to services and positions within the department. Both elementary programs were delivered to over 3100 students.

Secondary School Program

In 2025, two different presentations were delivered to local high school students. This included Kitchen Fire Safety in Foods & Nutrition courses and Fire Service Recruitment for Careers courses. Over 800 students participated from our local secondary schools.

Fire Prevention Week

The theme for Fire Prevention Week in 2025 was “Charge Into Fire Safety: Lithium-Ion Batteries In Your Home.” This year, Fire Prevention Week included a social media campaign and a radio campaign. Sault Fire hosted an open house at #2 Station, where families toured the station and vehicles, practiced using a fire extinguisher, met Sparky, ate a BBQ lunch and learned about fire safety. In addition, we held a Touch-A-Truck Event at Firehouse Subs. Over 1,500 people attended all 3 events.

CO Awareness week

Carbon Monoxide (CO) Awareness Week is the first week in November every year. In 2025, Sault Fire had a social media campaign, a radio campaign and promotional ads on social media. The ultimate focus for Carbon Monoxide Awareness Week is to provide citizens with valuable information so that they can recognize the signs and symptoms of CO and help prevent CO related injuries and occurrences in the community.



Project ASAP

Project ASAP (Assisting Seniors Awareness Program) is a free program provided by Sault Ste. Marie Fire Services for seniors aged 65+. The focus of the program is to keep seniors safe in their own homes for as long as possible, with the idea of also making them feel confident and comfortable in their safety. The Public Education Officer will attend the senior's home annually and assess potential fire hazards, check and test smoke and carbon monoxide alarms and discuss a home escape plan. In 2025, 101 Project ASAP visits were conducted.

In-Service Smoke & Carbon Monoxide Alarm Program

Most fires happen at home, and history continues to show that working smoke alarms can make a difference between life and death should a fire occur. A critical program offered annually by Sault Fire is a door-to-door initiative in which suppression crews meet with homeowners, test their smoke and carbon monoxide alarms and provide valuable handouts regarding fire safety.

Over the course of the 2025 program, fire crews visited 2784 homes and tested 2106 smoke alarms with 1848 passing. This resulted in an 88% compliance rate for those tested. Fire crews also tested 1205 carbon monoxide alarms with 1060 passing for an 88% compliance rate.

Fire Seminar for Building Owners & Property Managers

In an effort to boost fire safety in multi-unit residential occupancies, Sault Fire held a free fire seminar for building owners, property managers and local landlords. This information session included a presentation on common Ontario Fire Code infractions and maintenance requirements for owners. Over 50 people were in attendance.

Other Programs

Sault Ste. Marie Fire Services is committed to keeping the community safe through various programs and initiatives. In 2025, these included group presentations for newcomers, seniors, and clubs, fire extinguisher training, community partner driven events, as well as parades and local festivals.



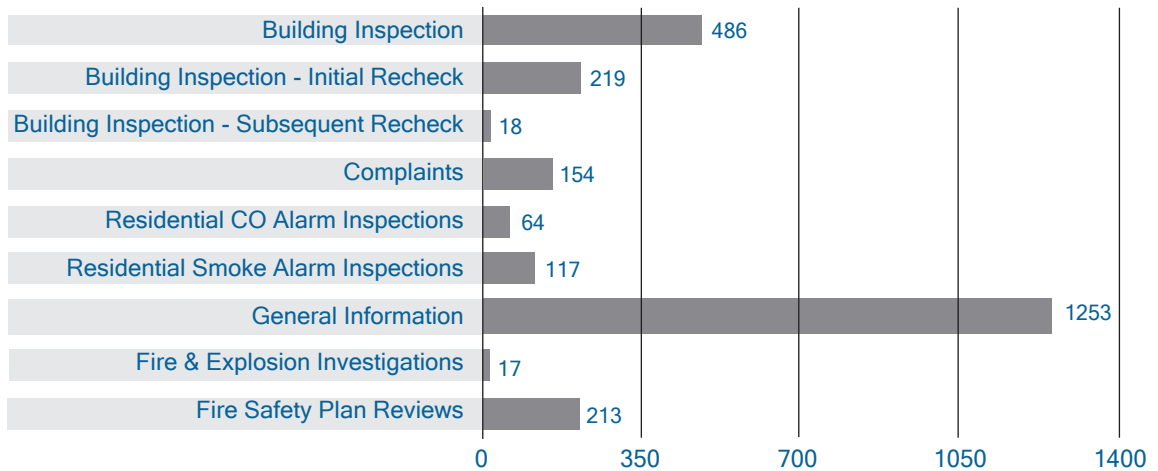
Inspection and Enforcement – The Second line of Defence

The Fire Prevention Division is mandated by the FPPA to follow up on all complaints and request inspections. In doing so, officers routinely discover Ontario Fire Code infractions and issue compliance orders as a result. As life safety cannot always be achieved through public education, the next step to achieve compliance is through enforcement methods.

Despite the FPPA mandated inspection requirements, the Fire Prevention Division promotes community safety annually through proactive measures by performing daily routine inspections in all occupancies. In 2025, substantive provincial offences charges resulting in thousands of dollars in fines were levied against non-compliant building owners.

Additionally, the FPPA requires an annual inspection and fire drill of vulnerable occupancies which include long-term care homes, hospitals, retirement homes and some group living homes. In 2025, the Fire Prevention Division inspected over 40 vulnerable occupancies in Sault Ste. Marie, and all were compliant with the Ontario Fire Code.

2025 Fire Prevention and Education Statistics



Ontario Fire Code Changes

In June 2025, the Solicitor General of Ontario approved significant changes to the Ontario Fire Code. These changes are set to take effect January 1st, 2026. Some highlights of the changes include:

- Improved harmonization with the 2020 National Fire Code of Canada (NFC) on various requirements including requirements for flammable and combustible liquids, dangerous goods, aerosol products, combustible dusts, etc.
- Alignment with some recent changes to the Ontario Building Code including new requirements for carbon monoxide alarms in existing residential occupancies and care occupancies
- Strengthened fire safety for existing boarding, lodging, and rooming houses and for two-unit residential occupancies

Sault Fire provided virtual information sessions to building owners and care occupancies to educate on these changes. Social media campaigns were also initiated to ensure residents are aware that as of January 1, 2026, carbon monoxide alarms will be required on every storey of the home where there is a gas fueled appliance or attached garage.

Looking Forward

To continue to help mitigate the risk of fire related injuries and fatalities in Sault Ste. Marie, key initiatives and strategies that promote safe cooking at home will remain a major focus of the Fire Prevention Division. Additionally, initiatives to promote the installation and maintenance of smoke and carbon monoxide alarms will also remain on the forefront.

Naomi Thibault

Deputy Chief

Fire Education, Prevention & Emergency Management

FIRE OPERATIONS



The Fire Operations Division focuses on delivering emergency fire protection, emergency medical care, and related emergency response services to the residents of Sault Ste. Marie. The Division comprises personnel from Suppression, Training, and Support Services. Our goal is to provide quick and efficient emergency services in a compassionate manner.

Sault Ste. Marie Fire Services' (SSMFS) primary response objectives align directly with our Mission Statement: "The Sault Ste. Marie Fire Service is a proud partner within our community that provides exceptional service through Prevention, Education, Protection, and Wellness."

Our highly trained professional firefighters are equipped with modern apparatus and equipment and operate from four stations across the municipality. In 2025, the Fire Suppression Division responded to 2,408 alarms, including 12 significant fires that resulted in losses exceeding \$100,000. The quick actions of Fire Operations crews helped limit damage and reduce property loss in these incidents.

SSMFS continues to strive to meet the NFPA standard of responding within 4 minutes or less, 90% of the time, to mitigate property loss to the community.

Tragically, there was one fire-related fatality in 2025. In addition, one firefighter injury and 19 civilian injuries were reported. In 2026, our goal is to continue working toward zero fire-related deaths and fewer injuries.

Achieving this goal is directly supported by our commitment to the In-Service Smoke Alarm Fire Safety Program. This annual program is delivered by firefighters as part of the SSMFS Public Education Program, in conjunction with the Fire Prevention Division. Throughout the spring and summer months, Fire Operations crews conduct scheduled visits in residential areas across the community. Suppression personnel provide residents with resources and information on carbon monoxide and home fire safety. In addition, smoke and carbon monoxide alarm checks are completed to support compliance with Ontario Fire Code requirements.

Training (Education and Skills)

In 2025, Fire Suppression personnel recorded a total of 20,777 training hours—an annual average of 260 training hours per member. These hours include formal training, group/crew training, and individual training.

Key training areas include:

- Ice/Water Rescue
- Officer Training
- Vehicle Extrication
- Operating Guideline and Notice Review
- Fire Dynamics and Modern Fire Behaviour
- Occupational Health and Safety
- Firefighter Rescue
- Pumper Operation
- First aid and CPR Training
- Fire Apparatus Driver Training
- Leadership/Platoon Chief Training

Sault Ste. Marie Regional Training Centre

In addition to year-round in-house training, firefighters continued to pursue NFPA certification training. The Regional Training Centre also supports training delivery to other agencies and departments in the surrounding area. Courses such as Pump Operations, Fire Officer 1 and 2, Fire Instructor 1 and 2, Fire Life Safety Educator, Ice Rescue Technician, Rope Rescue Technician, Auto Extrication, and Incident Safety Officer have been delivered, with more planned in 2026. This supports not only SSMFS training needs, but also external volunteer and composite departments in maintaining their service levels.



SSMFS also secured use of the Office of the Fire Marshal (OFM) burn trailer, providing hands-on live-fire training opportunities. The trailer was utilized by SSMFS and several surrounding area departments.

O. REG. 343/22 MANDATORY FIREFIGHTER CERTIFICATIONS

O. Reg. 343/22 is an Ontario regulation made under the Fire Protection and Prevention Act, 1997 (FPPA) that sets out the certification regime for firefighters and fire departments, including how firefighter minimum qualifications are established and recognized in Ontario. There are two key dates for implementing this legislation.

By **July 1, 2026**, Sault Ste. Marie Fire Services must ensure that firefighters are assigned to perform the fire protection services identified in O. Reg. 343/22 only where they meet the applicable minimum certification requirements, or where the Regulation otherwise permits participation.

Effective **July 1, 2028**, Sault Ste. Marie Fire Services must ensure that the delivery of Technical Rescue services regulated under O. Reg. 343/22 is supported by the Establishing and Regulating By-law and related policies that reflect the applicable minimum firefighter certification requirements.

Municipal Obligation

The Regulation places the obligation on the municipality/fire department to ensure firefighters perform the listed services only if, on/after the applicable date, the firefighter is certified to the required standard by the Fire Marshal.

SSMFS is already building training capacity and recordkeeping to meet the 2026 items, but is also forecasting instructor time, course seats, and backfill to close any 2028 gaps.

Highlights in 2025

Heroes of Service Awards

In May 2025, SSMFS was invited to participate in the Crimestoppers Heroes of Service Awards. Fire Management nominated Captain Peter Fewchuk and Firefighters Karl Christensen, Nolan Makkonen, and Brandon Hayes for their actions at a structure fire on September 26, 2024, in the downtown area.

Upon arrival, the four-person crew encountered dark smoke emanating from the attic, roof vents, and eaves. At this same time, all other fire crews were attending to alarms at alternate locations.

Bystanders confirmed to Fire Service crews that an occupant was inside the dwelling. This immediately became a rescue situation for the Firefighters. Captain Fewchuk assumed command and instructed Firefighters Makkonen and Firefighter Hayes to advance a hose line to the entrance.

Captain Fewchuk and Firefighter Christensen became the initial Rapid Intervention Crew (backup) for Firefighters Makkonen and Hayes as they entered the dwelling to perform a search. While performing a rapid search in heavy smoke and fire conditions, the Firefighters located the individual and removed them from the dwelling. Once outside of the dwelling, this team performed CPR until EMS arrived and transported the individual to the hospital, and the individual survived their injuries.

The quick actions of this entire crew resulted in the rescue of a community member.



Fire Protection Grant (\$33,283)

Through this Provincial Grant, SSMFS advanced Cancer Prevention for Fire Service Personnel. This funding allowed SSMFS to purchase an extractor to decontaminate gear of toxic carcinogens and an additional SCBA unit for protection of Fire Prevention Officers during fire investigations.

Warrior Health Grant (\$30,000)

This grant program is directed specifically to Mental Health and Wellbeing for First Responders and Fire Service Personnel. Programs delivered through this grant include:

- Building Resilience
- Creating a Positive Culture of Inclusion
- Establishing Healthy Boundaries
- PTSD Awareness
- Change Management

Operations Division – Looking Ahead

The Operations Division looks forward to the evolving direction of the fire service and the day-to-day operational challenges ahead. In suppression, we are working diligently to ensure the department remains current and aligned with best practices.

New personnel in leadership roles have contributed to renewed momentum and engagement across the Division as we work to achieve and sustain our operational goals.

In closing, I would like to thank all members of Sault Ste. Marie Fire Services for their commitment and dedication to protecting the lives, property, and environment of the citizens of Sault Ste. Marie.

Mark Morgenstern

Deputy Chief
Fire Operations

SUPPORT SERVICES

Communications/ Technology

Communication is vital to the effective operation of the Sault Ste. Marie Fire department. It impacts every aspect of emergency response, safety, coordination and public trust. This area of operations saw some important upgrades in 2025.

- Tablets were added to fleet vehicles to support electronic records management and provide enhanced mapping and navigation capabilities. They improve response by getting crews the right information faster, reducing radio/dispatch back-and-forth, and improving route and incident decision-making on route.
- Support Services is working jointly with all divisions at Fire Services, Bell 911, CriSys (CAD), Algoma Telephone Systems, Netagen Communication Solutions, the City of Sault Ste. Marie IT Department, and the Sault Ste. Marie Police Service to support the budgeting and mechanical/engineering design requirements for the upcoming NG9-1-1 implementation, including alignment with the planned target date.
- Multiple enhancements were made to the CriSys CAD system to better accommodate rising call volumes, improve the pre-alert function and vehicle communications, and strengthen records management. These upgrades also support readiness for the upcoming NG911 migration target date.



Asset And Facility Planning

Support Services plays a critical role in Fire Services' day-to-day operations. In 2025, key projects included:

- To align with industry's best practices and strengthen the health and safety of all personnel, a sixth phase of mechanical lockouts with electrical interlocks was installed on two additional overhead doors across multiple stations.
- New, upgraded windows were installed at Hall 4 to increase energy efficiency and occupant comfort while helping reduce heat loss, drafts, and ongoing heating and cooling costs.
- Ductwork at Hall 4, including dryer exhaust ducting, was cleaned as a major project to improve indoor air quality by reducing recirculated contaminants and harmful particle buildup, while also helping reduce ongoing maintenance costs.
- Hall 4 received a lighting retrofit to LED technology to reduce energy consumption and operating costs, while also supporting the Corporation's efforts to lower its overall carbon footprint.
- The existing 1982 backup generator was replaced with a modern, emergency-services-rated unit designed to provide dependable standby power for fire hall operations. The upgraded system delivers stable, equipment-friendly power suitable for sensitive electronic systems, strengthening facility resilience, reducing the risk of power-related equipment impacts, and supporting uninterrupted emergency response readiness.
- Two aging HVAC units at Hall 4 were replaced with new, high-efficiency models to improve performance and reliability while supporting the City's corporate carbon footprint reduction goals. This upgrade is also expected to reduce future maintenance costs by minimizing the strain and repair demands associated with older equipment.

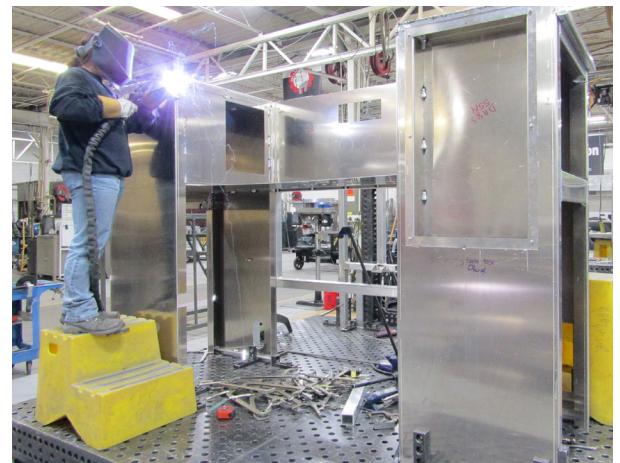
- Fire Services has taken steps to reduce plastic waste by installing filtered bottle-filling stations. These stations encourage the use of reusable water bottles, significantly decreasing reliance on disposable bottles. Providing clean, convenient drinking water also supports proper hydration and overall employee health and wellness.
- With the support and effort of personnel across the Fire Department, the former Emergency Operations Centre at Hall 4 was repurposed into the Regional Training Centre (RTC), expanding training capacity and strengthening operational readiness.
- Fuel pump stations at Hall 1 and Hall 4 successfully passed the annual inspection, requiring only minor repairs. In addition, the fuel tanks at both locations were cleaned and painted with support from suppression personnel.



Apparatus, Fleet, and Mechanical Support

Support Services mechanical personnel remain dedicated to maintaining the expanding Fire and EMS fleets, as well as the full range of equipment used throughout Sault Ste. Marie Fire Services, to ensure continuous 24/7 operational readiness. A comprehensive preventive maintenance program is in place to schedule routine servicing of vehicles, equipment, and facilities—helping manage lifecycle costs while maximizing availability, reliability, and service continuity.

- Support Services continues to use Ontario's DriveON program, the Ministry of Transportation's modernized digital platform that standardizes and streamlines vehicle safety (and applicable emissions) inspection processes for commercial and passenger vehicles, supporting consistent compliance and improved road safety.
- Annual safety inspections for Fire and EMS emergency equipment were completed in accordance with Ministry of Transportation (MTO) requirements, with all documentation captured in the new digital records management system. This helps ensure equipment remains roadworthy and compliant, supporting the safe operation and transportation of our emergency responders.
- All aerial devices and ground ladders were inspected and tested in accordance with ULC/NFPA standards, and annual pump performance testing was completed on all fire apparatus equipped with pumping capabilities.
- The new Aerial is in progress and moving forward. Delivery is anticipated in late 2026. Support Services has completed the chassis inspection with a satisfactory outcome with the unit now in the body building stage.
- A range of battery-powered tools has been added to the fleet to improve operational effectiveness. Cordless tools allow crews to work without air hoses or compressors, improving mobility and access in tight or remote areas while reducing trip hazards. They also operate more quietly than pneumatic tools, enhancing the work environment and supporting compliance with noise requirements in



enclosed spaces. With fewer system components than pneumatic setups (e.g., compressors, air lines, and lubrication), battery tooling typically requires less routine maintenance, helping reduce downtime and ongoing costs.

- A new bunker gear extractor has been installed at Hall 4 to support PPE decontamination operations due to approved Fire Protection Grant. The extractor will improve contamination control by enabling timely laundering/decontamination of bunker gear following incidents and will support improved turnout/turnover by increasing capacity and reducing turnaround time for returning PPE to service.
- With the help of Prevention Officers and Support Services, a new MSA Self Contained Breathing Apparatus (SCBA) harness has been purchased through the available Fire Protection Grant. This MSA G1 No PASS SCBA harness is a specialized, lightweight, durable carrier intended for industrial and hazardous environments. It is configured to reduce the likelihood of inadvertent activation. The harness incorporates flame-resistant Kevlar webbing, an adjustable swiveling lumbar pad to transfer load to the hips, and integrated protective channels for pneumatic lines and is often configured for use with chemical protective ensembles.



Skills Development

- Support Services works in conjunction with the Training Division to ensure all personnel are up to date with the large variety of equipment and tools.
- Support Services is responsible for monitoring and verifying that all required employee licenses remain current and compliant with regulatory and department standards.
- Support Services staff regularly attend EVT training and testing through Canadore College, Spartan Technical (Emergency Vehicle Technicians), and Cummins Canada. This ongoing professional development has certified Sault Ste. Marie Fire Services technicians to Emergency Vehicle Technician (EVT) standards, exceeding typical certification requirements.



I would like to extend my sincere thanks to all personnel at Sault Ste. Marie Fire Services for their ongoing assistance and patience as Support Services carries out the necessary work and repairs.

I'd like to acknowledge and thank Mike Brock, Paul Charron, and Jason Matthews for the outstanding effort you bring each day. Your high standards, reliability, and steadfast commitment to supporting Fire Services are greatly appreciated.

Support Services staff play a critical role in keeping Sault Ste. Marie Fire Services effective and response-ready, and the work you do is seen and valued.

Thank you for your continued dedication, collaboration, and support.

Matt Depatie

Assistant Fire Chief

EMERGENCY MANAGEMENT

Emergency Social Services

In 2025, the municipality moved its Emergency Social Services (ESS) program from planning into action. The year's work centered on three priorities: building out operational resources, strengthening partnerships, and training staff to deliver services when emergencies occur.

- **Operational Resources:** We developed a comprehensive suite of tools - including reception centre manuals, operational checklists, and resource tracking documents - aligned with provincial standards. These provide responders with clear, practical guidance for high-pressure situations.
- **Shelter Site Updates:** In partnership with the Canadian Red Cross, we completed a full audit of all recognized shelter sites. Each location was reviewed for accessibility and suitability, resulting in a reliable, data-driven inventory ready for immediate activation.
- **Training Launch:** We successfully rolled out the municipality's first formal ESS training curriculum. Covering everything from registration to evacuee support coordination, these sessions built shared capacity across both municipal staff and partner organizations.



Training and Exercises: Testing Our Readiness

While classroom learning is vital, full-scale exercises are where theory meets reality. In 2025, we participated in two major drills that required months of logistical coordination and interagency trust.

- **Airport Exercise:** This full-scale simulation brought together City Police, OPP, Sault Fire, EMS, and Search and Rescue. Operating under a unified command structure, agencies mobilized personnel and equipment in real time, proving the strength of our joint response capabilities.
- **Pipeline Exercise:** Partnering with Imperial Oil, this exercise focused on environmental protection. A key highlight was the Receptor Identification Workshop, where Public Works and Imperial Oil personnel mapped catch basins and sewer infrastructure to develop precision-targeted spill response strategies. Beyond specialized exercises, we maintained a steady pulse of core emergency management training, ensuring a common operating language across the region.



- Core Curriculum: Demand remained high for IMS 200, IMS 300, and EM 200 courses, keeping our partners and staff aligned on fundamental response principles.
- Provincial Leadership: The municipality played a lead role in the provincial rollout of Emergency Management Ontario's new Emergency Information Officer (EIO) course. As a pilot participant and home to some of the province's first certified instructors, we have significantly boosted our ability to deliver accurate, timely public information.



A Note of Appreciation and a Look Ahead

This year felt much like those before it - busy, demanding and full of competing priorities. Yet, the success of these programs isn't just about "process"; it is a direct result of the people who consistently showed up. Whether it was carving out time for training or the heavy lifting of real-world coordination, your commitment is what keeps this community resilient.

Looking forward, we aren't slowing down. With Ontario's new emergency management legislation on the horizon, there is a clear shift toward higher accountability and modernization. Our priority for 2026 is to stay ahead of these changes—strengthening our partnerships and ensuring we are well-positioned to meet these new provincial expectations head-on.

Lauren Perry

Community Emergency Management Coordinator

HONOURS AND AWARDS

Congratulations to the following Fire Services personnel who achieved special recognition in 2025.

Federal Exemplary Service

20 Year Medal

Captain Tyler Rathwell
Captain Sean O'Neill
Fire Prevention Officer Craig Genys

30 Year Bar

Platoon Chief Dan Coutu
Platoon Chief Clayton Breault
Fire Chief Peter Johnson

Provincial Long Service Awards

25 Year Medal

Captain Jason Webb
Captain Mark McLean

30 Year Bar

Platoon Chief Dan Coutu
Platoon Chief Clayton Breault
Fire Chief Peter Johnson

Retirements and New Staff

Sault Ste. Marie Fire Services would like to acknowledge the dedicated service of the following individuals. Congratulations on your retirement!

2025 Retirement

Deputy Chief Mike Oliverio

2025 Firefighter Recruits

Hannah Horner
Zachary Dubreuil

Congratulations and welcome to Sault Ste. Marie Fire Services!



SAULT STE. MARIE RESPONSE CENTRES

Main Fire Hall, Station 1



Station 2



Station 3



Station 4 - Regional Emergency Services Complex (RESC)





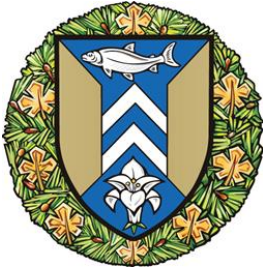
SAULT STE. MARIE

SAULT STE. MARIE FIRE SERVICES

fire@cityssm.on.ca 705-949-3333

72 Tancred Street, Sault Ste. Marie, ON P6A 2W1





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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Naomi Thibault, Fire Chief
DEPARTMENT: Fire Services
RE: Impacts of New Mandatory Firefighter Certification
Legislation

Purpose

The purpose of this report is to bring forward to Council changes to legislation that will impact the delivery of specialized rescue services currently being provided by Sault Ste. Marie Fire Services (SSMFS).

Background

Under the *Fire Protection and Prevention Act* (FPPA), municipalities are responsible for determining the appropriate level of fire protection services to be provided within their communities, based on local needs and risks. This level of service should be contained in an Establishing and Regulating By-Law. On November 30, 2020, Council approved the Establishing and Regulating By-law for Sault Ste. Marie Fire Services (By-law 2020-211) and approved an amendment to the By-law in 2024 (By-law 2024-148).

Within the Establishing and Regulating By-law, the provision of a range of fire protection services was approved, including the following specialized rescues:

- Ice Water Rescue
- Surface Water Rescue (Shore-Based Only)
- Swift Water Rescue (Shore-Based Only)
- Confined Space Rescue
- High-Angle and Low-Angle Rope Rescue

The provision of these specialized rescue services is particularly important given the nature of our community and the tourism and recreational activities that take place locally. The John Rowswell Hub Trail, Hiawatha Highlands, and other local trail systems attract residents and visitors who participate in hiking, cycling, skiing, climbing, and other outdoor activities, often in remote or challenging terrain. In addition, the presence of waterways within the City of Sault Ste. Marie, including the unique characteristics of the St. Mary's River, supports significant recreational

boating, fishing, and other water-based activities. The community's extensive network of trails and waterways creates a reasonable likelihood of incidents requiring specialized rescue capabilities (as indicated in the Community Risk Assessment approved by Council in 2025), including rescues from steep or inaccessible terrain, water, and ice, and confined or difficult to access spaces.

Additionally, the need for specialized rescue services in Sault Ste. Marie, particularly confined space and rope rescue, is further reinforced by the industrial risks present in the community. The tragic death of a contract worker at Algoma Steel in 2023 following a confined space incident, to which SSMFS responded, illustrates the potentially life-threatening nature and immediacy of these incidents.

Analysis

In April 2022 Ontario Regulation 343/22 (Firefighter Certification) was passed, which establishes mandatory minimum certification requirements for firefighters performing fire protection services, including specialized rescues. The legislation was divided into two compliance deadlines – July 1, 2026, and July 1, 2028. The certification deadline for the specialized rescues mentioned above is July 1, 2028.

Prior to the legislation, fire departments were required to ensure firefighters were trained to an appropriate level to meet department operating guidelines for each specialized rescue provided. As of the compliance deadlines, the legislation requires that municipal firefighters take a provincially approved course and write a certification exam to the service level provided. Under the new legislation, municipalities must clearly identify the level at which each specialized rescue service is being provided in their community– Awareness, Operations, or Technician level. The three levels represent increasing capability.

Specialized Rescue Levels Currently Provided by Northern Fire Departments

	Ice Water Rescue	Surface Water Rescue	Swift Water Rescue	Confined Space Rescue	Rope Rescue
Sault Ste. Marie	Technician	Operations (Shore-Based Only)	Operations (Shore-Based Only)	Technician	Technician
North Bay	X	X	X	X	Technician
Sudbury	Technician	Technician	Technician	Technician	Technician
Thunder Bay	Technician	Technician	Technician	Technician	Technician
Timmins	Technician	Technician	Operations	X	X

SSMFS has begun working toward meeting the required firefighter certifications for the specialized rescue services provided using existing training budget

resources; however, the current budget is insufficient to achieve the required level of training and certification within a reasonable timeframe.

A deliberate approach to minimizing the financial impact of these requirements has been taken. SSMFS is a Regional Training Centre (RTC) through the Office of the Fire Marshal (OFM), which allows many provincial certification courses to be delivered locally, significantly reducing or eliminating the need for out-of-town travel and associated expenses. In addition, the department's goal is to certify a core group of firefighters in each discipline as instructors and subsequently establish learning contracts with them to support the delivery of training to the remainder of the workforce while on shift.

While alternative response options may be available for some of these services, they do not provide the same timeliness or local availability as SSMFS. While these alternatives may complement SSMFS's response, they do not provide an equivalent level of service or eliminate the need for the department to maintain its existing capabilities.

Other Response Agency Capabilities

	Ice Water Rescue	Surface Water Rescue	Swift Water Rescue	Confined Space Rescue	Rope Rescue (High & Low Angle)	Response Time
Sault Search and Rescue	Yes	Yes	No	No	No	Minimum 45 mins.
Sault Ste. Marie Police Services	No	No	No	No	No	---
OPP (Local)	No	Yes	No	No	No	Immediate (If their boat is available.)
OPP (NE Region- North Bay)	Yes	Yes	No	No	Low- angle only	Several hours
OPP (Southern Ontario)	Yes	Yes	No	Yes	Yes	Several hours

In Sault Ste. Marie, Sault Search and Rescue (SSAR) can provide ice water and surface water rescue; however, their anticipated response time is a minimum of 45 minutes. SSAR currently does not conduct swift water rescues, confined space rescues or rope rescues. OPP has indicated that locally, should their boat be available, they would be able to respond to a surface water rescue relatively

quickly. While OPP does not have local resources for rope, confined space, or ice water rescues, teams can be deployed to assist from across Ontario. These teams would likely take several hours to mobilize and arrive in Sault Ste. Marie.

Although specialized rescues are not frequently required, maintaining these services within SSMFS is essential to ensuring an immediate response when a life-threatening incident occurs. Council can expect to see a corresponding operating increase request through the upcoming budget process for an additional \$200,000 annually to support these ongoing certification requirements. Given the community's geographic isolation, limited access to other capable local resources, and the time-sensitive nature of specialized rescue incidents, this investment will help ensure SSMFS will be able to continue providing the current level of service.

It should be noted that, since the legislation was passed in 2022, SSMFS has been actively working to meet the first phase of Ontario's firefighter certification. Many certifications had a deadline of July 1st, 2026, including pump operations, fire officer, fire prevention/inspection, and emergency communications.

While SSMFS will make every reasonable effort to achieve the second phase of compliance by the July 1st, 2028 deadline, it is not considered realistic given the current state of implementation. A more realistic and achievable target for full compliance is 2030. This may result in a temporary reduction in the level of specialized rescue services provided, should the province's 2028 compliance deadlines remain unchanged. Northern Ontario municipal fire departments continue to advocate to the province for additional time to achieve compliance.

Financial Implications

This report is being presented for information purposes only at this time. A request for an increase of \$200,000 to SSMFS's operating budget for training will be brought forward for Council's consideration through the upcoming annual budget process to support the continued provision of these specialized fire rescue services to the same levels.

Strategic Plan / Policy Impact / Climate Impact

The provision of fire protection services directly supports the Service Delivery pillar of the Corporate Strategic Plan. Maintaining the capacity to provide specialized rescue services ensures that the City is providing responsive, effective and reliable emergency services that reflect the community's risks.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Fire Chief dated August 31, 2026 concerning the Impacts of New Mandatory Firefighter Certification Legislation be received as information.

Impacts of New Mandatory Firefighter Certification Legislation

August 31, 2026

Page 5.

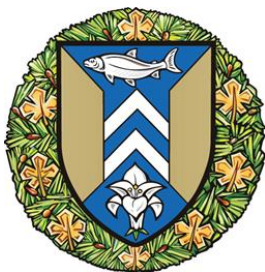
Respectfully submitted,

Naomi Thibault

Fire Chief

705.949.3333

n.thibault@cityssm.on.ca



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Jeffrey King, City Solicitor
Madison Zuppa, Deputy City Clerk

DEPARTMENT: Legal Department

RE: Vehicle for Hire By-law Update

Purpose

The purpose of this report is to update Council regarding progress made and the anticipated date that the new Vehicle for Hire By-law will be presented for Council approval.

Attachment

Draft Vehicle for Hire By-law.

Background

The administration of the Taxi By-law has historically been with the Sault Ste. Marie Police Service Board (Board), and a formal transition to the City is to occur. Staff informed Council on May 4, 2026, that several items needed consideration and events would need to occur prior to presenting a draft by-law to Council. Those items included the local need for accessible vehicles for hire within the community and exploring options to best regulate this service for alignment with community needs, an equitable approach to accessible service providers, addressing any imbalance between traditional ride services (taxi) and app-based ride services (rideshare), with public consultation once a draft by-law and structured process is finalized. Staff committed to attempting to have a draft by-law to Council for the August meeting, with a recommendation that any resources be referred to the budget.

The following are the number of licences issued on an annual basis:

2025 drivers for hire (taxi/limo) 140 2025 vehicles for hire (taxi/limo) 56	2025 drivers for hire (rideshare) 178 2025 vehicles for hire (rideshare) 180
2026 drivers for hire (taxi/limo) 92 2026 vehicles for hire (taxi/limo) 51	2026 drivers for hire (rideshare) 96 2026 vehicles for hire (rideshare) 95

Analysis

Attached hereto is a first draft of the new Vehicle for Hire By-law. Some work remains to align references, which will occur as changes are made between now and the by-law's readiness for Council approval.

Since May, Staff have reviewed a dozen existing by-laws from like-sized municipalities and compared them to guide the City's future by-law. This exercise also required a review of the City's existing by-law and the components that are not applicable to local markets and practices. For example, removing the broker licence category seemed necessary because the business does not exist locally, and all dispatch is handled by the licensed taxi business. Also, user fees, which have remained unchanged for the past 25 years, will need to increase by 30%-400% in most cases to offset administrative costs, with the largest increases applied to personal transportation companies (rideshare).

Other aspects of the by-law that require more attention are that the Police Board's custody of the by-law includes oversight and appeals hearings regarding licences issued. Staff is looking to modify the existing dangerous dog hearing committee by extending the terms of reference to a general Appeal Hearing Committee to capture and anticipate 4-6 appeals that might stem from a licence being suspended, revoked, or not issued for an applicable reason. Some costs are anticipated for training members of this committee, which supports consolidating into a single committee to better manage the associated expenses.

Additionally, provincial legislation has been passed to regulate rideshare in some northern communities under O. Reg. 136/26 (Pilot Project – Rideshare Services Along the Northlander Corridor). Although it does not apply to the City, aligning the new by-law with the relevant section of the regulation is underway. One area considered was subsection 1(4) of O. Reg. 136/26 as it sets a list of offences that would disqualify an applicant from receiving a licence. The service shift from Police oversight to City Staff required particular attention to the disqualifying offences to ensure a fair and justified approach is taken to the public safety component of the new by-law.

Currently, taxicabs are being operated beyond the age of 10-years, which is not permissible for personal transit vehicles. Staff continue to navigate a best practice to align and phase out the differences on this basis. Other considerations being reviewed include the use of traditional taxi services and applications (Apps) to ensure a balanced approach. Staff is stress-testing the nuances between taxis and rideshares to ensure it accounts for a 2018 court case that unsuccessfully argued an imbalance between the different services. This included stipulating a maximum rate (tariff) to be charged, as well as a drop rate to protect consumers while allowing markets to autoregulate competitiveness.

Vehicle for Hire By-law Update

August 31, 2026

Page 3.

Another key factor in the above case was that two sections of Ottawa's By-law were struck for lack of consultation. Staff have set forward the following consultation schedule:

September 1, 2026	Draft By-law circulated to industry partners
September 23, 2026	Accessibility and Transit Public Consultation
November (Date TBA)	Public consultation specific to the new By-law
December 9, 2026	By-law will be presented to Council for approval

A by-law complement increase will be recommended as part of the passing of this by-law. A 2016 court case found the City of Ottawa negligent for failing to adequately address and enforce rideshare. Although the Ottawa case is factually different from the service transfer underway, it would be important for the City to have adequate resources to enforce the provisions of the new by-law. The Police Service has committed to enforcing moving violations that require roadside stops or audits, and Staff will take steps to include Part 1 (ticket) offences in the new by-law, as well as the ability for By-law Officers to issue orders that would demand compliance with various provisions.

Financial Implications

Staff previously reported that there are no financial implications related to the May 4, 2026 information report; this remains consistent for this update report. Increased resources are required to accommodate enforcement of the new by-law. A review of past licensing obligations undertaken by by-law enforcement suggests that an FTE of (1) increase accompanies the approval of the new by-law. A service level increase will be presented during the 2027 budget deliberations.

Strategic Plan / Policy Impact / Climate Impact

Streamlining the application process for vehicles for hire licences supports the corporate value of achieving excellence in customer service and streamlining processes.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the City Solicitor and Deputy City Clerk dated August 31, 2026 concerning Vehicle-for-Hire By-law Update be received as information.

Respectfully submitted,

Jeffrey King
City Solicitor
705.759.2662
j.king3@cityssm.on.ca

Madison Zuppa

Vehicle for Hire By-law Update
August 31, 2026
Page 4.

Deputy Clerk
705.759.5392
m.zuppa@cityssm.on.ca

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2026-

VEHICLES FOR HIRE: A by-law to regulate and license Vehicles for Hire in the City of Sault Ste. Marie and to repeal By-law 2011-161.

WHEREAS sections 8 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended hereinafter referred to as the "Act" confers broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues, which includes a system of licensing for the subject matter;

AND WHEREAS section 9 of the Act provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising the authority under the Act;

AND WHEREAS subsection 10(1) provides that a municipality may provide a service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS subsection 10(2) of the Act authorizes municipalities to pass by-laws for the health, safety and well-being of persons, for protection of persons and property, including consumer protection, for animals, and for business licensing;

AND WHEREAS section 23.1, 23.2, and 23.3 of the Act authorizes a municipality to delegate its powers and duties under the Act to a person;

AND WHEREAS section 150 of the Act defines a business that may be licensed to be wholly or partly carried on within the municipality even if the business is being carried on from a location outside the municipality;

AND WHEREAS section 151 of the Act, authorizes municipalities to provide for a system of licences with respect to a business and may:

- (a) prohibit the carrying on or engaging in the business without a licence;
- (b) refuse to grant a licence or to revoke or suspend a licence;
- (c) impose conditions as a requirement of obtaining, continuing to hold or renewing a licence;
- (d) impose special conditions on a business in a class that have not been imposed on all of the businesses in that class in order to obtain, continue to hold or renew a licence;
- (e) impose conditions, including special conditions, as a requirement of continuing to hold a licence at any time during the term of the licence; and
- (f) license, regulate or govern real and personal property used for the business and the persons carrying it on or engaged in it.

AND WHEREAS section 156 of the Act provides further authority to:

- (a) establish the rates or fares to be charged for the conveyance of property or passengers either wholly within the municipality or from any point in the municipality to any point outside the municipality;
- (b) provide for the collection of the rates or fares charged for the conveyance; and
- (c) limit the number of taxicabs or any class of them.

AND WHEREAS section 391 authorizes a municipality to impose fees or charges on persons:

- (a) for services or activities provided or done by or on behalf of it;
- (b) for costs payable by it for services or activities provided or done by or on behalf of any other municipality or any local board; and
- (c) for the use of its property including property under its control;

AND WHEREAS section 425 of the Act authorizes a municipality to pass by-laws providing that a person who contravenes a by-law of a municipality passed under the Act is guilty of an offence;

AND WHEREAS section 426 provides that no person shall hinder or obstruct, or attempt to hinder or obstruct, any person who is exercising a power or performing a duty under the Act or under a by-law passed under the Act;

AND WHEREAS sections 429, 433, and 441 authorizes a municipality to establish a system of fines for offences under a by-law created under the Act, that such fines belong to the municipality, and that such fines if unpaid may be collected as unpaid taxes for the purposes of section 351;

AND WHEREAS section 431 of the Act authorizes that where any by-law of a municipality under the Act is contravened and a conviction entered, in addition to any other remedy and to any penalty imposed by the by-law, the court in which the conviction has been entered and any court of competent jurisdiction thereafter may make an order prohibiting the continuation or repetition of the offence by the person convicted and requiring the person convicted to correct the contravention;

AND WHEREAS section 436 of the Act authorizes a municipality to pass a by-law providing that the municipality may enter on land to conduct inspections;

AND WHEREAS sections 444 and 445 of the Act authorizes a municipality to make orders to discontinue, or to correct, the contravention of a by-law;

AND WHEREAS section 446 of the Act authorizes a municipality to do a matter or thing in default of it being done by the person directed or required to do it;

AND WHEREAS the Vehicle for Hire industry has been regulated locally, lastly under the 2011 framework, which was overseen and enforced by the Sault Ste. Marie Police Service and its Board;

AND WHEREAS Council wishes to license, regulate, and govern owners and drivers providing Vehicle for Hire services and designated driver services with the purpose of promoting public safety, enhancing consumer protection, and fostering economic and social well-being within Sault Ste. Marie;

AND WHEREAS Council does not wish to limit the number of Vehicles for Hire of any class in order to foster a competitive environment that will benefit consumers;

AND WHEREAS Council wishes to facilitate the delivery of transportation to passengers for a Fare, whether by allowing passengers to Hail a vehicle or request Transportation Services through a software application, or other means that allow a passenger's request for a ride to be conveyed to a driver;

AND WHEREAS Council wishes to ensure appropriate standards for the quality and availability of accessible transportation while being mindful of the cost of offering such services and the overall expense it represents for the industry;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF SAULT STE. MARIE HEREBY ENACTS AS FOLLOWS:

1. DEFINITIONS

In this By-law:

- a. **"Accessible Vehicle"** means a vehicle that is wheelchair accessible, permitting the loading, transportation and off-loading of a person with a disability confined to a wheelchair or in reliance on a similar device, and is available for or providing conveyance service;
- b. **"App"** means any application, intended to connect passengers for transportation services;
- c. **"Applicant"** means any person applying for a Licence or renewing a Licence under this By-law;
- d. **"Business Day"** means a day on which the City's administrative offices are open for business;
- e. **"City"** means The Corporation of the City of Sault Ste. Marie;
- f. **"Chief Financial Officer and City Treasurer"** means the Chief Financial Officer and City Treasurer for the City of Sault Ste. Marie or any person designated by the Chief Financial Officer and City Treasurer;

- g. **“Clerk”** means the City Clerk for the City of Sault Ste. Marie or any person designated by the City Clerk;
- h. **“Council”** means the Sault Ste. Marie City Council;
- i. **“Criminal Record and Judicial Matters Check”** means a complete search, disclosing any record of criminal convictions, summary convictions, outstanding entries, findings of guilt under the *Youth Criminal Justice Act* within the applicable disclosure period, and absolute and conditional discharges;
- j. **“Courtesy Shuttle”** means a vehicle operated by a hotel or motel to transport registered guests free of charge or a motor vehicle in association with a motor vehicle repair shop where a customer is driven to a predetermined destination;
- k. **“Driver”** means an operator or person with control of a VFH, who is licensed under the By-law, or who is required to be licensed under this By-law, but does not include a PTC Driver;
- l. **“Driver’s Abstract”** means a Driver’s Abstract issued by the Province of Ontario;
- m. **“Fare”** means the amount to be calculated using a taxicab meter or PTC App;
- n. **“Hail”** means an appeal for a ride by any person using sounds, words, signs, or gestures directed at a VFH Driver;
- o. **“Highway Traffic Act”** means *Highway Traffic Act*, R.S.O. 1990, c. H. 8, as amended;
- p. **“Licence”** means a Licence issued pursuant to this By-law;
- q. **“Licence Issuer”** means a City employee responsible for issuing a Licence;
- r. **“Licensed”** means licensed under the provisions of this By-law;
- s. **“Licensee”** means a person licensed under the provisions of this By-law;
- t. **“Limousine”** means a motor vehicle used or offered for hire for the pre-arranged transportation of passengers for compensation and is not a conventional public transit service, taxicab, or PTC Vehicle, and includes a stretch limousine, luxury vehicle, party bus, or other similar vehicle;
- u. **“Order”** means an Order issued under section _____ of this By-law;
- v. **“Officer”** means a person appointed by Council to enforce this By-law, and includes duly sworn members of the Sault Ste. Marie Police Service;
- w. **“Owner”** means any person owning, leasing, or otherwise having carriage or control of a VFH business, who is licensed as such, or required to be licensed as such, under this By-law;
- x. **“Private Transportation Company”** means any person that offers, facilitates, or operates prearranged transportation services for compensation, from a point in the City of Sault Ste. Marie, to any point within or beyond the City of Sault Ste. Marie, using any software or application or telecommunications platform or digital

network to connect passengers with PTC Drivers, excluding a licensed Taxicab or Limousine, and may also be referred to as “PTC” for the purposes of this By-law;

- y. **“Personal Transportation Company Driver”** means any person affiliated with a PTC who transports passengers for compensation using a PTC App and may also be referred to as a “PTC Driver”;
- z. **“Personal Transportation Company Vehicle”** means a private passenger motor vehicle with a seating capacity of not more than six (6) persons, exclusive of the driver, that provides transportation services through PTC App but does not include a taxicab or Limousine and may also be referred to as a “PTC Vehicle”;
- aa. **“Solicit”** means any appeal for customers or passengers by sounds, words, signs, or gestures directed at any person;
- bb. **“Safety Standards Certificate”** means a certificate that confirms a motor vehicle complies with the equipment and performance standards prescribed by the *Highway Traffic Act*;
- cc. **“Service Animal”** has the same meaning as in Ontario Regulation 191/11 (Integrated Accessibility Standards) made under the *Accessibility for Ontarians with Disabilities Act, 2005*;
- dd. **“Taxicab”** means a motor vehicle having a seating capacity of not more than six (6) persons, exclusive of the driver, and provides transportation services but does not include Limousines or PTC Vehicles;
- ee. **“Transportation Service”** means each prearranged trip in a VFH commencing when a passenger enters the vehicle, continuing for the period that the vehicle is continuously occupied, and ending when all passengers or goods exit the vehicle;
- ff. **“Vehicle for Hire”** means a Taxicab, Limousine, or PTC Vehicle, and may also be referred to as “VFH”;
- gg. **“Vehicle for Hire Identifier”** means a sign, including a decal, displaying the logo or name of the company through which a VFH Driver is providing transportation service to passengers, and such other information as required by the City of Sault Ste. Marie, in a form approved by the City of Sault Ste. Marie and may also be referred to as a “VFH Identifier”;
- hh. **“Vulnerable Sector Check”** means a complete search disclosing any sexual offence convictions for which the individual has received a record suspension (pardon) where authorized by the Minister of Public Safety, in addition to the information provided in a Police Criminal Record and Judicial Matters Check.

2. GENERAL PROVISIONS

- 2.1. The provisions of the By-law do not apply to:
 - (a) activities or matters undertaken by the City;

- (b) a motor vehicle used as part of a City's transit system;
- (c) a school bus;
- (d) courtesy shuttle;
- (e) a funeral hearse;
- (f) a person who facilitates "carpooling" as defined by the *Public Vehicles Act*;
or
- (g) an emergency motor vehicle, including but not limited to: ambulance, fire,
or police.

3. PROHIBITIONS

- 3.1. No person shall own, operate, or permit the operation of a VFH without a valid Licence.
- 3.2. No person shall own, operate, or permit the operation of a VFH, other than in accordance with the terms and conditions of a Licence and this By-law.
- 3.3. No person shall carry on business other than in the name that appears on the Licence.
- 3.4. No person shall represent to the public that the person is Licensed under this By-law if the person is not so Licensed.
- 3.5. No person shall alter, erase, modify, or permit such alteration of a Licence.
- 3.6. No person shall provide false or misleading information for the purposes of obtaining, maintaining, or renewing a Licence.
- 3.7. No person shall employ or engage the services of a Driver that does not meet the requirements of this By-law.
- 3.8. No person shall employ or engage the services of a Driver that does not have a valid Licence.
- 3.9. No person shall own, operate, or permit the operation of a VFH that does not meet the requirements of this By-law.
- 3.10. No person shall carry a greater number of passengers than is set out in the manufacturer's rating of seating capacity for such motor vehicle.
- 3.11. No person shall drive a VFH without the following in their possession:
 - (a) motor vehicle ownership;
 - (b) valid insurance;
 - (c) valid Ontario Driver's Licence; and
 - (d) any other document as required by this By-law.
- 3.12. No person shall operate or permit the operation of a VFH that requires mechanical or exterior body repair.
- 3.13. No person shall remove or tamper with or cause to be removed or tampered with a taxicab meter or a taxicab meter seal.

- 3.14. No person shall recover any Fare for Transportation Services greater than the Fare prescribed by this By-law except for a tip, gratuity, or credit card service charge.
- 3.15. No person shall permit, accept, or condone a Hail with a PTC Vehicle or Limousine.
- 3.16. No person shall permit or accept payment by cash for Transportation Services provided by a PTC or PTC Driver.
- 3.17. No person shall fail to pay a Fare for Transportation Services.
- 3.18. No person shall smoke in a VFH.
- 3.19. No person shall equip a PTC Vehicle or a Limousine with a taxicab meter.

4. APPLICATION FOR A LICENCE

- 4.1. A person making an application for a Licence or renewal of a Licence shall submit to the satisfaction of the Licence Issuer:
 - (a) a complete application in the form provided by the City;
 - (b) where the Applicant is a corporation, a copy of the articles of incorporation or other incorporating documents issued by the Province of Ontario or the Government of Canada, and the business name registration, when applicable;
 - (c) where the Applicant is a sole proprietor, a copy of the business name registration, when applicable;
 - (d) where the Applicant is a registered partnership, a copy of the registered declaration of partnership, the names and addresses of each member of the partnership, as well as the name under which the partnership intends to carry on business and a copy of the business name registration;
 - (e) the applicable Licence fee as prescribed as per the User Fee By-law currently in effect;
 - (f) any documents, and obtain all required approvals and inspections from the appropriate approval authority having jurisdiction as outlined on the applicable Schedule to this By-law; and
 - (g) any other documents as may be required by the Licence Issuer.
- 4.2. Notwithstanding section 4.1, a Licensee is not required to submit on renewal of a Licence the items listed in sections 4.1(b), 4.1(c), or 4.1(d) provided no changes have occurred in the information contained in those documents.
- 4.3. The Licence Issuer shall not issue or renew a Licence to a person that does not meet the threshold criteria established by this By-law or to a person that has:
 - (a) overdue by-law fines, penalties, or other monies owing to the City;

- (b) outstanding property taxes and late payment charges owing to the City for the property subject to the Licence application, where applicable.
- 4.4. A person making application for the renewal of a Licence shall submit a complete application meeting all the requirements set out in this By-law ten (10) business days prior to the expiry of the current Licence. Any application received after that time, but before the expiry of the Licence will be subject to a late fee listed in the User Fee By-law currently in effect. Any Licence application received after the expiry of the current Licence will be treated as a new application.
- 4.5. Every Licence is at all times the property of the City and shall be valid only in respect of the person and specific Vehicle named therein and for the nature of the service and class of Vehicle specified in the Licence.

5. LICENCE APPROVAL, REFUSAL, SUSPENSION, OR REVOCATION

- 5.1. The Licence Issuer shall receive, process, and review all applications for all new Licences and renewals of Licences under this By-law, provided all the required information has been provided and all application fees have been paid.
- 5.2. The Licence Issuer shall have the power and authority to:
 - (a) issue a new Licence;
 - (b) renew a Licence;
 - (c) deny the issuance or renewal of a Licence;
 - (d) revoke a Licence;
 - (e) suspend a Licence; and
 - (f) impose terms or conditions on a Licence, including a new Licence or a previously issued Licence.
- 5.3. When an application for a new Licence or renewal of a Licence is made in accordance with this By-law and the Applicant meets all the requirements of this By-law, the Licence Issuer shall issue a Licence within ten (10) business days.
- 5.4. A Licence Issuer may refuse to issue, renew, revoke, or suspend a Licence at any time where there are reasonable grounds to believe that:
 - (a) the requirements of this By-law are not met;
 - (b) the past or present conduct of any person, including any partner, the officers, directors, employees, or agents of a corporation affords reasonable cause to believe that the person will not carry on or engage in the business in respect of which the application is made in accordance with the law or with honesty or integrity;

- (c) the Applicant or Licensee has been previously found in breach or contravention of any law or any provision of this By-law or any other municipal by-law or provincial or federal statute associated with the carrying on of such business;
 - (d) the financial position of the Applicant or Licensee affords reasonable grounds to believe that the activity for which they are licensed or to continue to be licensed in accordance with law will not be carried on in a financially responsible manner;
 - (e) the Applicant or Licensee has failed to pay a fine or fines imposed by a court for convictions for breach of this or any other City by-law;
 - (f) the Applicant or Licensee has failed to comply with any term, condition, Order, or direction of the Licence Issuer or Officer or has failed to permit any investigation or inspection by the Licence Issuer or Officer;
 - (g) the Licence Issuer determines it is in the public interest to do so, for reasons of public health, safety, well-being of persons, the protection of persons and property, including consumer protection, nuisance, or noise;
 - (h) the Applicant or Licensee is carrying on or engaging in activities that are, or will be, if the Applicant or Licensee is Licensed, in contravention of this By-law, or any other applicable law;
 - (i) the Applicant or Licensee has not paid the required Licence fees;
 - (j) the Applicant or Licensee fails to maintain insurance as required by this By-law;
 - (k) the Ontario Driver's Licence of the Applicant or Licensee expires, is cancelled, suspended, or revoked; or
 - (l) the Criminal Record and Judicial Matters Check or Vulnerable Sector Check discloses a disqualifying criminal conviction set out in Schedule ____ of this By-law;
 - (m) the Driver has [incurred a quantum of demerit points or has] been suspended following a conviction of any of the offences or suspension under the *Highway Traffic Act* set out in Schedule ____
- 5.5. Where the Licence Issuer is satisfied that the continuation of a business poses an immediate danger to the health or safety of any person or to any property, the Licence Issuer may suspend a Licence without a hearing subject to the following:
- (a) before suspending the Licence, the Licence Issuer shall provide the Licensee with the reasons for the suspension, either orally or in writing, and an opportunity to respond to them; and
 - (b) the suspension shall not exceed ten (10) Business Days.
- 5.6. Except with respect to a decision under subsections 5.5 after a decision is made by the Licence Issuer to refuse, revoke, or suspend a Licence, written

- notice of that decision shall be given to the Applicant or Licensee advising the Applicant or Licensee of the Licence Issuer's decision with respect to the application or Licence.
- 5.7. The written notice to be given under subsection 5.6 shall:
- (a) set out the grounds for the decision;
 - (b) give reasonable particulars of the grounds;
 - (c) be signed by the Licence Issuer; and
 - (d) state that the Applicant or Licensee is entitled to a hearing by the Appeal Committee if the Applicant or Licensee sends a request for a hearing to the Licence Issuer within ten (10) Business Days after the notice is delivered, and by paying the required fee pursuant to the User Fee By-law currently in effect.
- 5.8. Where a Licence has been suspended, and a hearing has occurred, the suspension shall remain in force until such time as the Licensee has satisfied the Licence Issuer as to the Licensee's compliance with this By-law and Licence conditions, and that the public interest no longer requires the suspension of such Licence.
- 5.9. Any Licence that has been under suspension for a period in excess of one hundred and twenty (120) days is automatically revoked, without further notice of by the Licence Issuer.
- 5.10. Where a Licence or application to renew a Licence has been refused, revoked, suspended or cancelled, the Licensee is not entitled to a refund of any fee paid under the User Fee By-law currently in effect.
- 5.11. No person shall re-apply to obtain or renew a Licence for a minimum of one (1) year from the later of:
- (a) the date of the Licence Issuer's decision to refuse to issue, renew, or revoke a Licence;
 - (b) where the decision of the Licence Issuer is appealed, the date of the Appeal Committee's decision if the Appeal Committee upholds the decision to refuse to issue, renew, or revoke the Licence.
- 5.12. Where a Licence has been revoked, suspended, or cancelled, the Licensee shall return the Licence to the Licence Issuer within three (3) Business Days.

6. APPEAL TO THE APPEAL COMMITTEE

- 6.1. The decision of the Licence Issuer may be appealed by the Applicant or Licensee to the Appeal Committee by sending a request for an appeal hearing to the Licence Issuer within ten (10) Business Days after the notice set out in subsection 5.6 is delivered. A request for a hearing shall contain the following information:

- (a) the name of the appellant;
 - (b) the decision that is the subject of the appeal;
 - (c) the detailed grounds of the appeal; and
 - (d) payment of the required appeal fee pursuant to the current User Fee By-law currently in effect.
- 6.2. Where the Licence Issuer receives notice from the Applicant or Licensee in accordance with section 6.1, the Licence Issuer shall refer the matter to the Appeal Committee and give the Applicant or Licensee notice of the date and time when the Applicant or Licensee will have the opportunity to be heard on the matter by the Appeal Committee.
- 6.3. Service of any notice on the Applicant or Licensee under section 6.2 shall be made by personal delivery, ordinary mail, or email transmission. The notice shall be deemed to have been served on the fifth (5th) day after the day of mailing or on the date of personal service or on the date of the email transmission.
- 6.4. Where the Licence Issuer does not receive a request for an appeal hearing in accordance with section 6.1, the decision of the Licence Issuer is final.

7. APPEAL COMMITTEE

- 7.1. An appeal to the Appeal Committee under section 6.1 is limited to the grounds articulated as part of the request for appeal. The appellant bears the onus in an appeal.
- 7.2. The Appeal Committee shall have all the powers of a Licence Issuer under subsection 5.2 of this By-law.
- 7.3. At least five (5) Business Days in advance of the date set for the hearing of the appeal, the appellant and the Licence Issuer shall provide to the Appeal Committee and to each other:
- (a) a list and copies of any documents to be relied on; and
 - (b) a list of any witnesses to be called.
- 7.4. The Appeal Committee shall hold a hearing pursuant to the provisions of the *Statutory Powers Procedure Act*, R.S.O. 1990, c. S.22 within fifteen (15) Business Days of the Clerk's receipt of the request for a hearing and provide notice of same to the Applicant or Licensee.
- 7.5. Where a matter has been referred to the Appeal Committee at the request of the Applicant or Licensee, and the Applicant or Licensee does not attend the scheduled hearing, the appeal shall be deemed abandoned and the decision of the Licence Issuer shall be final.

- 7.6. At any hearing conducted by the Appeal Committee, the Appeal Committee may consider evidence presented by the Applicant or Licensee, the Licence Issuer, other City staff, or any Public Authority.
- 7.7. Upon the conclusion of a hearing conducted by the Appeal Committee under this By-law, the Appeal Committee shall as soon as reasonably practicable prepare a written report that includes:
 - (a) a brief summary of the evidence and arguments presented by the parties;
 - (b) the findings made by the Appeal Committee; and
 - (c) the decision of the Appeal Committee.
- 7.8. The decision of the Appeal Committee shall be final.
- 7.9. When a Licence is revoked, suspended, or cancelled, a person shall remit the Licence to the Licence Issuer within three (3) Business Days.

8. LICENCE TERM AND RENEWAL

- 8.1. Every Licence issued under this By-law shall expire within one (1) year of being issued, unless otherwise revoked or suspended in accordance with the provisions of this By-law prior to that date.
- 8.2. Each Licensee shall be required to renew the said Licence issued under the By-law, and failing such renewal, the Licensee must discontinue the operation of their business upon the expiry of the Licence.
- 8.3. The issuing of a Licence does not relieve a person from any responsibility to obtain all other approvals that may be required from any level of government or authority or agencies thereof having jurisdiction.
- 8.4. No corporation may be licensed as a Driver.
- 8.5. No person may assign, modify, sell, or transfer, any Licence issued under this By-law.
- 8.6. A person who has been issued a Licence under the By-law shall immediately return the Licence if the motor vehicle ceases to be used as a VFH.
- 8.7. The Licence Issuer may cancel a Licence at any time upon the written request of the Licensee or upon the ceasing of the use of a motor vehicle as a VFH.
- 8.8. Where an original Licence has been lost or destroyed, the Licence Issuer, upon receipt of a police report to that effect furnished by the original holder thereof or by some person having the authority to act on behalf of the Licensee, may issue a duplicate Licence to the Licensee upon payment of the fee set out in the User Fee By-law currently in effect.

9. LICENCE TERMS AND CONDITIONS

- 9.1. A Licensee shall notify the Licence Issuer within five (5) Business Days:
- (a) of any change of name, address, or any other change to the information related to the Licence;
 - (b) where the Licensee is a corporation, of any change in the names and addresses of officers and directors, the location of the corporate head office and change of ownership of shares;
 - (c) where the Licensee is a registered partnership, of any change in the names and addresses of each member of the partnership;
- and if necessary, the Licence shall be returned immediately to the Licence Issuer for amendment.
- 9.2. A Licensee shall operate in compliance with this By-law, the terms and conditions of a Licence including the terms and conditions outlined in the applicable Schedule(s) to this By-law and all federal and provincial legislation.
- 9.3. A Licensee in carrying out a business licensed under this By-law shall provide services that are free from discrimination, and respect all grounds protected by the Ontario Human Rights Code.
- 9.4. A Licensee in carrying out a business licensed under this By-law shall not, with respect to any person being guided or assisted by a service animal:
- (a) refuse to provide service to a person;
 - (b) refuse to permit a person to enter with the service animal into or upon any place or premise to which the Licence relates; or
 - (c) refuse to permit the person and such service animal to remain in or upon such place or premise by reason only of the presence of such service animal.
- 9.5. Notwithstanding section 9.4, a Driver may refuse to service a person with a service animal, where the Driver has an allergy, and has filed with the Licence Issuer a certificate from their doctor evidencing that, due to the allergy, they are unable to provide service to a passenger with a service animal. A Driver that is unable to service a passenger with a service animal shall make arrangements for service of the passenger prior to proceeding to their next destination.

10. ENFORCEMENT AND PENALTIES

10.1. Enforcement

- 10.1.1. This By-law may be enforced by an Officer.

- 10.1.2. An Officer may enter on land or a premise at any reasonable time for the purpose of carrying out an inspection to determine whether or not:
- (a) the By-law is complied with;
 - (b) the Licence, or the term or condition of a Licence, or this By-law is complied with;
 - (c) a direction or Order made under the *Municipal Act*, S.O. 2001, c.25, as amended, or this By-law is complied with;
 - (d) For the purposes of an inspection under this By-law, an Officer may:
 - i. require the production for inspection of documents or things relevant to the inspection;
 - ii. inspect and remove documents or things relevant to the inspection for the purpose of making copies or extracts; and
 - iii. require information from any person concerning a matter related to the inspection; and
- 10.1.3. All documents and records shall be kept in a good and business-like manner for review by the Officer at their request.
- 10.1.4. receipt shall be provided for any document or thing removed under this By-law and the document or thing shall be promptly returned after the copies or extracts are made.
- 10.1.5. No Person shall hinder or obstruct, or attempt to hinder or obstruct, any person exercising a power or performing a duty under this By-law.
- 10.1.6. Every person who is alleged to have contravened any of the provisions of this By-law, shall identify themselves to an Officer upon request, failure to do so shall be deemed to have hindered or obstructed an Officer in the execution of their duties.
- 10.1.7. No Person shall make a false or intentionally misleading statement or representation to any person exercising a power or performing a duty under this By-law.

10.2. **Orders**

- 10.2.1. Where an Officer has reason to believe that any provision of this By-law or any condition of a Licence has been contravened, the Officer may issue an Order requiring the Owner, Licensee or such any other person who contravened this By-law or who caused or permitted the contravention to:
- (a) discontinue the contravention; or
 - (b) do work or take action to correct the contravention.
- 10.2.2. An Order under this section shall set out:
- (a) reasonable particulars of the contravention adequate to identify the contravention;

- (b) the location of the premises on which the contravention occurred, if any; and
- (c) the date by which compliance with the Order is required.

10.2.3. Any notice or other document under this By-law may be served by any of the following means:

- (a) delivered personally;
- (b) emailed to the last known email address of the person to whom the Order is directed;
- (c) deposited in the mailbox or mail slot of the person to whom the Order is directed;
- (d) sent by prepaid regular mail to the last known address of the person to whom the Order is directed; or
- (e) sent by registered mail to the last known address of the person to whom the Order is directed.

10.2.4. Where service under the **section** ____ is effected by:

- (a) regular mail, it shall be deemed to be made on the fifth (5th) day after the date of mailing;
- (b) registered mail, it shall be deemed to be made on the second (2nd) day after the date of mailing;
- (c) any other means, it shall be deemed effective on the day the document served was delivered, posted, emailed, or deposited; or
- (d) service by multiple means, it shall be deemed effective on earliest applicable date set out in this section.

10.2.5. Every Person to whom an Order is issued under this By-law shall comply with the Order by the date indicated for compliance in the Order.

10.3. **Penalty**

10.3.1. Every person who is charged with an offence under this By-law or an Order issued pursuant to this By-law or every director or officer of a corporation, who knowingly concurs in the contravention, by the laying of an information under Part III of the *Provincial Offences Act*, R.S.O. 1990, c. P. 33, as amended and is found guilty of the offence is liable pursuant to the *Municipal Act, 2001*, as amended to the following:

- (a) on a first offence, to a fine not more than \$50,000.00; and
- (b) on a second offence and each subsequent offence, to a fine of not more than \$100,000.00.

- 10.3.2. Every Person who is issued a Part 1 offence notice or summons and is convicted is guilty of an offence under this By-law shall be subject to a fine, to a maximum as provided for in the *Provincial Offences Act*, as amended.
- 10.3.3. For the purposes of subsection (1), each day on which a Person contravenes any of the provisions of this By-law shall be deemed to constitute a separate offence under this By-law.
- 10.3.4. The levying and payment of any fine as provided for under the *Provincial Offences Act* shall not relieve a person from the necessity of compliance with the obligations under this By-law.

10.4. Unpaid Fines

- 10.4.1. Pursuant to section 433 of the Act, as amended, or any successor provision, if any part of a fine for contravention of this By-law remains unpaid after the fine becomes due and payable under section 66 of the *Provincial Offences Act*, or any successor provision thereto, including any extension of time for payment ordered under that section, the City's Chief Financial Officer and City Treasurer or designate may give the person against whom the fine was imposed written notice specifying the amount of the fine payable and the final date on which it is payable, which is not less than 21 days after the date of the notice. This notice shall be sent by registered mail to be delivered to that person at that person's residence or place of business.
- 10.4.2. If the fine referred to in section [REDACTED] remains unpaid after the final date on which it is payable as specified in the notice, the fine shall be deemed to be unpaid taxes for the purposes of section 441 of the Act, as amended, or any successor provision.

10.5. Prohibition Order

- 10.5.1. When a person has been convicted of an offence under this By-law, the Ontario Court of Justice (Provincial Division), or any court of competent jurisdiction thereafter may, in addition to any other penalty imposed on the person convicted, make an order prohibiting the continuation or repetition of the offence or doing of any act or thing by the person convicted.

10.6. Proof of Business

- 10.6.1. In a prosecution for a contravention of this By-law pertaining to providing a VFH service without a Licence, proof of one (1) transaction or that the service has been advertised is sufficient to establish that the Person has provided VFH services.

10.7. Vicarious Liability

- 10.7.1. For the purposes of this By-law, an act or omission by an employee or agent of a Person is deemed to be an act or omission of a Person if the act or omission occurred in the course of the employee's employment or agency relationship with the Person.

10.8. Corporate Liability

- 10.8.1. If a corporation commits an offence under this By-law, every principal, director, manager, officer, employee or agent of the corporation who authorized, assented to, acquiesced or participated in the act or omission that constitutes the offence is guilty of the offence, whether or not the corporation has been prosecuted of the offence.

10.9. Partnership Liability

- 10.9.1. If a partner in a partnership is guilty of an offence under this By-law, each partner in that partnership who authorized, assented to, acquiesced or participated in the act or omission is guilty of the offence.

11. SEVERABILITY

- 11.1.1. If a court of competent jurisdiction declares any section or part of this By-law invalid, it is the intention of Council that the remainder of this By-law shall continue in force unless the court makes an order to the contrary.

12. INTERPRETATION

- 12.1.1. References in this By-law to any statute or statutory provision include references to that statute or statutory provision as it may from time to time be amended, extended or re-enacted.

- 12.1.2. In this By-law, unless the context otherwise requires words importing the singular shall include the plural and use of the masculine shall include the feminine, where applicable.
- 12.1.3. The Schedules appended to this By-law are incorporated into and form part of this By-law.

13. TRANSITION EFFECT OF REPEAL

- 13.1. Notwithstanding the repeal of By-law 2011-161, a Licence issued prior to the effective date of this By-law shall continue to be in force and effect until the date of the expiry, unless cancelled, suspended or revoked prior to by the Licensing Issuer or the Appeal Committee.
- 13.2. All new applications on or after the date of passing of this By-law shall be made in compliance with this By-law.

14. REPEAL

- 14.1. The following by-laws, and all amendments thereto, and any by-law pertaining to Vehicles for Hire that predated this By-law, are hereby repealed on the date this By-law takes effect and shall have no force or effect save and except to the extent necessary to enable the transition as stipulated in section 13.1, above: 98-209, 2011-161, 2018-29, 2018-160, 2019-194, and 2019-221.

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

PASSED in open Council this th day of , 2026.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule “ ” to By-law 2026- ”

TAXICAB OWNER LICENCE REQUIREMENTS

1. APPLICATION REQUIREMENTS

- 1.1. In addition to the requirements set out in section 4 of this By-law an Applicant or Licensee for a Taxicab Owner's Licence or renewal of a Taxicab Owner's Licence shall submit the following to the satisfaction of the Licence Issuer:
- (a) proof of being at least eighteen (18) years of age;
 - (b) a current valid Class G or higher Ontario Driver's Licence;
 - (c) a Criminal Record and Judicial Matters Check dated within the previous forty-five (45) Business Days that does not have a disqualifying record of convictions or charges;
 - (d) a Safety Standards Certificate dated within the previous forty-five (45) Business Days;
 - (e) a copy of the motor vehicle ownership;
 - (f) provide proof of third party motor vehicle liability insurance for the motor vehicle which shall:
 - i. be endorsed to provide the Licence Issuer immediate notice in writing of a proposed cancellation or expiration of the insurance policy, or of a variation in the amount of the policy;
 - ii. insure against loss or damage resulting from bodily injury to or the death of one (1) or more persons, or from loss or damage to property resulting from any one (1) accident and include provision for passenger hazard, with limits of not less than five million (\$5,000,000) dollars per occurrence;
 - iii. be endorsed to include all persons who have any interest in the motor vehicle; and
 - iv. not exclude coverage for use of the motor vehicle to carry paying passengers;
- 1.2. In addition to the requirements set out in section 4 of this By-law the issuing of a Taxicab Owner's Licence or renewal of a Taxicab Owner's Licence is subject to confirmation of compliance with the City's Zoning By-law.
- 1.3. Taxicab Owners shall have a minimum of one (1) Accessible Vehicle available for hire during regular business hours.

2. DUTIES AND RESPONSIBILITIES

2.1. A taxicab owner shall:

- (a) keep in full force and effect motor vehicle liability insurance in accordance with the requirements of this By-law for the taxicab;
- (b) repair any mechanical defect or exterior body repair of a taxicab that is reported to them or known;
- (c) not permit the operation of a taxicab that has been in a collision until such time as the necessary repairs have been completed;
- (d) keep at all times in the taxicab:
 - i. Motor Vehicle ownership;
 - ii. valid insurance;
- (e) when a driver ceases to be affiliated with a taxicab owner notify the and Licence Issuer within five (5) Business Days of the said termination;
- (f) immediately remove from the taxicab being disposed of:
 - i. all identifying decals and markings;
 - ii. the taxicab meter;
 - iii. all other items which make the taxicab appear to the public to be a taxicab;
- (g) keep and maintain all records of repair to the taxicab including all invoices for the duration of its operation as a taxicab

2.2. Taxicab Requirements

2.2.1. A taxicab shall:

- (a) have a minimum of four (4) doors and useable trunk capacity that is able to accommodate a wheelchair, walker, or similar device used to assist a person with a disability;
- (b) be equipped with operable air-conditioning and heating;
- (c) be equipped with working seatbelts for its maximum passenger capacity;
- (d) be equipped with an extra tire, wheel and jack ready for use or be equipped with a run-flat free tire system or air compressor/tire sealant combination unit;
- (e) be equipped with a taxicab meter which shall be:
 - i. identified with a serial number;
 - ii. illuminated between dusk and dawn;
 - iii. located in a position clearly visible to a passenger;
 - iv. adjusted in accordance with the Fares as set in **Schedule** **_____**;

- v. used only when the seal thereon is intact;
 - vi. kept in good working condition;
- (f) be clean and maintained in good repair and free from interior damage and exterior body damage;
- (g) have on display in the interior of the taxicab a:
 - i. no smoking sign;
 - ii. rate card provided by the Licence Issuer;that is visible to a passenger in the back seat;
- (h) from December 1 to April 30, the vehicle is equipped with winter tires or all-weather tires bearing the three-peak mountain snowflake symbol;
- (i) if a vehicle is equipped with an interior camera, a sign visible to passengers shall be displayed during a designated transportation service indicating the presence of the camera;
- (j) display on the exterior of the taxicab uniform signage that includes the name, phone number, or other contact details of the company to whom they are affiliated with on a front or back door side panel or on a roof sign;
- (k) bear the compliance label required by Motor Vehicle Safety Regulation C.R.C., c. 1038 of the *Motor Vehicle Safety Act*; S.C. 1993, c. 16, as amended.

2.3. Taxicab Model Year Restrictions

- 2.3.1. No motor vehicle with a model year greater than ten (10) years shall be used as a taxicab.
- 2.3.2. Notwithstanding section 2.3.1, current vehicles within the fleet that are older than ten (10) years shall be eligible for (2) extensions of (1) year each when accompanied by a valid safety certificate.

TAXICAB DRIVER LICENCE REQUIREMENTS

1. APPLICATION REQUIREMENTS

- 1.1. In addition to the requirements set out in section 4 of this By-law, an Applicant or Licensee for a Taxicab Driver's Licence or renewal of a Taxicab Driver's Licence shall submit the following to the satisfaction of the Licence Issuer:
- (a) proof of being at least eighteen (18) years of age;
 - (b) a current valid Class "G" or higher Ontario Driver's Licence;
 - (c) a Driver's Abstract dated within the previous forty-five (45) Business Days with no more than eight (8) accumulated demerit points;
 - (d) a Vulnerable Sector Check dated within the previous forty-five (45) Business Days that does not have a disqualifying record of convictions or charges;
 - (e) where an Applicant or Licensee is not the owner of the taxicab, correspondence from taxicab owner of their employment as a taxicab driver; and
 - (f) two copies of a current photograph of passport quality of themselves in a format as prescribed by the Licence Issuer;
- 1.1. Notwithstanding section ___ a Licensee is not required to submit a Vulnerable Sector Check on renewal. A Criminal Record and Judicial Matters Check dated within the previous forty-five (45) Business Days is required on renewal of a Licence.

2. DUTIES AND RESPONSIBILITIES

- 2.1. A Taxicab Driver shall:
- (a) each day, before operating a taxicab, examine it for mechanical defects, interior and exterior damage, and immediately report any defects to the taxicab owner;
 - (b) carry their Ontario Driver's Licence with them at all times when operating the taxicab;
 - (c) carry and display their Licence in such a manner that is visible to a passenger in the back seat;
 - (d) carry and produce the rate card upon request;
 - (e) immediately report:
 - i. a collision to the taxicab owner;
 - ii. any suspension of their Ontario Driver's Licence to the taxicab owner, and the Licence Issuer;

- (f) be civil, behave courteously and refrain from using profanity;
- (g) offer to assist any passenger when it is evident that the passenger is a person in need of or could benefit from assistance and follow the direction of the passenger on how best to assist them;
- (h) deliver all property or money left in the taxicab to the owner of the property or money. If the owner of the property or money can not be found, deliver the property or money to the nearest police station and notify the taxicab owner;
- (i) create and keep daily a record in written or electronic form details of each transportation service which includes the following:
 - i. name, date, and the taxicab owner's plate number;
 - ii. the location and time of the beginning and end of each transportation service provided;
 - iii. the amount of the Fare collected for each transportation service provided;
- (j) keep and maintain all Transportation Service records for a period of two (2) years.

2.2. A Taxicab Driver shall not:

- (a) place in, hang on, or attach to the taxicab any luggage or object, in a manner that might obstruct their view;
- (b) take, consume, or have in their possession any alcohol, drugs, or intoxicants while they are the driver of the taxicab;
- (c) operate a taxicab when their ability to perform their duties is impaired by fatigue, illness, or otherwise;
- (d) permit a passenger to stand in the taxicab while it is in motion;
- (e) take on any additional passengers after the taxicab has departed with one (1) or more passengers from any one starting point except under the following circumstances:
 - i. when done at the request of the current passenger who is sixteen (16) years of age or older;
 - ii. in an emergency situation;
 - iii. when operating exclusively for the transportation of children to and from school in accordance with the requirements of the applicable School Board;
 - iv. when operating an Accessible Vehicle which is being used in accordance with a prearranged contract for the transportation of passengers with a disability.
- (f) operate a taxicab when the taxicab meter:
 - i. seal has been broken or removed or tampered with;

- ii. has not been adjusted in accordance with the Fares prescribed by this By-law.
- 2.3. A taxicab driver may refuse to provide a Transportation Service where a passenger:
 - (a) has not paid a previous Fare;
 - (b) in their opinion, is unwilling or unable to pay the Fare;
 - (c) is in possession of an animal other than a Service Animal;
 - (d) is intoxicated or disorderly;
 - (e) refuses to give a destination; or
 - (f) is not obeying the law.

3. FARES

- 3.1. A taxicab driver shall:
 - (a) when a passenger enters a taxicab and gives the driver the desired destination, take the shortest possible route to the destination unless the passenger directs otherwise;
 - (b) commence the calculation of a Fare using the taxicab meter and calculate the Fare for providing the transportation service using the taxicab meter except where a flat rate Fare is applicable;
 - (c) where they have notified a passenger of their arrival and has waited a reasonable time after the time of the order they may commence calculation of the Fare;
 - (d) not charge for time lost through their own incompetence or defects or inefficiency of the taxicab;
 - (e) not charge for time elapsed due to early arrival of the taxicab in response to a call for a taxicab to arrive at a fixed time;
 - (f) when there is a dispute with the Fare give the passenger a receipt that includes:
 - i. the Fare paid;
 - ii. date and time of the transportation service;
 - iii. pick up location and destination;
 - iv. driver's name;
 - v. City Driver's Licence number; and
 - vi. licence plate number of the taxicab;
 - (g) if there is a dispute with the passenger about the Fare, refer the dispute to the Sault Ste. Marie Police Service.
- 3.2. A taxicab driver may agree with the passenger, before commencement of the Transportation Service, to a flat rate Fare where the destination is a minimum of five (5) kilometres outside the limits of the City.

LIMOUSINE OWNER LICENCE REQUIREMENTS

1. APPLICATION REQUIREMENTS

- 1.1. In addition to the requirements set out in section 4 of this By-law an Applicant or Licensee for a Limousine Owner's Licence or renewal of a Limousine Owner's Licence shall submit the following to the satisfaction of the Licence Issuer:
- (a) proof of being at least eighteen (18) years of age;
 - (b) a current valid Class G or higher Ontario Driver's Licence;
 - (c) a Criminal Record and Judicial Matters Check dated within the previous forty-five (45) Business Days that does not have a disqualifying record of convictions or charges;
 - (d) a Safety Standards Certificate dated within the previous forty-five (45) Business Days;
 - (e) a copy of the ownership of the Limousine;
 - (f) provide proof of third party motor vehicle liability insurance for the motor vehicle which shall:
 - i. be endorsed to provide the Licence Issuer immediate notice in writing of a proposed cancellation or expiration of the insurance policy, or of a variation in the amount of the policy;
 - ii. insure against loss or damage resulting from bodily injury to or the death of one (1) or more persons, or from loss or damage to property resulting from any one (1) accident and include provision for passenger hazard, with limits of not less than two million (\$2,000,000) dollars per occurrence;
 - iii. be endorsed to include all persons who have any interest in the motor vehicle; and not exclude coverage for use of the motor vehicle to carry paying passengers
 - (g) a list of all Limousine drivers operating Limousines, which list shall include the following information:
 - i. the name of the Limousine driver;
 - ii. the year, make, model, and Ontario licence plate number of the Limousine operated by the Limousine driver;
 - iii. the name of the Limousine owner and plate number;
 - (h) a copy of the Fares to be charged for the use of the Limousine.
- 1.1. In addition to the requirements set out in section 4 of this By-law the issuing of a Limousine Owner's Licence or renewal of a Limousine Owner's Licence is subject to confirmation of compliance with the City's Zoning By-law.

2. DUTIES AND RESPONSIBILITIES

2.1. A Limousine owner shall:

- (a) keep in full force and effect motor vehicle liability insurance in accordance with the requirements of this By-law for the Limousine;
- (b) repair any mechanical defect or exterior body repair of a Limousine that is reported to them or known;
- (c) not permit the operation of Limousine that has been in a collision until such time as the necessary repairs have been completed;
- (d) keep at all times in the Limousine:
 - i. motor vehicle ownership;
 - ii. valid insurance;
- (e) when a driver ceases to be affiliated with a Limousine owner notify the Licence Issuer within three (3) Business Days of the said termination;
- (f) ensure that there is a signed contract for each transportation service that includes:
 - i. client identification;
 - ii. driver identification;
 - iii. service rendered;
 - iv. Fare charged; and
 - v. date and time of the transportation service;
- (g) immediately remove from the Limousine being disposed of:
 - i. all identifying decals and markings; and
 - ii. all other items which make the Limousine appear to the public to be a Limousine;
- (h) create and maintain in a readily accessible electronic format a list of all Limousine drivers operating Limousines, which list shall include the following:
 - i. the name of the Limousine Driver;
 - ii. the year, make, model, and Ontario licence plate number of the Limousine operated by the Limousine Driver;
 - iii. the name of the Limousine Owner and plate number;
- (i) ensure that Limousine Driver shall be professionally attired during working hours;
- (j) file with the Licence Issuer annually, a copy of the Fares to be charged for the use of the Limousine and give ten (10) Business Days advance notice to the Licence Issuer of any new Fares;
- (k) abide by the Fares filed with the Licence Issuer; and

- (l) keep and maintain all records of repair to the Limousine including all invoices for the duration of its operation as a Limousine.
- 2.2. A Limousine Owner shall not equip a Limousine with a taxicab meter.

3. LIMOUSINE REQUIREMENTS

- 3.1. A Limousine shall:
 - (a) have a minimum of four (4) doors and useable trunk capacity that is able to accommodate a wheelchair, walker or similar device used to assist a person with a disability;
 - (b) be equipped with operable air-conditioning and heating in both the driver and passenger compartments;
 - (c) be equipped with working seatbelts for its maximum passenger capacity;
 - (d) be equipped with an extra tire, wheel and jack ready for use or be equipped with a run-flat free tire system or air compressor/tire sealant combination unit;
 - (e) be clean and maintained in good repair and free from interior damage and exterior body damage;
 - (f) have on display in the interior of the Limousine a no smoking sign that is visible to a passenger in the passenger compartment;
 - (g) from December 1 to April 30, the vehicle is equipped with winter tires or all-weather tires bearing the three-peak mountain snowflake symbol;
 - (h) if a vehicle is equipped with an interior camera, a sign visible to passengers shall be displayed during a designated transportation service indicating the presence of the camera;
 - (i) bear the compliance label required by Motor Vehicle Safety Regulation C.R.C., c. 1038 of the *Motor Vehicle Safety Act*, S.C. 1993, c. 16, as amended. 41 3.

3.2. Limousine Model Year Restrictions

- 3.2.1. No motor vehicle with a model year greater than (10) years shall be used as a Limousine unless the motor vehicle is a classic or vintage Limousine that is approved by the Licence Issuer.

4. LIMOUSINE DRIVER LICENCE REQUIREMENTS

- 4.1. In addition to the requirements set out in section 4 of this By-law, an Applicant or Licensee for a Limousine Driver's Licence or renewal of a Limousine

Driver's Licence shall submit the following to the satisfaction of the Licence Issuer:

- (a) proof of being at least eighteen (18) years of age;
 - (b) a current valid Class G or higher Driver's Licence issued by the Province of Ontario;
 - (c) a Driver's Abstract dated within the previous forty-five (45) Business Days that has no more than eight (8) accumulated demerit points;
 - (d) a Vulnerable Sector Check dated within the previous forty-five (45) Business Days that does not have a disqualifying record of convictions or charges;
 - (e) two (2) copies of a current photograph of passport quality of themselves in a format as prescribed by the Licence Issuer;
 - (f) where an Applicant or Licensee is not the owner of the Limousine, correspondence from Limousine owner of their employment as a Limousine driver.
- 4.2. Notwithstanding section ____ a Licensee is not required to submit a Vulnerable Sector Check on renewal. A Criminal Record and Judicial Matters Check dated within the previous forty-five (45) Business Days is required on renewal of a Licence.
- 4.3. An Applicant or Licensee for a Limousine Driver's Licence shall be able to communicate to the extent necessary to perform their duties under this By-law.

5. DUTIES AND RESPONSIBILITIES

- 5.1. A Limousine driver shall:
- (a) each day, before operating a Limousine examine it for mechanical defects, interior and exterior damage, and immediately report any defects to the Limousine owner;
 - (b) carry their Ontario Driver's Licence with them at all times when operating the Limousine;
 - (c) carry and display their Licence in such a manner that is visible to a passenger in the back seat;
 - (d) carry and produce the Limousine rate sheet and a copy of the signed contract upon request;
 - (e) immediately report:
 - i. a collision to the Limousine owner;
 - ii. any suspension of their Ontario Driver's Licence to the Limousine owner and the Licence Issuer;
 - (f) be professionally attired;

- (g) be civil, behave courteously, and refrain from using profanity;
- (h) offer to assist any passenger when it is evident that the passenger is in need of or could benefit from assistance and follow the direction of the passenger on how best to assist them;
- (i) deliver all property or money left in the Limousine to the owner of the property or money. If the owner of the property or money can not be found, deliver the property or money to the nearest police station and notify the Limousine owner.

5.2. A Limousine Driver shall not:

- (a) place in, hang on, or attach to the Limousine any luggage or object, in a manner that might obstruct their view;
- (b) take, consume, or have in their possession any alcohol, drugs or intoxicants while they are the driver of the Limousine;
- (c) operate a Limousine when their ability to perform their duties is impaired by fatigue, illness or otherwise;
- (d) permit a passenger to stand in the Limousine while it is in motion;
- (e) take on any additional passengers after the Limousine has departed with one (1) or more passengers from any one starting point except under the following circumstances:
 - i. when done at the request of the current passenger who is sixteen (16) years of age or older; or
 - ii. in an emergency situation.
- (f) solicit without a pre-arranged contract for hire;
- (g) hold themselves out as being available for hire in any public place.

5.3. A Limousine driver may refuse to provide a transportation service where a passenger:

- (a) has not paid a previous Fare;
- (b) in their opinion, is unwilling or unable to pay the Fare;
- (c) is in possession of an animal other than a Service Animal;
- (d) is intoxicated or disorderly; or
- (e) is not obeying the law.

6. FARES

6.1. A Limousine driver shall:

- (a) not charge for time lost through their own incompetence;

- (b) when there is a dispute with the Fare give the passenger a receipt showing:
- i. their name;
 - ii. City Driver's Licence number; and
 - iii. the licence plate number of the Limousine;
- (c) if there is a dispute with the passenger about the Fare, refer the dispute to Sault Ste. Marie Police Service.

DRAFT

PTC LICENCE REQUIREMENTS

1. APPLICATION REQUIREMENTS

1.1. In addition to the requirements set out in section 4 of this By-law an Applicant or Licensee for a PTC Licence or renewal of a PTC Licence shall submit the following to the satisfaction of the Licence Issuer:

- (a) a list of all PTC Drivers affiliated with the PTC, which list shall include the following information:
 - i. the name of the PTC Driver;
 - ii. the year, make, model, and Ontario licence plate number of the PTC Vehicle operated by the PTC Driver;
- (b) proof of commercial general liability insurance which shall:
 - i. be endorsed to provide the Licence Issuer immediate notice in writing of a proposed cancellation or expiration of the insurance policy, or of a variation in the amount of the policy;
 - ii. insure against all claims for personal injury including bodily injury resulting in death, and property damage with an inclusive limit of not less than Five Million (\$5,000,000) per occurrence insuring them against liability imposed by law for any loss or damage resulting from the carrying on of the business to which the Licence relates and naming the City as an additional insured as it relates to the operation of the PTC;
- (c) proof on behalf of every PTC Driver third party motor vehicle liability insurance for owned, not owned or leased PTC Vehicle which shall at all times during the provision of transportation services:
 - i. be endorsed to provide the Licence Issuer immediate notice in writing of a proposed cancellation or expiration of the insurance policy, or of a variation in the amount of the policy;
 - ii. insure against loss or damage resulting from bodily injury to or the death of one (1) or more person(s), or from loss or damage to property occurring while in the post-acceptance period resulting from any one (1) accident and include the IPCF 6TN Permission to Carry Paying Passengers for a PTC endorsement or an equivalent endorsement acceptable to the Licence Issuer, with limits of not less than Two Million (\$2,000,000) dollars per occurrence;
- (d) the name, telephone, and email contact information for the person authorized to receive and respond on behalf of the PTC to any and all

communications from the City relating to the PTC's Licence or the PTC's conduct of the business.

2. DUTIES AND RESPONSIBILITIES

2.1. A PTC shall:

- (a) keep in full force and effect motor vehicle liability insurance in accordance with the requirements of this By-law for the PTC Vehicle;
- (b) keep in full force and effect commercial general liability insurance in accordance with the requirements of this By-law;
- (c) upon request, provide a report prepared by an independent third party auditor confirming the PTC is collecting the information as required by this By-law and that the information provided to the City is accurate and true;
- (d) ensure that driver training is available for all affiliated PTC Drivers on the use of the PTC App;
- (e) have a dispute resolution process for dealing with any complaints regarding Fares, customer service, or any other issues arising from the PTC operations;
- (f) not permit, encourage, or condone the acceptance of Hails or the solicitation of passengers by PTC Drivers;
- (g) not obstruct access and use of the PTC App by the Licence Issuer or an Officer including but not limited to the creation and use of an account as a passenger and a PTC Driver;
- (h) make available to the public on its PTC App, and by any other means of its choice, the following information:
 - i. the insurance coverage required to be maintained by the PTC and by a PTC Driver;
 - ii. the transportation services offered by PTC Drivers;
 - iii. the applicable screening process for a PTC Driver and a PTC Vehicle; and
 - iv. that a PTC Driver cannot accept cash payment for Transportation Services;
- (i) at the time the Transportation Service is arranged, provides to the passenger requesting the transportation service:
 - i. the PTC name and contact information;
 - ii. the first name and photograph of the PTC Driver;
 - iii. the year, make, model, and licence plate of the PTC Vehicle;
 - iv. the estimated Fare including any surcharge;
 - v. the current location of the PTC Vehicle;

- (j) provide a link to a passenger to rate or provide comment on the PTC Driver and the PTC Vehicle;
- (k) provide a process allowing a passenger to accept or refuse the Transportation Service prior to it commencing;
- (l) provide a secure payment mechanism;
- (m) provide a printed or electronic receipt to the passenger at the end of the transportation service that includes the following information:
 - i. the Fare and any surcharges paid;
 - ii. date, time, duration, and distance of the Transportation Service;
 - iii. pick-up location and the destination;
 - iv. the first name of the PTC Driver; and
 - v. the City issued PTC Driver Licence number.
- (n) not permit a PTC Driver to access the PTC App:
 - i. where the PTC has reasonable belief that the PTC Driver does not meet the PTC Driver requirements set out in this By-law;
 - ii. where the Licence Issuer has notified the PTC that the City based on an investigation has determined that the PTC Driver does not meet the PTC Driver requirements set out in this By-law;
- (o) where access to the PTC App has been removed, shall not reinstate access until the Licence Issuer is satisfied the PTC Driver is in compliance with the PTC Driver requirements set out in this By-law;
- (p) ensure the PTC App operates in accordance with documentation submitted as part of the Licence application demonstrating that the PTC App meets all the required functionality as required by this By-law;
- (q) not require that the law of any jurisdiction other than Ontario be applied in relation to the use of the PTC App in the City by PTC Drivers or passengers.

3. RECORDS

- 3.1. A PTC shall create and maintain:
 - (a) in a readily accessible electronic format a list of all PTC Drivers affiliated with the PTC, which list shall include the following:
 - i. the name of the PTC Driver;
 - ii. the year, make, model, and Ontario licence plate number of the PTC Vehicle operated by the PTC Driver.
- 3.2. A PTC shall create and maintain information on all orders and transportation services completed by affiliated PTC Drivers which shall include:

- (a) date, time, and receipt of the order;
 - (b) the name of the PTC Driver and the licence plate number of the PTC Vehicle;
 - (c) pick up location and the destination;
 - (d) distance, date, and time the Transportation Service started and terminated;
 - (e) length of time elapsed between the order and the start of the transportation service; and
 - (f) the Fare paid for the transportation service.
- 3.3. A PTC shall create and maintain annual records of the following:
- (a) the total number of transportation services provided by the PTC;
 - (b) the total number of PTC Drivers providing a transportation services; and
 - (c) the total number of PTC Vehicles providing a transportation services.
- 3.4. A PTC shall keep and maintain all records required to be kept under this By-law for a period of two (2) years except motor vehicle insurance coverage records shall be retained for a period of two (2) years after the PTC Driver ceases to be affiliated with the PTC.

Schedule '___' – By-law 2026-___

1. PTC DRIVER REQUIREMENTS

1.1. A PTC shall:

- (a) ensure that prior to the collection of any personal information, a PTC shall obtain consent from any affiliated PTC Driver for such collection and future disclosure to the Licence Issuer of personal information for the purposes of investigating complaints and potential breaches of this By-law;
- (b) require a PTC Driver to submit when applying for affiliation with the PTC and annually thereafter:
 - i. proof of being at least eighteen (18) years of age;
 - ii. a current valid Class G or higher Ontario Driver's Licence;
 - iii. a Driver's Abstract dated within forty-five (45) Business Days of applying for affiliation with the PTC that has no more than eight (8) accumulated demerit points;
 - iv. a Vulnerable Sector Check dated within forty-five (45) Business Days of applying for affiliation with the PTC that does not have a disqualifying record of convictions or charges;
 - v. a copy of the Motor Vehicle ownership;
 - vi. a Safety Standards Certificate dated within forty-five (45) Business Days of applying for affiliation with the PTC;
- (c) not employ or engage a PTC Driver that does not meet the threshold criteria established by the PTC.

1.1.1. Notwithstanding section ___ a Licensee is not required to submit a Vulnerable Sector Check on renewal. A Criminal Record and Judicial Matters Check dated within the previous forty-five (45) Business Days is required on renewal of a Licence.

1.2. A PTC Driver shall:

- (a) carry their Ontario Driver's Licence and City issued Licence with them at all times when operating the PTC Vehicle;
- (b) only accept a request for Transportation Services using the PTC App;
- (c) be civil, behave courteously, and refrain from using profanity;
- (d) offer to assist any passenger when it is evident that the passenger is a need of or could benefit from assistance and follow the direction of the passenger on how best to assist them;

1.3. A PTC Driver shall not:

- (a) place in, hang on, or attach to the PTC Vehicle any luggage or object, in a manner that might obstruct their view;

- (b) take, consume, or have in their possession any alcohol, drugs or intoxicants while they are the driver of the PTC Vehicle;
 - (c) operate a PTC Vehicle when their ability to perform their duties is impaired by fatigue, illness or otherwise;
 - (d) permit a passenger to stand in the PTC Vehicle while it is in motion;
 - (e) solicit other than through the PTC App;
 - (f) commence the Transportation Service until the passenger has provided electronic acceptance of the Fare;
 - (g) charge the passenger an amount greater than the communicated and accepted Fare;
 - (h) accept payment by cash.
- 1.4. A PTC Driver shall not, with respect to any person being guided or assisted by a service animal:
- (a) refuse to service a person;
 - (b) refuse to permit a person to enter with the service animal into the PTC Vehicle; or
 - (c) refuse to permit the person and such service animal to remain in the PTC Vehicle by reason only of the presence of such service animal.
- 1.4.1. Notwithstanding section 6.3, a PTC Driver may refuse to service a person with a service animal, where the PTC Driver has an allergy, and has filed with the PTC a certificate from their doctor evidencing that due to the allergy they are unable to provide service to a passenger with a service animal.

2. PTC VEHICLE REQUIREMENTS

- 2.1. A PTC Vehicle shall:
- (a) have a minimum of four (4) doors and useable trunk capacity;
 - (b) be equipped with operable air-conditioning and heating;
 - (c) be equipped with working seatbelts for its maximum passenger capacity;
 - (d) be equipped with an extra tire, wheel and jack ready for use or be equipped with a run-flat free tire system or air compressor/tire sealant combination unit;
 - (e) be clean and maintained in good repair and free from interior damage and exterior body damage;
 - (f) have on display in the interior of the PTC Vehicle a no smoking sign;
 - (g) from December 1 to April 30, the vehicle is equipped with winter tires or all-weather tires bearing the three-peak mountain snowflake symbol;

- (h) if a vehicle is equipped with an interior camera, a sign visible to passengers shall be displayed during a designated transportation service indicating the presence of the camera;
- (i) display in a visible location on the exterior of the PTC Vehicle the PTC Identifier;
- (j) bears the compliance label required by Motor Vehicle Safety Regulation C.R.C., c. 1038 of the *Motor Vehicle Safety Act*; S.C. 1993, c. 16, as amended;

2.2. PTC Vehicle Model Year Restrictions

- 2.2.1. No motor vehicle with a model year greater than ten (10) years shall be used as a PTC Vehicle.

Schedule '___' to By-law 2026-___ Fares

TAXICAB FARES

1. By Distance

1.1. The following Fares apply to taxis:

- | | |
|--|--------|
| (a) Maximum drop rate | \$5.00 |
| (b) Maximum rate for each additional kilometre | \$3.50 |

2. Waiting Time

- 2.1. For every minute \$1.00*
* for a total maximum hourly rate of \$60.00

3. Wheelchair

- 3.1. A driver shall not charge a fee for the loading and unloading of a wheelchair, walker, or similar device used to assist a person with a disability.

4. Annual Adjustment

- 4.1. The rates within this Schedule shall be adjusted based on the published annual Consumer Price Index, transportation sub-class for the Province of Ontario published by Statistics Canada. The rates are subject to adjustment January 1 each year as determined by the City Chief Financial Officer and City Treasurer based on published CPI data for the preceding year ending in November, commencing the 2028 calendar year.
- 4.2. Rates and Fares under this By-law shall include applicable taxes.

Schedule ‘___’ – Disqualifying Criminal Record Provisions

This schedule is based on the disqualifying-record framework in section 1(4) of Ontario Regulation 136/26, Pilot Project — Rideshare Services Along the Northlander Corridor, made under the *Highway Traffic Act*.

1. General interpretation

For purposes of this Schedule, a reference to a provision of the *Criminal Code* (Canada) or the *Controlled Drugs and Substances Act* (Canada) (“CDSA”) includes any corresponding, substantially similar or successor provision enacted in substitution for, or in replacement of, that provision.

A reference to an offence includes, where applicable, an offence under a prior version of the Criminal Code (Canada), the CDSA, or comparable federal legislation, where the offence is substantially similar in nature and purpose to the offence identified in this Schedule.

This Schedule is not exhaustive of all statutory provisions that may establish or affect eligibility. It is intended to identify the principal categories of disqualifying convictions, findings of guilt, charges and current court-order restrictions. The Schedule shall be read together with applicable federal and provincial legislation and regulations, as amended from time to time.

Where a provision identified in this Schedule is renumbered, repealed and replaced, or otherwise amended by the Parliament of Canada or the Legislature of Ontario, the corresponding successor provision shall be treated as included in this Schedule to the extent that it is substantially similar to the provision identified herein.

Nothing in this Schedule limits the authority of Council or the applicable licensing authority to amend this Schedule to reflect amendments to federal or provincial legislation.

2. Lifetime disqualifying Criminal Code provisions

Provision	Subject	Disqualification
Part II.1	Terrorism	Lifetime
Part V, except ss. 163, 167, 168, 173 and 174-182	Sexual offences and specified related offences	Lifetime
s. 219	Criminal negligence	Lifetime
s. 220	Causing death by criminal negligence	Lifetime
s. 221	Causing bodily harm by criminal negligence	Lifetime
s. 222	Homicide	Lifetime

s. 235	Punishment for murder	Lifetime
s. 236	Manslaughter	Lifetime
s. 239	Attempt to commit murder	Lifetime
s. 240	Accessory after the fact to murder	Lifetime
s. 241	Counselling or aiding suicide	Lifetime
s. 244	Discharging firearm with intent	Lifetime
s. 245	Administering noxious thing	Lifetime
s. 246	Overcoming resistance to commission of offence	Lifetime
s. 248	Interfering with transportation facilities	Lifetime
s. 268	Aggravated assault	Lifetime
s. 269.1	Torture	Lifetime
ss. 271–273	Sexual assault; sexual assault with a weapon, threats to a third party or causing bodily harm; aggravated sexual assault	Lifetime
ss. 279–283	Kidnapping and abduction offences	Lifetime
s. 286.1(2)	Obtaining sexual services for consideration – specified offence involving a person under 18	Lifetime
s. 286.2(2)	Material benefit from sexual services – specified offence involving a person under 18	Lifetime
s. 286.3(2)	Procuring – specified offence involving a person under 18	Lifetime

Note: The provincial wording refers to “sections 271 to 283.” Some provisions within that range are evidentiary or procedural rather than substantive offences.

3. Attempts, counselling and conspiracy – lifetime

Sections 463, 464 and 465 of the Criminal Code (Canada), or comparable provisions in another jurisdiction, where they relate to an offence described in the lifetime categories above.

4. Other Criminal Code offences – five years

Any offence under the Criminal Code (Canada), or a comparable offence in another jurisdiction, that is not included in the lifetime categories above, where the person has been convicted or found guilty within the preceding five years and for which a Pardon has not been granted.

5. Controlled Drugs and Substances Act (CDSA) – lifetime

Provision	Subject	Disqualification
s. 5	Trafficking and possession for the purpose of trafficking	Lifetime
s. 6	Importing or exporting	Lifetime
s. 7	Production	Lifetime

6. CDSA participation offences — lifetime

Sections 463, 464 and 465 of the Criminal Code (Canada), or comparable provisions in another jurisdiction, where they relate to an offence under sections 5, 6 or 7 of the CDSA, or a comparable offence.

7. Other CDSA offences — five years

Any offence under the CDSA, other than an offence under sections 5, 6 or 7, or a comparable offence in another jurisdiction, where the person has been convicted or found guilty within the preceding five years.

8. CDSA participation offences — five years

Sections 463, 464 and 465 of the Criminal Code (Canada), or comparable provisions in another jurisdiction, where they relate to an offence described in section 7 of this Schedule.

9. Current court orders, parole conditions and undertakings

A person is disqualified while subject to a court order, condition of parole or undertaking to a peace officer prohibiting the person from possessing a weapon or from being alone with, in the presence of, or in proximity to persons under an age specified in the order

Schedule '___' – Disqualifying *Highway Traffic Act* Record and Provisions

A driver has 8 or more demerit points at the time of application.

A driver has been suspended in the prior two years from the date of application for a Licence as a result of convictions for any of the below offence:

Highway Traffic Act

Provision	Subject
s. 9	False statement / false information in connection with a Driver's Licence or related matter
s. 53	Driving while Driver's Licence suspended
s. 78	Display screens — driving while a prescribed display screen is visible to the driver
s. 78.1	Hand-held wireless communication devices / hand-held devices while driving
s. 128(15)	Exceeding the prescribed speed limit — 50 km/h or more over the speed limit
s. 130	Careless driving
s. 172	Racing, contests, stunts and other prohibited driving activities
s. 200	Failing to remain at the scene of a collision
s. 216	Failing to stop when directed by a police officer / failure to obey a police officer's stop signal

Or any suspension per section 41 *Highway Traffic Act* in relation to sections;

Provision	Subject
s. 220	criminal negligence causing death, where committed by means of a motor vehicle, streetcar or motorized snow vehicle
320.13	operation of a conveyance in a manner that is dangerous to the public,
320.16	failure to stop after accident,
220.17	flight from a peace officer of the Criminal Code

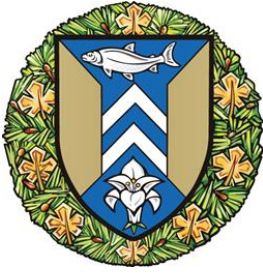
Or section 48 of the *Highway Traffic Act* as it relates to drug or alcohol impairment;

Or section 2 of the *Compulsory Automobile Insurance Act* as it related to drive no insurance.

PART 1 – Short form wording

[To capture all offences that can be issued by Police on a ticket – complete once by-law is closer to approval as section references can be impacted]

DRAFT



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Melanie Borowicz-Sibenik, Assistant City Solicitor/Senior
Litigation Counsel and Peter Tonazzo, Director of Planning
DEPARTMENT: Legal Department
RE: Access to Land – 89, 0 and 0 Hudson Street – Update

Purpose

The purpose of this report is to seek Council approval of a By-law formally authorizing the sale of 89, 0 and 0 Hudson Street (“the Subject Property”) to Raising the Roof Chez Toit (“Raising the Roof”) with amended terms.

Background

On September 2, 2025 City Council passed By-laws 2025-129, 2025-130, and 2025-131 which collectively declared the Subject Property as surplus to the City’s needs and authorized the disposition of the Subject Property.

The City thereafter issued a Call for Submissions which sought proponents to bid on the disposition of the Subject Property in accordance with the Development Milestones as set out in the Call for Submissions. Bids were accepted until 4:00 p.m. on May 8, 2026, and were to be forwarded to realtor Jamie Coccimiglio, EXIT Realty True North. EXIT Realty True North received two Offers to Purchase in response to the Call for Submissions.

The Offer to Purchase from Raising the Roof indicated that they will engage additional project partners, specifically, GLM Homes and Community Builders, for this project. Raising the Roof offered to purchase the Subject Property for the sum of Three Hundred Fifty Thousand (\$350,000) Dollars plus HST.

Raising the Roof confirmed that it accepted all of the City’s Standard Terms as contained in Schedule “A” to the Call for Submissions, which was to form part of the Agreement of Purchase and Sale between the City and the successful Proponent. Raising the Roof further confirmed that it accepted the terms as set out in the City’s Project Milestone Agreement and Option Agreement, as set out in Schedules “B” and “C” respectively, to the Call for Submissions.

Staff reported to Council on the results of the evaluation at the June 22, 2026 Council meeting. Staff recommended that Council accept the offer from Raising the Roof. Council thereafter passed By-law 2026-102 which authorized the sale of the lands to Raising the Roof and further delegated signing authority to the

Assistant City Solicitor/Senior Litigation Counsel to execute an Agreement of Purchase and Sale, Project Milestone Agreement and Option Agreement (the “Agreements”) provided that the said Agreements contained the terms, timelines and conditions as set out in the City’s Call for Submissions dated May 10, 2026 and reflected the terms and conditions set out in the Proposal submitted by Raising the Roof in response to the City’s Call for Submissions.

The Agreements were thereafter forwarded to Raising the Roof and negotiations ensued. Raising the Roof requested some changes to the Agreements to address the needs of Raising the Roof while at the same time, ensuring that the spirit and intent of the Access to Land Program is achieved.

At the Closed Session held on August 13, 2026, Legal and Planning Staff outlined the changes requested and Council gave direction to the Assistant City Solicitor/Senior Litigation Counsel to sign the Agreement of Purchase and Sale, Project Milestone Agreement and Option Agreement with an irrevocable date of August 14, 2026 provided that:

- (a) that the said Agreements contain the terms, timelines and conditions as set out in the City’s Call for Submissions dated May 10, 2026, and as revised by the updated terms and conditions; and
- (b) that Agreements reflect the terms and conditions set out in the Proposal submitted by Raising the Roof Chez Toit in response to the City’s Call for Submissions dated May 10, 2026, and as revised by the updated terms and conditions.

Council further directed that Legal and Planning Staff bring a formal By-law for approval at the August 31, 2026, meeting. The formal By-law is now before Council for approval.

Analysis

N/A

Financial Implications

There may be increased costs to the City if the City decides to exercise its Option to Purchase the Property after development commences given the formula for the Purchase Price being “Fair Market Value”; however, if this is required (i.e., default occurs), the City could assess multiple remedies available to it, including requesting the surety complete the Project, which would then mitigate or even eliminate any such increased costs.

Strategic Plan / Policy Impact / Climate Impact

The proposed sale supports the City’s Corporate Strategic Plan by advancing community development, downtown revitalization and the creation of a vibrant and complete community focus areas. The development of affordable housing on a municipally owned property will introduce new residents to the downtown, support the continued vitality of the area, and make effective use of an existing urban land asset and municipal infrastructure. The sale also demonstrates the City’s ability to leverage its land holdings to achieve broader community objectives. The proposed

sale directly supports the City's Housing Action Plan by facilitating the development of new affordable housing and increasing the supply of housing within the City. The proposed development supports the City's greenhouse gas reduction objectives by directing new residential development to an established downtown location rather than requiring expansion into undeveloped areas.

Recommendation

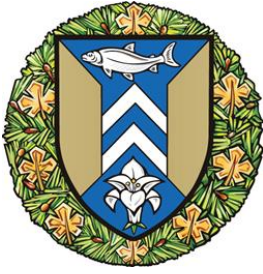
It is therefore recommended that Council take the following action:

The relevant By-law 2026-133 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Melanie Borowicz-Sibenik
Assistant City Solicitor/Senior Litigation Counsel
705.759.5403
m.borowiczsibenik@cityssm.on.ca

Peter Tonazzo
Director of Planning
705.759.2780
p.tonazzo@cityssm.on.ca



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Joseph Cocchetto, Administrative Clerk – Housing Support
DEPARTMENT: Community Development and Enterprise Services
RE: Community Improvement Plan Amendment Deferral

Purpose

The purpose of this report is to recommend a postponement of the proposed amendment to the City of Sault Ste. Marie's Housing Community Improvement Plan (CIP).

Background

The amendment proposes to allow the term lengths of Tax Increment Equivalent Grants (TIEG) to be altered in order to align with other Federal and Provincial funding opportunities. Any change in term length would not alter the overall value of the grant.

Analysis

On July 7, 2026 public notice regarding the proposed change was provided in the Sault Star. The date provided for the City Council meeting to discuss this application was incorrect. Given this, staff is recommending that the application be postponed until the September 21, 2026 Council meeting so that a new formal public notice, in accordance with the *Planning Act*, can be provided.

Financial Implications

Postponing this application to September 21, 2026 will not result in any incremental changes to municipal finances.

Strategic Plan / Policy Impact / Climate Impact

Deferring this application is not linked to any strategic or corporate policies and there is no climate impact.

Recommendation

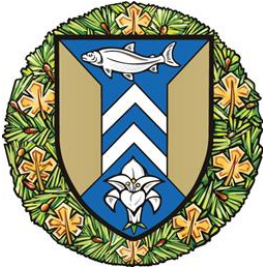
It is therefore recommended that Council take the following action:

Resolved that the report of the Administrative Clerk – Housing Support dated August 31, 2026 concerning an amendment to the Community Improvement Plan be deferred to September 21, 2026.

Community Improvement Plan Amendment Deferral
August 31st, 2026
Page 2.

Respectfully submitted,

Josph Cocchetto
Administrative Clerk Housing
Support
705.541.5169
J.cocchetto@cityssm.on.ca



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Jonathan Kircal, Planner
DEPARTMENT: Community Development and Enterprise Services
RE: A-6-26-Z 1974 Base Line – Postponement

Purpose

The purpose of this report is to recommend that Council postpone consideration of rezoning application A-6-26-Z concerning lands at 1974 Base Line, to allow the City to complete public notice in accordance with the requirements of the *Planning Act*.

Background

This rezoning application was circulated for public notice, including mailed notice to property owners within the prescribed radius located in the City of Sault Ste. Marie, and the posting of signage on the subject property. The application was scheduled to be considered by Council at its meeting of August 31, 2026.

It came to Planning staff's attention that property owners located in Prince Township within 120 metres of the subject lands, who are entitled to receive mailed notice under the Planning Act, were not captured in the notice circulation.

Analysis

The *Planning Act* requires that notice of this application be mailed to every owner of land within 120 metres of the subject lands, so that affected property owners have an opportunity to review the application and provide comments before a decision is made.

The subject property abuts Prince Township, and property owners from that Township are located within the 120 metre notification radius.

Property owner information for lands outside the City of Sault Ste. Marie is not currently captured in the City's assessment data, due to licensing arrangements with the provincial data provider. In the meantime, staff have contacted Prince Township directly to obtain the necessary property owner information, and are working to resolve this constraint for future applications located near the municipal boundary.

In order to comply with the requirements of the *Planning Act*, and to ensure that all property owners entitled to notice have a sufficient opportunity to receive it and respond, staff recommend that Council postpone consideration of the application to its meeting on September 21, to provide staff time to obtain the necessary property owner information for Prince Township.

Financial Implications

There are no financial implications associated with this report.

Strategic Plan / Policy Impact / Climate Impact

There are no strategic plan, policy, or climate impacts associated with this report.

Recommendation

It is therefore recommended that Council take the following action:

Be it Resolved that the report of the Planner dated August 31, 2026 concerning rezoning application A-6-26-Z 1974 Base Line be received and that the consideration of the application be postponed to September 21, 2026.

Respectfully submitted,

Jonathan Kircal, RPP

Planner

705.759.6227

j.kircal@cityssm.on.ca

SUBJECT
PROPERTY



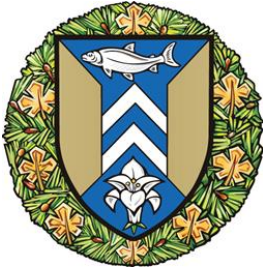
Application A-6-26-Z: Aerial Image **Property Information**

 **SAULT
STE. MARIE**
Planning & Enterprise Services
Community Development & Enterprise Services
City of Sault Ste. Marie
99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
saultstemarie.ca | (705) 759-5368 | planning@cityssm.on.ca

 Parcel
 Subject Property

Civic Address: 1974 Base Line
Roll No: 060070139980000
Map No: 519/2-19
Date Created: June 22, 2026

0 25 50 m 
This map is for general reference only.
Orthophoto: 2022 1:1,500



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

COUNCIL REPORT

August 31, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicholas Cicchini, Planner
DEPARTMENT: Community Development and Enterprise Services
RE: A-8-26-Z – 1020 Queen Street East – Planning Act
Application

PURPOSE

The purpose of this report is to obtain Council approval of the *Planning Act* application to rezone the subject property to allow a Rooming House.

The applicant proposes converting the existing building from a Group Residence to a Rooming House. Currently, the existing building is vacant and contains 12 bedrooms and office space. Once renovations are complete, the proposed Rooming House will contain 18 bedrooms total with shared living and amenity space.

PROPOSED CHANGE

The applicant is seeking Council approval to rezone the subject property from Gentle Density Residential (R2) Zone to Gentle Density Residential (R2.S) Zone with a Special Exception to permit a Rooming House in addition to those uses already permitted.

Subject Property:

- Location: The subject property is located on the north Side of Queen St. E., approximately 51 m west of Leo Ave. and 70 m east of Simpson St.
- Approximate Size: 2,772.5 m² (0.69 Acres)
- Present Use: Vacant (formally a Group Residence)
- Owner: Biosphere Labs Inc. (c/o Nikolai Cepecawer)

BACKGROUND

In 1974 City Council denied an application to rezone the subject property to permit a 6-dwelling unit apartment building.

In 1977 the Ontario Municipal Board approved an application to permit a Group Home for children with intellectual/developmental disabilities containing up to 12 bedrooms and 16 occupants.

From 1997 to approximately 2019 the subject property was operated by Community Living Algoma (CLA) which functioned as a group residence for children with intellectual/developmental disabilities.

ANALYSIS

Conformity with Official Plan

The subject property is designated as Residential within Land Use Schedule C of the Official Plan.

Residential land use policies support ‘complete’ neighbourhoods that include a range of services, amenities, and housing types that are compatible with residential uses. Rooming houses are a much-needed type of housing that contributes to both the City’s housing stock and diversity.

Policy R.1 states that *“a mixture of housing types and diversity of ownership and tenure forms shall be encouraged in new development.”* Rooming houses, which are typically rent tenure, contribute to the mix and diversity of the housing stock, which aid in addressing affordability goals. Furthermore, Rooming Houses tend to allow for shorter periods of tenure, which is especially important in a competitive rental market.

Policy R.3 states that *“medium density residential dwellings may be integrated into low density areas subject to rezoning.”* This proposal falls within the medium-low density range. The large lot size supports compatibility with the surrounding neighbourhood.

Policy R.4 permits small-scale intensification in all residential areas unless there are infrastructure limitations or significant physical constraints. No such constraints exist for this property.

Policy R.5 identifies rooming, boarding, and lodging houses as examples of small-scale residential intensification. The proposed conversion of the existing building is therefore explicitly supported by the OP.

The OP’s Housing policies further state:

HO.1 – *“Opportunities for a full range of housing types shall be provided to meet the present and expected needs of the community.”*

HO.2 – *“Innovative and alternative residential development standards supporting affordable housing and compact urban form shall be encouraged...”*

Therefore, this application is consistent with the Official Plan as it contributes to housing diversity and affordability, represents a form of small-scale intensification and adaptive reuse, and can be appropriately integrated into the existing neighbourhood context.

Conformity with Provincial Planning Statement 2024

The PPS 2024 was amended in October 2024 with a refreshed focus on intensification to implement its updated vision of *“building more homes for all Ontarians’ to achieve its goal of getting at least 1.5 million homes built by 2031”*.

Its Housing policies (Section 2.2) provide direction to planning authorities to ensure an adequate and diverse range of housing options and densities to meet the needs of current and future residents. Its primary intent is to address housing affordability and inclusion by accommodating a broader spectrum of housing throughout the community. Further, it prioritizes development within already municipally serviced areas of the City to foster sustainable development that maximizes land and resources efficiency.

Therefore, this proposal is consistent with the PPS.

Conformity with Growth Plan for Northern Ontario 2011

The proposed development provides alternative living standards that are associated with affordable housing and flexibility in terms of tenure length. The development represents a form of adaptive reuse of an existing property that is well served by municipal infrastructure, inclusive of public transit.

4.2 Long Range Planning For All Communities

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) economic, social and environmental sustainability.
- b) accommodation of the diverse needs of all residents, now and in the future.
- c) optimized use of existing infrastructure.

4.4 Strategic Core Areas

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, this application does not conflict with the Growth Plan for Northern Ontario.

COMMENTS

The applicant has submitted an application to rezone the subject property by way of a special exception to permit a Rooming House.

The subject property is located on the north side of Queen Street East, an Urban Arterial roadway, immediately east of the First Neighbourhoods Strategic Development Area (SDA). The property is situated within a predominantly single-

detached residential neighbourhood, with higher-density residential and commercial uses permitted in close proximity.

In February 2026 the applicant purchased the subject property. The applicant proposes converting the existing building, through interior renovations, into an 18-bedroom Rooming House with shared amenity space consisting of two kitchens, nine bathrooms, a laundry room, and a small lounge area. The additional bedrooms would primarily be created by converting existing office and administrative space. At this time, no exterior renovations or site alterations are proposed.

The applicant has informed Planning staff that the target market for the proposed Rooming House is mature post-secondary students, such as trades students and post-graduate students who may not wish to live in on-campus housing, or in the case of trades students, aren't necessarily in Sault Ste. Marie for an entire year. It should be noted that, although this is the target market, Planning staff cannot impose conditions on who may or may not rent at this or any other residential property. This is considered "people zoning," which is a human rights issue. This is explained in more detail further in this report.

From 1977 to approximately 2019 the subject property operated as a group residence for children with developmental disabilities and included 12 bedrooms and on-site staff facilities. Under the City's current Zoning By-law, the historical use would generally fall within the definition of a Group Residence, which is not otherwise permitted within the R2 Zone. Given the property's historical use and the continued use of the existing building for shared residential accommodation, Planning staff are of the opinion that the proposed Rooming House constitutes a comparable residential land use and is not expected to result in significant land-use compatibility impacts.

Lands in close proximity to the subject property include R4, CT2 and C3 Zones, which permit a range of higher-density residential and more intensive uses. Notably, the R4 and CT2 Zones permit Rooming Houses and Group Residences as of right.

The subject property is a relatively large lot that can accommodate the required parking, garbage enclosure, and snow storage on-site. As shown on the proposed site plan attached to this report, these elements will be located at the rear of the property, away from the public street, which will help minimize potential visual impacts and preserve the existing character of the streetscape. Furthermore, the subject property is well vegetated around its perimeter, and abutting neighbours' lots are fenced. The buffers in the rear yard help minimize any potential visual impacts.

Based on the information provided by the applicant, the proposed development exceeds the minimum required number of parking and barrier-free parking spaces. The property is currently subject to Site Plan Control (SPC). Any future development, additions to the existing building, or site alterations may require an amendment to the existing Site Plan Agreement, providing an opportunity to address applicable site design and operational matters through the Site Plan Control process. It should be noted that current plans for the proposed development are for interior renovations only and will not trigger the site plan control process. The Building Division has confirmed that a comprehensive review of the proposed development will take place during the Plans Examination phase, when a complete Building Permit application is submitted, to ensure compliance with the Zoning By-law and the Ontario Building Code.

The subject property is served by public transit. The nearest City bus stop on the north side of Queen Street East (westbound) is located directly in front of the subject property. As for the south side of Queen Street East (eastbound), the nearest City bus stop is located in front of the old Doctors Building (969 Queen St. E), approximately 40 m west of the subject property.

The Simpson, Leo, Upton, and McGregor Street area has been identified as having local heritage significance but is not designated under the *Ontario Heritage Act*. The applicable policies are primarily intended to recognize and maintain the area's existing built form and character rather than to regulate land use. As no exterior alterations to the existing building are proposed, Planning staff do not anticipate any impact on the established built form or heritage character of the area. Furthermore, the subject property is located at the periphery of the neighbourhood with frontage on an arterial roadway and is well vegetated, creating a visual screen to surrounding property owners.

Questions have arisen about whether the City has licensing and/or operator fee requirements for landlords, specifically Rooming Houses. While there can be some benefits to licensing, it is important to clarify that such licensing regimes are primarily intended to protect tenants from unsafe dwelling units, rather than to protect neighbours from poor exterior maintenance or what might be deemed “unsavoury tenants.” With regard to unkept properties, the City has other mechanisms available, such as the Property Standards By-law, to address these issues. Implementing and maintaining such a licensing regime would require significant resources. Such costs would be borne by the taxpayer, landlords, or a combination thereof. Landlords would eventually pass these costs down to tenants, which would not help the current rental market affordability issues in Sault Ste. Marie. Therefore, at this time, Planning staff is not supportive of implementing such a regime. It is also important to note that Staff are unaware of significant neighbourhood complaints regarding local rooming houses.

Planning Staff supports a site-specific special exception rather than introducing broader permissions within the R2 Zone. The special exception would permit a Rooming House on the subject property to a maximum of 18 bedrooms, thereby limiting the scale and intensity of the proposed use. This approach maintains the underlying R2 zoning, provides greater development predictability for the subject property and surrounding neighbourhood, and ensures that any future expansion beyond 18 bedrooms would require further Council approval via a *Planning Act* application.

Overall, Planning staff is of the opinion that the proposed Rooming House is an appropriate and compatible use of the subject property. The proposal represents the adaptive reuse of an existing vacant building, makes efficient use of established residential property and infrastructure, and will contribute additional housing options to help meet the community's housing needs.

Equitable Housing and Legal Considerations

Rooming houses are defined in the Zoning By-law as “*Establishments primarily engaged in providing temporary or longer-term accommodation, which for the period of occupancy, may serve as a principal residence.*” Rooming houses are homes in which private rooms are rented as opposed to an entire house/apartment dwelling. They typically consist of private rooms with shared facilities such as kitchens, bathrooms, and common areas.

There is a distinction between a rooming house and merely a group of friends renting a home. Below are some examples of established criteria that have been used to distinguish a group-rented home from a rooming house:

Self-Contained Dwelling Units	Rooming House
All tenants know each other prior to signing the lease	Tenants do not know each other before signing their lease.
No keyed locks on any bedroom doors.	Bedroom doors have keyed locks
Tenants enter into a group lease and pay the rent as a group.	Individuals enter a lease and pay rent per room.
Tenants are responsible for cleaning the entire rental.	Tenants are responsible for cleaning their rooms.

Rooming houses are often affordably priced, thus they not only play a critical role in the housing market but also represent the only housing option available to low-income individuals who are faced with precarious shelter situations or homelessness. They have also increasingly been used to meet short-term accommodation needs, such as for students and working professionals who may

intend to locate in the city temporarily or live in a Rooming House until more permanent housing is secured.

By-laws and policies that regulate rooming houses require careful consideration to ensure that they are based on legitimate land use planning grounds and that they do not amount to “people zoning”. This term refers to the prohibition of certain uses based solely on the expected tenant demographics, rather than evaluating proposals against established planning criteria such as building specifications, density, infrastructure provision, and traffic impact. As rooming houses often cater to individuals with lower incomes, attempts to restrict their development without a valid land-use planning rationale could amount to “people zoning,” which could disproportionately impact vulnerable individuals' access to housing. This could be in contravention of the *Human Rights Code*.

From a land use perspective, Rooming Houses, by their nature, can result in higher density, requiring larger lots and additional parking for tenants. In terms of the City's Zoning By-law, the reason a Rooming House is not permitted as of right in the Gentle Density Residential (R2) Zone is that, traditionally, lots located in the R2 zone are smaller in size and may only be able to accommodate lower densities. In this case, the lot is large enough to support the proposed use.

There are a number of examples across Ontario where municipalities have passed by-laws to restrict alternative housing developments by outright prohibition, minimum distance separations, caps, and quotas, only to have them turned down by both the Ontario Land Tribunal and the Ontario Human Rights Tribunal. Such by-laws were found to have prevented equal housing opportunity and disproportionately impacted class-protected individuals.

CONSULTATION

Public notices were mailed to all neighbouring properties within 120m (400') of the subject property on Wednesday, August 5, 2026. The notice that was mailed to property owners is attached to this report. The notice was also posted on-site by way of Public Notice Sign on Friday, August 7, 2026 and on the City's website on Monday, August 10, 2026.

Public Comments

Planning staff have received comments from members of the public via email and by phone regarding the proposed application. The comments received were concerns that the proposed Rooming House will house persons suffering from homelessness, mental health issues, and/or substance abuse/addiction problems. Concerns are also noted that the potential occupants will bring more crime to the area. Additionally, there was unease about the proposed development affecting property values in the surrounding area.

As discussed above, Planning staff must evaluate the application based on legitimate land-use planning considerations and cannot assess the proposal based on assumptions about the characteristics, circumstances, or socio-economic class of potential occupants. The proposed Rooming House has therefore been evaluated based on factors such as land-use compatibility, the property's existing and historical uses, density, parking, and other applicable planning considerations.

Concerns were also raised regarding the heritage character of the surrounding area. While the Simpson, Leo, Upton, and McGregor Street area has been identified as having local heritage significance, it is not designated under the *Ontario Heritage Act*. No exterior alterations to the existing building are proposed, and the Municipal Heritage Committee has indicated no concerns or objections to the proposed Rooming House. Furthermore, the subject property is on the periphery of the neighbourhood, fronting an arterial road, and well buffered from abutting parcels.

The comments received by Planning staff via email are attached to this report at the request of the commenter(s).

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 had no concerns or objections to the proposed application: Accessibility Advisory Committee, Community Development Corporation, Economic Development Corporation, Public Works, Engineering Division, Legal Department, Sault Ste. Marie Region Conservation Authority, and the Municipal Heritage Committee.

The Building Division has no concerns with the proposed application; however, they would like to remind the applicant that they must submit a complete Building Permit Application Package for review before any interior renovation begins.

PUC Services (Water and Electric Utility) has no concerns with the proposed rezoning; however, an Application for General Water Service is required to be submitted to PUC Services based on the proposed renovation. Additionally, if there is a requirement to change the service size, the applicant should contact PUC Engineering early in the process to allow for detailed review and coordination.

FINANCIAL IMPLICATIONS

Approval of this application will not result in any incremental changes to municipal finances.

STRATEGIC PLAN / POLICY IMPACT

Key objectives of the Strategic Plan's Community Development and Quality of Life focus areas are to deliver affordable housing and to ensure the community remains affordable and accessible for residents.

The adaptive reuse of existing buildings is associated with sustainable development practices. Compared with demolition and new construction, reuse generates significantly lower greenhouse gas emissions due to reduced reliance on the production and transportation of new building materials.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Planner dated August 31, 2026 concerning Planning Act application A-8-26-Z be received and that Council rezone the subject property from Gentle Density Residential (R2) Zone to Gentle Density Residential (R2.S) with a Special Exception with the following provision(s):

1. To permit a Rooming House with a maximum of 18 bedrooms, in addition to those uses already permitted in the Gentle Density Residential (R2) Zone.

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

Respectfully submitted,

Nicholas Cicchini, MURP

Planner

(705) 759-5375

n.cicchini@cityssm.on.ca

Nicholas Cicchini

From: Kiran Chipalthurthi
Sent: Tuesday, August 18, 2026 9:28 AM
To: Samir Thapa; Maggie McAuley; Dan Perri; Francois Couture; Frank Bentreovato; Jeffrey King; Rick Van Staveren; Brent Lamming; Nicole Maione; Gary Schryer; PUC; Virginia McLeod; Diane Morrell; 'nature@ssmrca.ca'; Colombi, Jonathan; Seifpour, Zeinab (She/Her) (MMAH); newdevelopment@rci.rogers.com
Cc: Jerry Tulloch; Amanda Cipriano; Orsalina Naccarato; msonorth@ontario.ca; Nicholas Cicchini; planninganddevelopment
Subject: RE: Request for Comment : A-8-26-Z 1020 Queen St. East

Hi Samir,

The Building Division comments are as follows:

- 1) Complete Building Permit Application Package, including
 - a. Application for a Permit to Construct or Demolish.
 - b. Applicable Law Checklist.
 - c. Commitment to General Review forms from the Architect and Professional Engineers (Structural, Mechanical, and Electrical).
- 2) OBC Data Matrix, which must clearly evaluate and include the performance levels for:
 - a. Structural Design (assessing the capacity of the building under its proposed residential occupancy and occupant load classification).
 - b. Sewage Systems.
 - c. Plumbing Systems (verifying water distribution and calculating the minimum required fixture counts for the intended number of tenants).
- 3) The OBC Data Matrix must also identify and evaluate any proposed compensating construction measures.
- 4) Site Plan showing the fire access route, hydrant locations, and principal building entrance details in compliance with OBC Article 3.2.5, if any modifications to the existing site layout are proposed.
- 5) Confirmation of rezoning approval from the City of Sault Ste. Marie Planning Division for the transition from the R2 Zone to the R2.S (Gentle Density Residential with Special Exception) Zone.
- 6) Site Plan demonstrating compliance with the parking requirements of the City of Sault Ste. Marie Zoning By-law for the proposed rooming house use.
- (7) Two (2) sets of hard-copy drawings, printed to scale and sealed by licensed professionals, including:
 - a. Existing floor plans – with removals / demolition
 - b. Architectural Plans.
 - c. Structural Plans.
 - d. Electrical Plans.
 - e. Mechanical Plans.

f. Fire Safety and Fire Protection Plans.

Sincerely,

Sai Kiran Chipalthurthi, BCIN, PMP

Senior Plans Examiner

Building Division

City of Sault Ste. Marie

Office: 705.759.5376 Email: k.chipalthurthi@cityssm.on.ca

Mobile: 705.989.5035

CITY OF SAULT STE. MARIE

99 Foster Drive, Sault Ste. Marie, ON P6A 5X6

saultstemarie.ca

Your work day & my work day may be different so please do not feel obliged to respond to this email outside of your work hours.



From: Samir Thapa <s.thapa@cityssm.on.ca>

Sent: Monday, August 10, 2026 2:33 PM

To: Maggie McAuley <m.mcauley@cityssm.on.ca>; Dan Perri <d.perri@cityssm.on.ca>; Francois Couture <f.couture@cityssm.on.ca>; Frank Bentrovato <f.bentrovato@cityssm.on.ca>; Kiran Chipalthurthi <k.chipalthurthi@cityssm.on.ca>; Jeffrey King <j.king3@cityssm.on.ca>; Rick Van Staveren <r.vanstaveren@cityssm.on.ca>; Brent Lamming <b.lamming@cityssm.on.ca>; Nicole Maione <n.maione@cityssm.on.ca>; Gary Schryer <g.schryer@cityssm.on.ca>; PUC <eng-dept@ssmpuc.com>; Virginia McLeod <v.mcleod@cityssm.on.ca>; Diane Morrell <d.morrell@cityssm.on.ca>; 'nature@ssmrca.ca' <nature@ssmrca.ca>; Colombi, Jonathan <jonathan.colombi@bell.ca>; Seifpour, Zeinab (She/Her) (MMAH) <zeinab.seifpour@ontario.ca>; newdevelopment@rci.rogers.com

Cc: Jerry Tulloch <j.tulloch@cityssm.on.ca>; Amanda Cipriano <a.cipriano@cityssm.on.ca>; Orsalina Naccarato <o.naccarato@cityssm.on.ca>; msonorth@ontario.ca; Nicholas Cicchini <n.cicchini@cityssm.on.ca>; planninganddevelopment <planninganddevelopment@bell.ca>

Subject: Request for Comment : A-8-26-Z 1020 Queen St. East

Hello All,

The applicant proposed to rezone the subject property from Gentle Density Residential (R2) Zone to Gentle Density Residential (R2.S) Zone with a Special Exception to permit a Rooming House in addition to those uses already permitted.

Please ensure that all comments are submitted no later than **August 18, 2026**. If comments are not received, it will be assumed that there are no objections or concerns to the proposed project

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

This email is privileged and contains private and confidential information that is intended solely for use by the recipient and others authorized to receive it. If you have received this message in error, please contact the sender by return email and delete this message. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution or taking action in relation to the contents of this information is strictly prohibited and may be unlawful.



August 18, 2026

Peter Tonazzo
Director of Planning
The Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

Email: s.thapa@cityssm.on.ca

Dear Peter:

Re: 1020 Queen Street East – Application No. # A-8-26-Z

With regards to the above referenced rezoning application, please refer to the below comments:

PUC Distribution Inc. (Electric Utility)

- PUC Distribution Inc. has no concerns with the proposed rezoning, if there is a requirement to change the service size please contact PUC Engineering early in the process, to allow for detailed review and coordination.

Public Utilities Commission of the City of Sault Ste. Marie (Water Utility)

- The Public Utilities Commission of the City of Sault Ste. Marie has no concerns with the proposed rezoning application. However, an Application for General Water Service is required to be submitted to PUC based on the proposed renovation. Please contact PUC Engineering early in the design process.

We would also like to take the opportunity to request that the developer reach out to us early in the planning stages with respect to electrical servicing for the development.

Yours truly,
PUC SERVICES INC.



Mitchell Paradis, P.Eng.
Senior Manager, Engineering

MP*km



SUBJECT
PROPERTY

Application A-8-26-Z: Aerial Image

Property Information



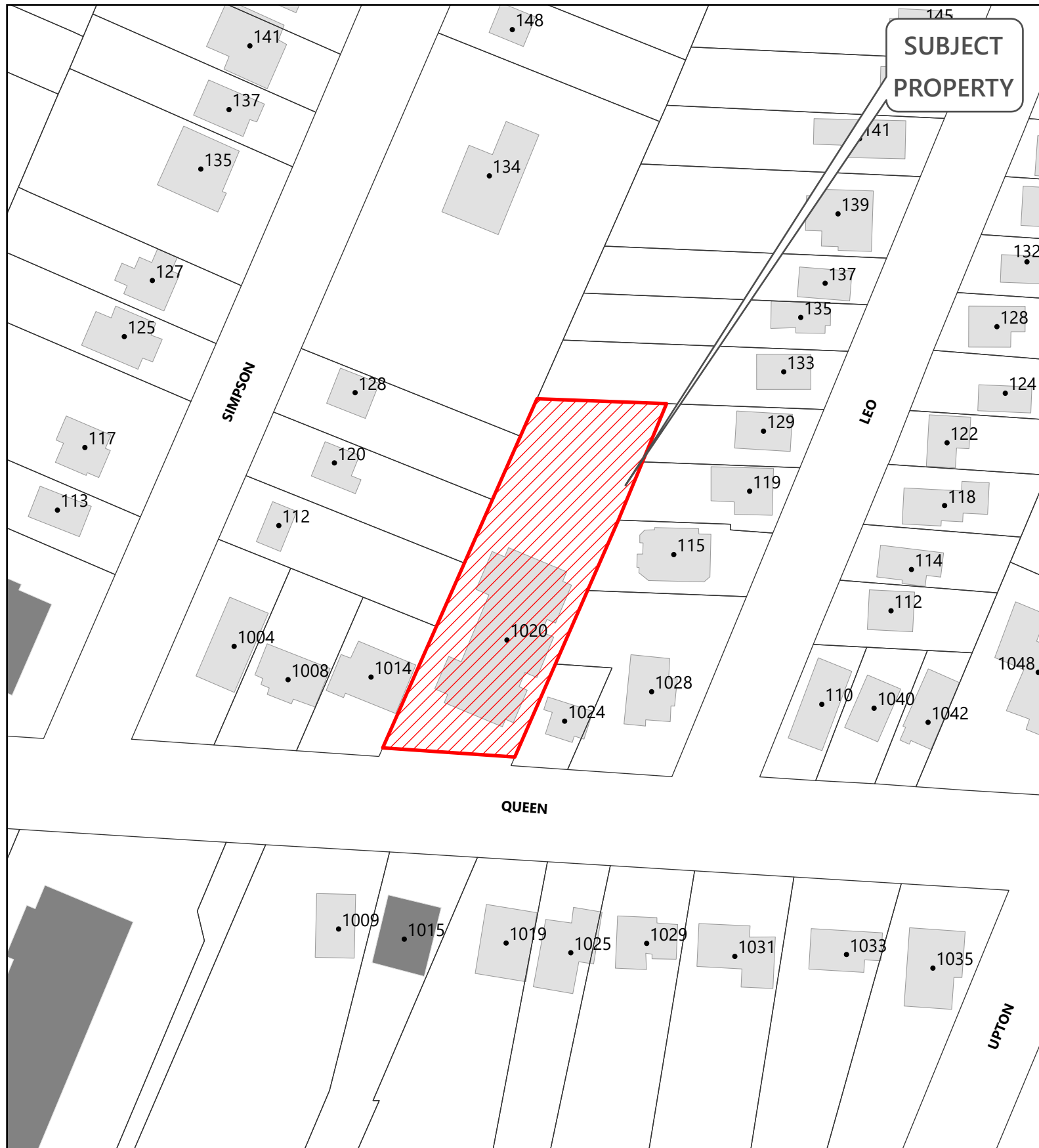
Planning & Enterprise Services

Community Development & Enterprise Services
City of Sault Ste. Marie
99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
saultstemarie.ca | (705) 759-5368 | planning@cityssm.on.ca



Civic Address: 1020 Queen Street East
Roll No: 020014074000000
Map No: 9/1-4
Date Created: July 28, 2026

0 20 40 m
This map is for general reference only.
Orthophoto: 2022
1:1,200



Application A-8-26-Z: Subject Property

Property Information

 **SAULT
STE. MARIE**
Planning & Enterprise Services
Community Development & Enterprise Services
City of Sault Ste. Marie
99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
saultstemarie.ca | (705) 759-5368 | planning@cityssm.on.ca

Legal Department Reference
Schedule "A"

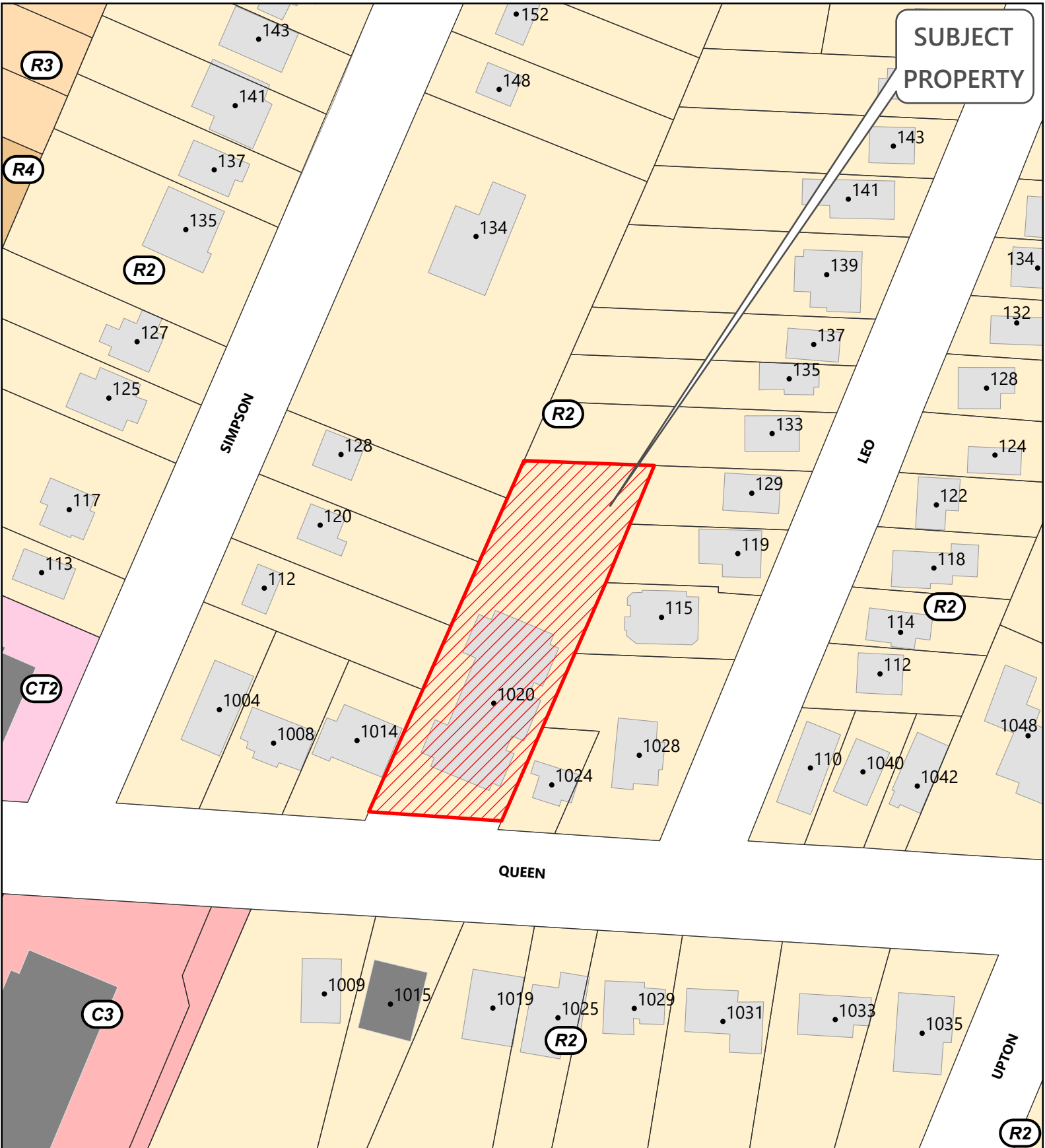
 Parcel
 Subject Property

Page 550 of 858

Civic Address: 1020 Queen Street East
Roll No: 020014074000000
Map No: 9/1-4
Date Created: July 28, 2026

0 20 40 m 

This map is for general reference only. 1:1,200



SUBJECT
PROPERTY

Application A-8-26-Z: Existing Zoning

Property Information



Planning & Enterprise Services

Community Development & Enterprise Services
City of Sault Ste. Marie
99 Foster Drive, Sault Ste. Marie, ON P6A 5X6
saultstemarie.ca | (705) 759-5368 | planning@cityssm.on.ca

C1 - Traditional Commercial Zone	R3 - Low Density Residential Zone
C2 - Central Commercial Zone	R4 - Medium Density Residential Zone
CT2 - Commercial Transitional Zone	R5 - High Density Residential Zone
C3 - Riverfront Zone	R6 - Mobile Home Residential Zone
C4 - General Commercial Zone	I - Institutional Zone
C5 - Shopping Centre Zone	EM - Environmental Management Zone
HZ - Highway Zone	PR - Parks and Recreation Zone
M1 - Light Industrial Zone	RA - Rural Area Zone
M2 - Medium Industrial Zone	RP - Rural Precambrian Uplands Zone
M3 - Heavy Industrial Zone	REX - Rural Aggregate Extraction Zone
R1 - Estate Residential Zone	AIR - Airport Zone
R2 - Single Detached Residential Zone	Named Use - Commercial Dock

Civic Address: 1020 Queen Street East
Roll No: 020014074000000
Map No: 9/1-4
Date Created: July 28, 2026



This map is for general reference only. 1:1,200



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

1020 QUEEN STREET EAST

Application No.: A-8-26-Z

Applicant: Biosphere Labs Inc. (c/o Nick Cepecawer)

Date: August 31, 2026

Time: 5:00 PM

Location: City of Sault Ste. Marie

Civic Centre, Council Chambers

99 Foster Drive

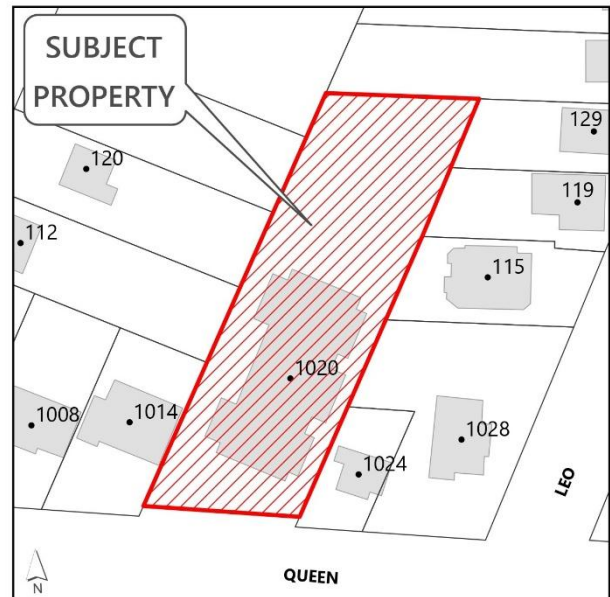
PURPOSE

The City of Sault Ste. Marie has received a Planning Act application to rezone the subject property to allow a Rooming House.

The applicant proposes converting the existing building from a Group Residence to a Rooming House. Currently, the existing building is vacant and contains 12 bedrooms and office space. Once renovations are complete, the proposed Rooming House will contain 18 bedrooms total with shared living and amenity space.

PROPOSED CHANGE

To rezone the subject property from Gentle Density Residential (R2) Zone to Gentle Density Residential (R2.S) Zone with a Special Exception to permit a Rooming House in addition to those uses already permitted.



HAVE YOUR SAY

Input on the proposed Zoning By-Law amendment is welcome and encouraged. You can provide input by making a written submission or by making a public presentation.

MORE INFORMATION

The application may be reviewed upon request. The report of the Planning Division will be available on Thursday, August 27, 2026, as part of City Council's Agenda. Please contact Nicholas Cicchini at 705.759.5375 or n.cicchini@cityssm.on.ca to request a digital copy. Please refer to the application file number.

WRITTEN SUBMISSION

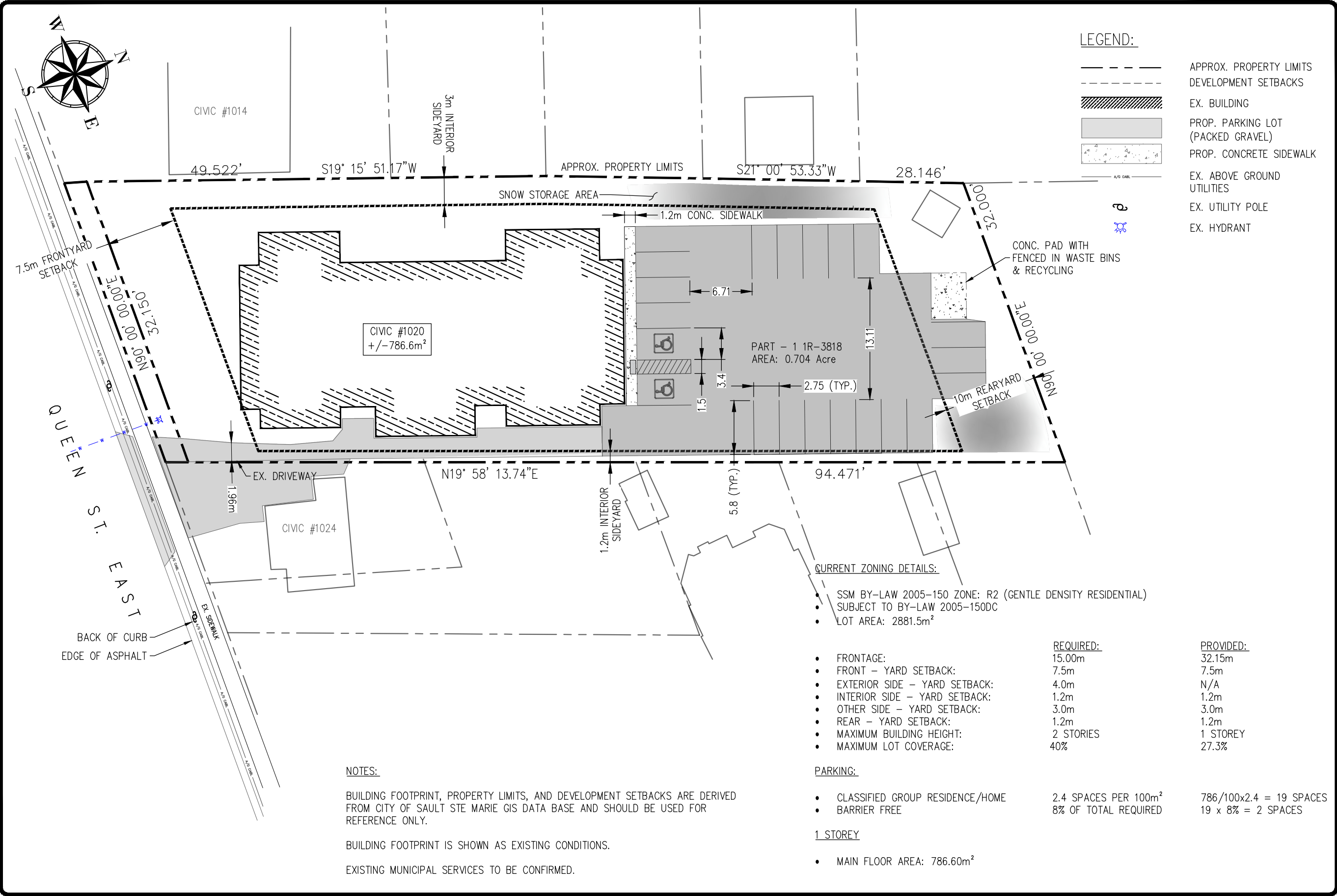
To provide input in writing, or request notice if the proposed application is approved, please submit a letter to Nicholas Cicchini, 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6, or e-mail to n.cicchini@cityssm.on.ca with your name, address, and application file number on or before Monday, August 31, 2026.

If you wish to be notified of the Council of the City of Sault Ste. Marie's decision to adopt or refuse the approval of an application, you must make a written request to the Planning Division at the address noted above.

LEGAL NOTICE CONCERNING YOUR RIGHT TO APPEAL

If a person or public body does not make oral submission at a public meeting or make written submission to the City of Sault Ste. Marie before the By-law is passed, the person or public body may not be entitled to appeal the decision of the Council of the City of Sault Ste. Marie to the Local Planning Appeal Tribunal.

If a person or public body does not make oral submissions at a public meeting, or make written submissions to the City of Sault Ste. Marie before the By-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.



SEAL

CENLO ENGINEERING INC.

Civil / Structural / Architectural

DEVELOPMENT LOCATION

REVISIONS

REV #	DESCRIPTION	DATE
0	ISSUED FOR REZONING APPLICATION	2026.07.16

CLIENT/PROJECT:

1020 QUEEN ST. EAST
SAULT STE. MARIE, ON.
P6C 2C6

DRAWING TITLE:

SITE PLAN

DRAWN:

CHECKED:

DATE:

PROJECT #:

MJB

MS

2026.07.15

26099

SHEET 1 OF 1

C1

SCALE:

1:400

Nicholas Cicchini

From: Tom Kimsal [REDACTED]
Sent: Monday, August 10, 2026 3:57 PM
To: Nicholas Cicchini
Subject: ROOMING HOUSE

This email originated outside of the Corporation of the City of Sault Ste. Marie.

Do not open attachments or click links unless you verify the sender and know the content is safe.

A rooming house ! no way , it will only have people that have mental health and or addictions that will with no doubt result in more crime of all kinds in our area that is already having theft and trespassing on private property in what was considered a good area to live in not to mention a Big loss in property values . Who wants to buy a house within 5 blocks of such a place ?? also many of us are senior citizen's . If this passes the city should remove our property tax so we can afford to pay for professional alarm systems . JUST SAY NO !

Nicholas Cicchini

From: Aldene Magill [REDACTED]
Sent: Tuesday, August 11, 2026 10:14 AM
To: Nicholas Cicchini
Subject: Rooming house application

This email originated outside of the Corporation of the City of Sault Ste. Marie.
Do not open attachments or click links unless you verify the sender and know the content is safe.

Concerned to receive the notice of application for a rooming house in our neighborhood. My understanding is that rooming house is typically for homeless people with addiction problems. My concern is that it will increase the crime in our area as we do have problems with that already from people who break into our homes or cars looking for money. I have had my car broken into several times. also, I think that there may be an increase in physical assaults. I hope you will take these factors into consideration when pursuing this application.

To the Council Members of the City of Sault Ste. Marie:

This letter presents some concerns held by neighbours of the property at 1020 Queen Street East, Sault Ste. Marie, ON

The residential properties surrounding this address are part of a very unique area of our city. It is an area recognized and appreciated by many citizens of Sault Ste. Marie. Many of these homes have interesting stories that reflect the history of earlier times in our city. It is an area that is well cared for, where owners take pride in maintaining their homes. These character homes will never be built again.

In this regard, our neighbourhood is not only unique but irreplaceable. We are concerned that this requested re-zoning would negatively impact the special character of our neighbourhood.

The definition of 'Rooming House' does not require a live-in superintendent. The request for 18 rooms is concerning enough. But these 18 renters could realistically become 36 people. Adults do have partners. That could be the population for a small street. Neither the neighbours nor the renters themselves have timely access to help in possible difficult situations.

With respect to practical issues, there are concerns regarding snow and garbage storage and removal. Certainly, it will not be 'residential' vehicles that provide this service. We are not talking pick-up trucks and snowblowers. It will be commercial vehicles and those dealing with snow could be at all hours of the day and night. The access from Queen St. is very tight even in the warmer months.

For the 6+ months of snow and snowbanks, the driveway becomes very difficult. The request for 18 parking spaces, 18 cars, would realistically require that the vast amount of snow be trucked off the property. Where do the cars go if the snow is removed during the night? There is no parking in the area overnight in the winter months, hardly any during the day, as the snowbanks grow higher and wider each year with climate change. In past years, the empty building even struggled with snow removal, and the trucks clearing at night were required to use the back-up beeping noise at any hour of the night.

Considering these issues, it seems difficult to align this request with the directions of the Zoning By-Law 2005 - 150 Single Detached Residential Zone (R2), where it states the: Zone regulations are aimed at providing for and regulating single detached dwelling units with special regard for maintaining the present character of the existing neighbourhood.

Thank you for your attention,

Concerned Neighbours

Letter of Opposition – Proposed 18-Room Rooming House

Re: Opposition to application No.A-8-26-Z ; Proposed 18-Room Rooming House at 120 Queen Street East

Dear Members of Council / Planning Division

I am writing to express my strong opposition to the proposed development of an 18-room rooming house in our established residential neighbourhood.

My concern is not with the individuals who may require or choose this type of accommodation. Rather, it is with the scale, intensity, and nature of an 18-room rooming house and whether such a high-density use is compatible with this particular neighbourhood.

Our neighbourhood has developed over many years into a stable, attractive and traditional residential community. Its defining attributes include stable property values, a stable population, historic character and charm, pride of ownership, and years of community development and investment by residents. These qualities did not happen by accident. They are the result of generations of homeowners maintaining their properties, investing in their homes and building relationships with their neighbours.

An 18-room rooming house represents a significant change in the intensity of residential use and raises several serious concerns.

Traffic, Parking, Noise and Pedestrian Activity

Housing as many as 18 individual residents in a single property has the potential to create substantially more activity than would normally be associated within a traditional residential neighbourhood. This includes increased vehicle traffic, parking demand, deliveries, visitors, taxis and ride-sharing vehicles, as well as significantly greater pedestrian traffic.

The cumulative effect may also result in increased noise throughout the day and evening. These impacts should be considered based on the actual potential occupancy and intensity of the proposed use, rather than simply treating the property as another residential dwelling.

Impact on Property Values

Homeowners have made significant financial and personal investments in their properties with a reasonable expectation that the established residential character of the neighbourhood will be maintained.

The introduction of a large 18-room rooming house creates legitimate concerns regarding market perception, desirability and the potential effect on neighbouring property values. Even the perception of increased congestion, parking difficulties, noise, transient occupancy or inadequate property maintenance can influence prospective purchasers.

Before approving a development of this magnitude, the City should carefully consider whether surrounding homeowners will bear an unreasonable financial consequence as a result of a land-use decision over which they have little control.

Neighbourhood Character

An 18-room rooming house is fundamentally different in scale and operation from the traditional residential uses that have shaped this neighbourhood.

The issue is not simply whether additional people can physically be accommodated within a building. The question is whether accommodating 18 separate rooming-house residents on one residential property is compatible with the established character, density and pattern of the surrounding neighbourhood.

Once the character of an established neighbourhood is substantially altered, it can be extremely difficult to restore.

Community Integration and Resident Turnover

One of the strengths of this neighbourhood has been its stable population and long-term community relationships. Residents know their neighbours, maintain their homes and have developed a strong sense of community over many years.

A rooming-house model may involve considerably more frequent resident turnover than traditional home ownership or long-term family tenancy. With 18 individual rooms, arrivals and departures could occur regularly.

This level of turnover may make it more difficult to establish the long-term neighbour relationships and community involvement that have contributed to the stability and character of the area.

Financial Commitment and Pride of Ownership

Homeowners have a direct and substantial financial commitment to both their individual properties and the long-term health of the neighbourhood.

Residents occupying individual rooms generally do not have the same financial investment in the property or the surrounding neighbourhood. This does not mean that rooming-house residents will necessarily be poor neighbours. However, the City should recognize that a high-turnover accommodation model is structurally different from a neighbourhood characterized by long-term home ownership and stable residency.

That distinction is relevant when considering whether such an intensive use is appropriate for this location.

Safety and Security

The proposed concentration of residents and the potential for frequent turnover also raise reasonable concerns regarding security, supervision and accountability.

With potentially 18 unrelated residents, together with visitors and changing occupants, neighbouring residents deserve to know what measures will be in place to ensure appropriate management of the property.

Questions should be answered regarding on-site supervision, security procedures, visitor management, emergency response, complaint procedures and the responsibility of the owner or operator when problems arise.

Crime and Public Safety Concerns

Local homeowners are understandably concerned about whether a substantial increase in occupancy, visitors and resident turnover could create additional public-safety issues.

It would be unfair to assume that future residents will engage in criminal activity simply because they live in a rooming house. However, it is entirely reasonable for the City to examine whether the size, management model, resident turnover and level of supervision associated with an 18-room facility could create additional policing, by-law enforcement or neighbourhood-security demands.

The City should require objective information and an appropriate management and security plan rather than expecting neighbouring homeowners to absorb these risks if approval is granted.

Property Maintenance

Property maintenance is another significant concern. A building accommodating 18 individual residents will experience considerably greater use than a conventional residence.

The City should determine who will be responsible for maintaining the building, yard, garbage and recycling areas, snow removal and exterior appearance and how compliance with property standards will be enforced.

The surrounding community should not have to rely on repeated complaints to municipal enforcement officials to ensure that such a large property is properly maintained.

Cumulative Impact

Each of these concerns should not be considered in isolation. Traffic, parking, noise, pedestrian activity, resident turnover, security, property maintenance, neighbourhood character and potential effects on property values are interconnected.

The appropriate question is therefore not whether any single concern is sufficient to prevent the development. The question is whether the cumulative impact of introducing an 18-room rooming house is compatible with the established residential environment in which it is proposed.

Our neighbourhood represents years of personal investment, community development and careful stewardship. Its stable property values, stable population, history and charm are valuable community assets worthy of protection.

There may be locations where a development of this size and intensity can be appropriately accommodated. However, an established traditional residential neighbourhood should not automatically be expected to absorb a use of this magnitude simply because a property is physically capable of containing it.

I respectfully request that Council and the Planning Committee reject the proposal for an 18-room rooming house at this location.

Residents who have spent years building, maintaining and investing in this neighbourhood deserve to have those interests given meaningful consideration in the planning process.

Thank you for considering these concerns.

Respectfully submitted,

Vivienne Burns (For R Lehtimaki)

[REDACTED]

Sault Ste Marie ON

[REDACTED]

[REDACTED]

Nicholas Cicchini

From: Kathleen O'Hara [REDACTED]
Sent: Wednesday, August 19, 2026 3:12 PM
To: Nicholas Cicchini
Subject: 1020 Queen Street, application No.:A-8-26-Z

This email originated outside of the Corporation of the City of Sault Ste. Marie.
Do not open attachments or click links unless you verify the sender and know the content is safe.

Mr. Cicchini.

I have lived near a rooming house for some years. Since it was a rooming house, I have seen LOITERING, LEERING and LITTER. These roomers walk up and down in front of my house, often smoking. They sit on the grass in front of my house, sometimes smoking, alone or in groups. They litter (100's of cans and bottles around the house plus boxes of garbage spilling onto the neighbor's property and old mattresses on the front lawn). The city had to be called to remove this litter.

The idea that the city would allow 18 more single roomers (plus all their visitors) into our once high trust neighborhood of "single family homes" fills me with terror.

Respectfully.

Kathleen O'Hara, [REDACTED] Sault Ste. Marie, On, P6A3V5

Judy Hupponen

[REDACTED]
Sault Ste. Marie, ON
[REDACTED]
[REDACTED]

August 18, 2026

Nicholas Cicchini

99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

**Re: Application File # A-8-26-Z: Biosphere Labs Inc.
Zoning Amendment – 1020 Queen Street East (Gentle Density Residential with a
Special Exception, R2.S)**

Dear Nicholas,

I am writing to voice my conditional position regarding the proposed zoning amendment for the vacant property at 1020 Queen Street East. While I support the efficient use of vacant properties, transforming a former 12-bedroom group home into an 18-bedroom high-density rooming house will create significant operational impacts on our primarily residential Ward 2 neighbourhoods. Because Ontario's Landlord and Tenant Board (LTB) faces severe backlogs making post-occupancy eviction exceptionally slow and difficult, proactive municipal safeguards must be permanently bound to this approval.

The verbal assurances given by Biosphere Labs regarding a "mature graduate student" demographic are legally unenforceable without specific site plan control agreements and strict municipal licensing. Therefore, as a Ward 2 resident, I request that the Planning Advisory Committee impose the following legally binding requirements as strict conditions for the R2.S zoning exception:

- **Mandatory Tenant Verification Covenants:** Biosphere Labs must be legally required to verify and maintain post-graduate or mature student enrollment criteria. The operator must submit annual compliance reports to the City verifying that all 18 tenancies meet these parameters to prevent the site from deteriorating into a poorly managed transient house.
- **Certified Canadian Guarantors:** Because security and damage deposits are illegal under the Ontario Residential Tenancies Act (RTA), the City must mandate that all leases signed for 1020 Queen Street East require a certified Canadian co-signer or guarantor to ensure financial accountability for any structural damage.

- **24/7 Professional Management & Local Liaison:** The applicant must contract a licensed, professional property management firm. A direct 24-hour emergency hotline must be distributed to all residents and property owners within a 120-meter radius, bypassing standard voicemail systems to handle local disruptions instantly.
- **Mandatory Commercial Cleaning Contracts:** With 18 individual residents sharing only two kitchens and nine bathrooms, internal sanitary failure is a high risk. The site plan must mandate a commercial janitorial contract for professional cleaning of all shared indoor spaces at least twice a week.
- **Commercial Waste Management Infrastructure:** An 18-resident facility generates commercial volumes of waste. Standard residential curbside collection on Queen Street East will cause severe litter and pest issues. The landlord must install an enclosed, rodent-proof commercial waste bin on-site with a private disposal service.
- **Active Transit Requirements:** The City must mandate that Biosphere Labs construct an indoor, secure, weather-proof bike locker for 18 bicycles to actively discourage car ownership and support active transit among the student population.
- **Site-Specific Municipal Licensing:** The City should implement a site-specific Rooming House Licensing Bylaw for this property. This will permit municipal enforcement officers to levy escalating fines directly against Biosphere Labs up to \$50,000 for property standards violations, completely independent of the lengthy LTB eviction process.

Our neighbourhoods need enforceable, structural guarantees rather than vague corporate promises. If Biosphere Labs is fully confident in their upscale management model, they should welcome these conditions being hardcoded into their zoning approval.

Thank you for your time, consideration, and dedication to protecting the integrity of Sault Ste. Marie's residential neighbourhoods.

Sincerely,

Judy Hupponen
Concerned Ward 2 Resident

James and Mary Jane Horbatuk

Sault Ste. Marie, ON P6A 3V7

August 25, 2026

Nicholas Cicchini, MURP
Planning & Enterprise Services
Corporation of the City of Sault Ste. Marie

Re: Application A-8-26-Z Opposition to Proposed Change of Use Application and Zoning Bylaw Amendment for 1020 Queen Street East

Dear Mr. Cicchini,

We are writing to oppose the zoning bylaw amendment for 1020 Queen Street East which seeks to rezone the property from Gentle Density Residential (R2) to R2.S with a site-specific special exception permitting a rooming house.

We respectfully ask that the application be refused for the following reasons.

Application A-8-26-Z does not conform to the Official Plan's Residential Policies

The Sault Ste. Marie Official Plan (the "Official Plan") requires that intensification be small-scale and compatible with surrounding residential areas. The Official Plan states: "Low and high density development should be integrated and compatible in density, height and building setbacks"¹. The proposed 18-bedroom rooming house is not compatible with the surrounding R2 neighbourhood. It represents a high-intensity lodging use, not gentle residential density. The Official Plan further states: "Small scale residential intensification may include, but not be limited to, rooming, boarding and lodging houses, apartments in houses, infill development and redevelopment"². This inclusion in the Official Plan means that rooming houses are to be permitted only as small-scale intensification. An 18-bedroom facility is not a small-scale intensification, and therefore is not in conformity with the Official Plan.

Application A-8-26-Z undermines the existing neighbourhood character and contravenes the Official Plan urban design guidelines.

The Official Plan requires new development to reinforce existing neighbourhood form, stating: "Development or redevelopment should replicate and/or respond to existing colour, texture, scale, and massing in order to harmonize with the existing streetscape rhythm and the relationship of uses"³.

¹ Official Plan (Office Consolidation), p. 35, <https://saultstemarie.ca/wp-content/uploads/2025/08/OFFICIAL-PLAN-August-2024.pdf>, retrieved August 18, 2026 (the "Official Plan").

² Ibid.

³ Ibid., p. 35.

An 18-bedroom, multi-tenant rooming house introduces a previously unseen scale into a stable residential neighbourhood without any comparable uses. This is inconsistent with the Official Plan's requirement to maintain the residential character.

Application A-8-26-Z is inconsistent with the purpose of the R2 zoning.

The Zoning By-law 2005-150 (the "Zoning Bylaw") defines R2 as "Gentle Density Residential"⁴, intended for low intensity residential uses such as single-detached dwellings, semis, duplexes, and modest intensification. An 18-bedroom rooming house is not gentle density. While the Zoning Bylaw contemplates conversion of single-detached dwellings to create multi-unit dwellings and purpose-built multiplexes, a rooming house is neither of these. This property has not been purpose built to function as a rooming house. Allowing the rezoning of this property would undermine the purpose of the R2 zoning and essentially replace R2 zoning with R3 zoning.

Application A-8-26-Z triggers Site Plan Control.

Section 4.14.14 of the Zoning Bylaw states: "Lots containing or proposed to contain 11 or more dwelling units shall be subject to Site Plan Control." An 18 bedroom rooming house is functionally equivalent to 18 dwelling units for the purposes of Site Plan Control. The applicant has not provided detailed plans required for Site Plan Control addressing buffering, landscaping, lighting, waste storage, amenity space, circulation, and access. The application should not proceed without the applicant providing the necessary information to complete Site Plan Control. As the use of a rooming house is more akin to institutional use than traditional residential use, the applicant should be required to demonstrate compliance with buffering requirements to address noise, lighting, and activity impacts.

Application A-8-26-Z raises development and safety concerns contrary to the Official Plan.

First, the proposed rooming house use to be allowed by the rezoning does not fit with the established character of the neighbourhood, or the general intent and purpose of the existing zoning by-law. We understand that the previous use of the property by Community Living Algoma was for a group residence. The CEO of the applicant, Biosphere Labs Inc., Mr. Nick Cepecawer, stated that the intended resident of the proposed rooming houses is to be graduate level students attending Algoma University or Sault College.⁵ While this may be the intended use, the proposed re-zoning from R2 to R2.S does not prevent the applicant from renting to non-student tenants. The neighbourhood already must deal with the public safety issues by the Sault Ste. Marie HART Hub. The concern is that the tenants of the proposed rooming house will not be students, and that the tenants will further negatively impact the lives of the existing residents of the neighbourhood.

⁴ City of Sault Ste. Marie Zoning By-law 2005-150, p. 103 (the "Zoning Bylaw").

⁵ <https://www.sootoday.com/local-news/rooming-house-proposed-for-former-queen-street-group-home-12672561>, retrieved August 18, 2026.

For the reasons above, including non-conformity with the Official Plan, incompatibility with the existing R2 zoning, absence of required Site Plan Control documentation, and failure to address buffering and neighbourhood character, we respectfully request that Application A-8-26-Z be refused.

Thank you for considering our comments.

Yours truly,



James and Mary Jane Horbatuk

[REDACTED]

Sault Ste. Marie, ON P6A 3V7

[REDACTED]

[REDACTED]

Attn: Application No. A-8-26-Z (1020 Queen St. E)

To: Nicholas Cicchini

My name is Colin Lee, I reside and pay the mortgage at 1024 Queen St. E, [REDACTED]
[REDACTED]. I am very concerned that allowing such a large rooming house next door will be detrimental to the value of my home and the surrounding properties.

This area is populated with well-cared-for homes, with a combination of families and retirees, as well as gainfully employed professionals. This area is desirable to live in due to the proximity to the Hub Trail, St. Mary's River, grocery stores, shopping malls, and downtown.

The SooToday article on this proposed rooming house stated it was the owners intention to rent rooms to students and post-graduate students who would have to share washrooms, showers, kitchen appliances and common areas. There is no guarantee that this will indeed be what transpires.

I am a retired Probation and Parole Officer and am well aware of the potential for very different clients to become neighbours and cause great, unwanted disruption to our lovely and peaceful part of the city.

In conclusion, I would request that the rezoning application be denied.

A more suitable use of such a big property be independent apartments that would be a proper fit in this area and more acceptable.

I would like to be informed of the Council of the City of Sault Ste. Marie's decision in the matter if possible.

[REDACTED]

Attn: Application No. A-8-26-Z (1820 Queen St. E.)

To Nicholas Cicchini

My name is Colin Lee. I reside & pay the mortgage at

[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
I am very concerned that allowing such a large rooming house next door will be a detriment to the value of my home and the surrounding properties. This area is populated with well cared for homes, with a combination of families and both retirees as well as gainfully employed professionals.

This area is desirable to live in due to the proximity to the HUB trail, St. Maries River, grocery stores, shopping malls and downtown.

The Soo Today article on this proposed rooming house stated it was the owners intention to rent rooms to students and Postgraduate students who would have to share washrooms, showers, kitchen appliances and common areas. There is no guarantee that this will indeed be what transpires.

I am a retired Probation & Parole Officer and am well aware of the potential for very different clients to become neighbours and cause great unwanted disruption to our lovely & peaceful part of the city.
→

In conclusion I would request that this ReZoning application be denied.

A more suitable use of such a big property be independant apartments that would be a proper fit in this area & more acceptable.

I would like to be informed of the Council of the City of Sault Ste. Marie's decision in the matter if possible,

My e-mail address - [REDACTED]

Postal address:

Colin Lee [REDACTED]

P6A 2C6.

~~St~~ East, Sault Ste Marie

Respectfully

Colin Lee

Nicholas Cicchini

From: Judy A Pyykonen [REDACTED]
Sent: Friday, August 28, 2026 1:28 PM
To: Nicholas Cicchini
Subject: Re: application to rezone 1020 Queen Street East to a rooming house

This email originated outside of the Corporation of the City of Sault Ste. Marie.
Do not open attachments or click links unless you verify the sender and know the content is safe.

Cc: cityclerk@cityssm.on

I am against changing the existing building to a rooming house.
Increasing the size to 18 bedrooms and saying that the residents will be graduate students from local college and university is attempt at putting icing on a tasteless cake.
Our city has gone thru a period of time where individuals could buy homes , mortgage them and then let them fall into disrepair.
Leading to boarded up homes all over the city.
I find myself not reassured by what has previously happened in the city. If this passes and it turns into everything that we were afraid of what avenues are open to us.
Yours sincerely,

Judy Pyykonen
[REDACTED]

Dr. Edward Turgeon

██████████ Sault Ste. Marie, Ontario, Canada, ██████████

August 30, 2026

Dear Mr. Cicchini,

Good morning.

I am writing in regard to the application for rezoning of 1020 Queen Street (Application No. A-8-26-Z). If approved, the proposal would renovate an existing 12-room facility into an 18-room residence which, according to the applicant, will serve “mature students.” I do not support the re-zoning, nor do I support the number of rooms being expanded from 12 to 18. In fact, I believe that the number of rooms should be reduced, not increased. This is because overcrowding can not be a possibility, and I believe that the re-zoning and expansion to 18 rooms could result in overcrowding, too many students at the facility.

While I strongly support the need for additional student and residential housing in Sault Ste. Marie, we ought to carefully consider what kind of housing we are creating and under what conditions. There is a serious issue across Canada (please see CBC and CTV articles re: Cape Breton, Brampton, Surrey, etc.) about severely overcrowded student accommodations, where multiple students are allowed to crowd into individual rooms or small units in order to maximize occupancy (and landlord profits), with sometimes, as many as 8 or even 10 in one room. Such arrangements create serious concerns related to privacy, sanitation, mental and physical well-being, and fire safety. There are documented cases of this occurring in Sault Ste. Marie. If there are rules in this city, they are not being enforced, which leads me to believe that if overcrowding were to occur at 1020 Queen, it would not be enforced, and the peace and quiet that homeowners enjoy in this community would be severely compromised. This facility is surrounded by single family housing units. This needs to be taken into consideration. I am not so sure that any of the surrounding homeowners support the proposed room expansion, which is making all of us wonder why the city would even contemplate such a re-zoning.

Students, particularly those who are new to the community or country, can be especially vulnerable in a tight housing market. Limited housing supply, a lack of previous credit or renting history, high rental rates, and unfamiliarity with tenancy regulations can leave students with few choices. Some may accept overcrowded or otherwise inappropriate arrangements simply because they cannot afford or find affordable alternatives. No Canadian town or city should accept any scenario where the student housing shortage is remedied by creating conditions that compromise the health, safety, or dignity of the very students we are trying to house. For this reason, if the rezoning is approved, I believe our City should provide clear assurances that occupancy will be appropriately regulated and that the property will be monitored to prevent overcrowding and unsafe conditions. Perhaps - rather than simply increasing the number of rooms, the City and property owner could consider a development model that adds housing while strengthening the historic Queen Street East neighbourhood. I would like to propose:

1. Converting 1020 Queen Street into traditional apartments, rather than an 18-bedroom rooming house.
2. Permit approximately 6 to 8 self-contained apartments, subject to a proper architectural and feasibility study.
3. Require a high-quality architectural redesign that complements the historic character of properties on Queen Street East and on nearby streets such as Simpson, Leo, Upton and Kensington, and existing properties such as those at 1019, 1035, 1048, 1062 and 1164 Queen Street, a design that will demonstrate the architectural character and heritage value of the neighbourhood is not only being respected, but enhanced.

4. Require improvements to the property and surroundings, including landscaping, access, lighting, security and heritage interpretation. Mandate that an aesthetically attractive separation wall and sound barrier be installed between the property and the single-family home on the right side of the property. The condition of the property through the spring and summer of 2026 was concerning. During that time, the property's lawn was allowed to grow in an uncontrolled manner. The property appeared to be abandoned. This is a significant departure from the standard maintained by the previous owner, and it does not bode well, given that the property owner viewed this as acceptable for the neighbourhood.
5. Develop a broader heritage enhancement strategy for the neighbourhood, supported where possible by grants and incentives for restoration and improvement.

This approach benefits everyone:

The developer: a viable residential project

Tenants: safe, dignified housing

The City: additional residential density

Neighbours: a controlled, attractive redevelopment

Heritage advocates: preservation and investment

Taxpayers and property owners: a coherent process of long-term neighbourhood planning and improvement that leads to potentially enhanced property values and increased desirability.

As a citizen who is committed to positive student outcomes, I fully understand the need for quality student housing in Sault Ste. Marie. I also believe that students deserve housing that supports health, safety, privacy and academic success. I therefore support additional housing at 1020 Queen Street, but I hope that the City chooses a model that strengthens rather than weakens one of Sault Ste. Marie's most significant and historic neighbourhoods. The City is already investing in Queen Street as a destination for culture, entertainment and improved accessibility, including improvements to boulevards, planters, lighting and trees. Therefore, why not consider a more thoughtful approach to redeveloping 1020 Queen Street, in tandem with those investments and updates that are already in progress elsewhere on Queen Street.

Ideally, it would be great to see the property renovated into approximately 6 to 8 fully equipped apartments, each with their own kitchen and full bathroom, with occupancy limits based on the size of each unit, perhaps with only two or three occupants per apartment. There is an opportunity here to address several important needs at once: providing more housing, ensuring occupant safety, preventing an overcrowded boarding house scenario that's geared to landlord profits only, all the while preserving and enhancing an area of the city that is, in so many ways, a very important part of Sault Ste. Marie's heritage.

Sincerely,

Edward Turgeon

Edward Turgeon; [REDACTED]
[REDACTED]

Nicholas Cicchini

From: Debbie Kent [REDACTED]
Sent: Friday, August 28, 2026 7:35 AM
To: Nicholas Cicchini
Cc: Lisa Vezeau-Allen; Luke Dufour
Subject: Rooming House Application

This email originated outside of the Corporation of the City of Sault Ste. Marie.
Do not open attachments or click links unless you verify the sender and know the content is safe.

Dear Mr. Cicchini

As a resident on Upton Road I received the notice of the proposed rooming house on Queen street.
This is a terrible idea.

The area affectionately known as SLUM is as close to a Heritage residential area as we have. It is populated by people who care for older homes. I fully supported the Core Residence when it was built. At no time did I believe my support would lead to a potential flop house.

These are challenging times. Putting stress on a neighbourhood investing in their homes and striving to create a safe stable environment for families makes no sense.

Respectfully,

D. Kent

[REDACTED]

Sent from my iPhone

SUBMISSION TO SAULT STE. MARIE CITY COUNCIL

RE: PROPOSED 18 UNIT ROOMING HOUSE
1020 QUEEN ST. E.
APPLICATION A-8-26-Z

SUBMITTED BY: Ken & Sandra Wallenius

[REDACTED]

Sault Ste. Marie, ON [REDACTED] 2

[REDACTED]

Email: [REDACTED]

PUBLIC MEETING: 2026 08 31 5:00 P. M.

- Rooming Houses, or Multi-tenant housing, can play a unique and critical role in addressing the housing issues in Sault Ste. Marie
- it can provide low-cost and affordable housing for the most vulnerable in our society
- statistics indicate that when individuals move into rooming houses as their home, they have very few choices in terms of housing – many have other complicating factors in their lives that they are trying to address, and it is important that they have secure, safe and adequate housing
- unfortunately, without adequate monitoring, these units become daily, weekly and monthly rentals, rather than 6-12 month legal agreements, which often result in poorly maintained and sub-standard housing
- there must be ongoing and adequate **OVERSIGHT**,
by the **CITY**, through Policies, Building Codes and Bylaws, monitoring
by the **TENANTS**, through the Residential Tenancies Act and
by the **DEVELOPER**, through an ongoing transparency, presence and monitoring

-WE ARE OPPOSED TO THIS DEVELOPMENT BECAUSE:

- 18 rooms represent an excessive intensity of occupation
- the significant issues associated with Rooming Houses have not been addressed (oversight, safety, maintenance, municipal oversight, property management, pest control, parking, noise)
- an 18 unit development will require substantial ongoing management and oversight**
- there is limited transparency regarding financial oversight, a business model for this property and enforceable assurances from the developer – intentions cannot be enforced

CONCERNS:

In researching Rooming Houses, the following concerns came forward:

-NUMBER OF UNITS

-18 units appears to be an excessive and inappropriate intensity, with little explanation as to why the occupancy was not capped at 12

-it would be extremely difficult to monitor, maintain and manage 18 units, and on site amenities and services – there would typically be a management firm or individual on site to oversee this many unit

PRIVACY

-there is limited information available on how the developer would address privacy

-is there sufficient soundproofing throughout the building

- how will noise concerns be addressed (music, vehicles, games, voices, pets, and other daily activities)

-intrusion from other tenants, unwanted attention from other tenants and visitors

-overnight guests – how long can a visitor, family member, or friend stay and under what terms and conditions, where is the extra parking

SHARED SPACES:

-there are 2 kitchens and 9 bathrooms proposed – does that adequately meet standard

-how many refrigerators, ovens, freezers, laundry areas, sitting areas, outdoor patios would you need for 18 people

-who would be available to maintain health and safety standards within the bathrooms, kitchens and other areas of the building

-who manages the use of the facilities – availability of kitchens, laundry rooms, shower, baths, lights, music

-food storage (some cultural foods cannot be stored with other foods), are the appliances enough for 18 people and well-maintained

-use of someone else's food, laundry, utensils, use of showers, baths for long period of time

-who supervises, monitors these situations

-WHAT IS THE OVERSIGHT AND MONITORING PLAN FOR THESE AREAS

HABITABILITY --- MAINTENANCE/SAFETY

-fire safety, personal safety and health safety are primary concerns

-smoke alarms, extinguishers, safety blankets, safety windows, no barriers to escaping

-adequate lighting in and around the building – safety measures within the structure, eg: window for fire escape, secure locks on unit/main doors, alarms, adequate heat, cooling, plumbing, electrical services

-continuous pest control

-smoking/vaping regulations – use of drugs, alcohol – who monitors, mediates, oversees these issues

-cleaning of the facility in the kitchen, bathrooms, sitting area, laundry room – all areas must meet health regulations and standards

-maintenance of the exterior – lawn, snow removal, yard maintenance, lighting, parking

-is there an outside area/patio for socializing, parties and how is that overseen

-public safety for both the residents of this home and the residents of this area should be front and centre

COMMUNITY CULTURE:

-18 different lifestyles and expectations will be contained within this building

-how will the developer address differing cultural beliefs, rituals, prayer routines, food storage, personal expectations

-this can lead to arguments, conflicts, disagreements – how are these resolved, without police, city or legal intervention

DEVELOPER CONCERNS:

-Financial Transparency – difficult/unable to find financial documents or audited statements associated with Biosphere Labs Inc.

-how would the residents of Ward 2 know that there is financial accountability/sustainability on the part of the developer

-Structure – difficult/unable to determine leadership structure and oversight -- the Board of Directors and the President, all have the same last and sometimes first name

-who would the residents of Ward 2 contact, should they have questions

-The company received a Heritage Fund grant in 2009 of approximately \$42,150 to develop a cancer-treatment drug from the Alaskan Yew tree. I was unable to find published lab research or findings from Biosphere, related to this drug.

-the Company then moved on to producing cancer treating (not validated) medication from Chaga mushrooms, which the company sells for \$10.00 for a 4 oz. bottle – I was unable to find any information or publication on Biosphere's independent research or conclusions regarding this venture

- Biosphere Labs Inc. is now moving to develop a Rooming House

-how would the residents of Ward 2 obtain or verify information regarding the Developer and the plans for 1020 Queen

CONCLUSIONS

-we respectfully ask Council to deny Application A- 8-26-Z as presently proposed

-the available information does not support approval

-this is not an issue about whether Rooming Houses should exist

-it is whether an 18 unit permit should be granted for 1020 Queen St. E.

-the applicant has not clearly and transparently demonstrated that an 18 unit Rooming House is the most appropriate use for this property

-there are many unanswered questions:

Proposed Scale has not been clarified or justified

Degree of intensification and adequacy is questionable

Fire, Health and Life Safety requirements

Property Management structure

Parking and site impact

Oversight by the Developer and the Municipality

Long-term consequences

The Rooms at 1020 Queen will be someone's home

The Houses surrounding this building are also someone's home

GOOD PLANNING IS OBLIGATED TO PROTECT BOTH

Nicholas Cicchini

From: Stephen Nelson [REDACTED]
Sent: Friday, August 28, 2026 6:51 PM
To: Nicholas Cicchini <n.cicchini@cityssm.on.ca>
Cc: Luke Dufour <l.dufour@cityssm.on.ca>
Subject: Proposed rezoning change, 1020 Queen East

This email originated outside of the Corporation of the City of Sault Ste. Marie.

Do not open attachments or click links unless you verify the sender and know the content is safe.

Mr. Nicholas Cicchini,

I hope this day finds you well and good. Honestly, I have been putting off writing this email as I am somewhat disturbed by the proposed zoning change. My experience suggests that the decision has already been made unofficially. Any arguments related to this proposed change I would understand even though I do disagree. So, I embark on this communication with great interest but hesitancy.

With your patience, I will give a little background to illuminate my point of view just a little.

My spouse Dale and I have owned and lived at [REDACTED] 35 years. That's two and a half dog's lives. The base of the property abuts to the property in question.

I have been an employee of Community Living Algoma (CLA) for 41 years. I have actually worked at 1020 Queen East for about seven of those years, first five and then a few years later two. I am very familiar with the building, its construction and maintenance/structural issues and its history.

Although zoned for 16 persons, the only time full capacity was utilized was very early on when owned prior to agency amalgamation by Algoma District Mental R. Service when it was a residence for individuals with developmental disabilities and physical medical needs. Post amalgamation decades ago the number of residents living there was continually reduced to eight or nine (respite placement) and then to six. At the time of closing by CLA the number of residents was six. When CLA used the building once more for two years the population was four.

Impact of the residence to the surrounding neighbours was positive. Staff avoided using the patio close to a neighbours building. Sound footprint was low. The grounds were maintained and garbage disposal, winter plowing and the like was professionally managed to a high standard and provincial regulations. A manager was present much of the day.

At that time the building with crack in the foundation which introduced ground water had yet to be repaired and rain water ran through the walls in the main hall near the north-east entrance. Most of us anticipated the building would be torn down.

When CLA closed operation of the residence I inquired from the CEO of CLA, Mr. John Polichichio as to the fate of the building. He was not sure. My spouse and I then reached out to Algoma University who were interested but were turned down by CLA at that time.

Some time has gone by. Sault Ste. Marie has changed. **We absolutely are opposed to the 18 bed rooming house proposed.**

Having had a rapid turnover of renters living to my north I have had complaints. Until recently the home to my south was rented by persons frequently disruptive, trespassing, minor theft from my yard and my automobile and mischief. Dirty laundry, occasional drug paraphernalia and broken beer bottles were not only a nuisance but also caused an injury to my dog.

I still work and I work night shifts. I have a very real concern for my family's physical safety and the state of anxiety a crowded rooming house would create.

The noise and the constant come and go of automobiles at all hours will be disruptive. I doubt very much if the new owner has considered an eight foot close board privacy fence along the western property line to mitigate noise, inhibit casual refuse and contain plowed snow to the property in question. My back fence is only about 3 meters from the building. I anticipate problems.

Really, I wish I could be positive but I cannot. Regardless of the current anticipated use I cannot help but imagine that in the future with the zoning change an even more disturbing use may be put in place.

Not only is this proposal a dramatic change to the mature, historic and favoured nature of this neighbourhood I do believe that it represents a threat to well-being of myself, my family and my neighbours.

Thank you for your attention. Please have a most pleasant day.

**Stephen Nelson
with Dale Nelson**

████████████████████
████████████████

Kelsey Janveau

From: City Clerk
Subject: FW: forward to all councilors and the Mayor- data centers and the Saint Mary's River Treaty
Attachments: st marys nov 2006.pdf

Treaty law is above Crown law. The Crown and all its bodies must respect treaties even when they are not signatories. Four Nations are in care of St. Mary's river. The municipality is obliged as a beneficiary of the Robinson Huron Treaty to accommodate, consult and obtain consent with the Treaty holders of the territories they are on. If the city of Sault Ste. Marie threatens or causes harm to Saint Mary's River these four Nations are obligated to take every action available to protect the waters of St Mary. Current plans and future plans of data centers that the municipality of Sault Saint Marie is a part of, is under scrutiny for the violation of Treaty and any Friendship accords that are in place.

All councilors and the Mayor are responsible to rectify the violation that has occurred and ensure that moving forward all proper procedures are taken to make sure that the city of Sault Saint Marie fulfils its Treaty obligations to the Nations that are the caretakers of the lands and waters that the city resides on.

Karrie-ann Rutledge-Oliver

BA History, Anishinaabemowin, Anishinabe Studies & Political Science, Honors Degree History & Political Science, & MPed Indigenous Leadership and Professionalism

**TREATY BETWEEN
THE SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS, and
GARDEN RIVER FIRST NATION, and
BAY MILLS INDIAN COMMUNITY, and
BATCHEWANA FIRST NATION**

**Regarding the preservation, protection and enhancement
of the waters of the St. Mary's River ecosystem**

THE SOVEREIGN NATIONS OF THE SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS, AND THE GARDEN RIVER FIRST NATION, AND THE BAY MILLS INDIAN COMMUNITY AND THE BATCHEWANA FIRST NATION:

- A. **ACKNOWLEDGING** that our collective ancestors have inhabited the lands surrounding the waters of the St. Mary's River since long before any current geopolitical boundaries were established; and
- B. **RECOGNIZING** that the waters of the St. Mary's River have served, and continue to serve, as the life blood for the region which supports each of our collective Nations; and
- C. **REAFFIRMING** our commitment and responsibility as protectors of the waters for the next seven generations and beyond; and
- D. **UNDERSTANDING** that the waters of the St. Mary's River and its ecosystem have undergone significant abuse and mistreatment resulting from the introduction of toxic substances and aquatic alien invasive species; and
- E. **ACKNOWLEDGING** that many of these toxic substances and invasive species enter the waters of the Great Lakes, including the St. Mary's River, from the air, groundwater infiltration, sediments in the lake and river beds, runoff of non-point sources, and shipping operations; and
- F. **AWARE** that the governments of Canada and the United States, together with their respective political subdivisions, have established certain commitments toward the revitalization, preservation and protection of the waters of the Great Lakes, including the St. Mary's River; and
- G. **RECOGNIZING** the need for strengthened efforts from each of our Nations to address the continuing contamination of the waters of the St. Mary's River ecosystem; and
- H. **CONTINUING** to recognize the sovereign rights of each of our Nations and our ability to interact with other political bodies on a government to government basis; and
- I. **RECOGNIZING** that our Nations are uniquely able to influence other governments to respond and take action because of our inherent sovereignty; and
- J. **REAFFIRMING** the spirit of friendship, cooperation, and pledged commitment to work together to secure a healthy future for the Great Lakes, including the St. Mary's River, under the Tribal and First Nations Great Lakes Water Accord, signed November 23, 2004; and
- K. **CONCLUDING** that our Nations' mutual interests regarding the St. Mary's River are better served when our Nations' efforts and influence are united to serve a common goal.

HAVE AGREED AS FOLLOWS:

**ARTICLE I
PURPOSE**

The purpose of this Treaty is to unite the efforts and influence of our Nations to restore and maintain the chemical, physical, and biological integrity of the waters of the St. Mary's River. In order to achieve this purpose, we agree that we will use maximum effort to:

- A. Develop programs and practices necessary for a better understanding of the St. Mary's River and its ecosystem; and
- B. Eliminate or reduce to the maximum extent practicable the discharge of toxic substances and introduction of invasive species; and
- C. Influence the Governments of the United States and Canada, and their respective political subdivisions and agencies, to abide by existing commitments to revitalize, preserve, and protect the waters of the St. Mary's River; and
- D. Encourage the Governments of Canada and the United States, and their respective political subdivisions and agencies, to develop additional programs and practices to achieve these results.

**ARTICLE II
OBJECTIVES**

Our Sovereign Nations shall work together on these general objectives pertaining to the St. Mary's River:

- A. It is our collective goal that the waters of the St. Mary's River be free from:
 - 1. Substances that settle to form objectionable sludge deposit or adversely effect aquatic life or waterfowl;
 - 2. Floating materials such as debris, oil, or scum in amounts that are unsightly or deleterious;
 - 3. Thermal pollutants that produce color, odor, or taste that interferes with beneficial uses;
 - 4. Materials and thermal pollutants that produce harmful or toxic conditions to human, animal, or aquatic life and which interfere with beneficial uses;
 - 5. Nutrients in amounts that create growths of aquatic life, which interferes with beneficial uses; and
 - 6. Alien aquatic invasive species that are harmful to naturally occurring aquatic life or interfere with beneficial uses.
- B. It is our collective goal that each of our Nations continue our respective cultural heritage and traditional teachings to promote understanding of the importance or protection of the waters of the St. Mary's River, as well as other waters of the Great Lakes, as the life blood of our region.
- C. It is our collective goal to work together to identify specific objectives and strategies to achieve the general objectives we have identified.

**ARTICLE III
TRIBAL AND FIRST NATION JOINT COMMISSION**

Our Sovereign Nations shall form a Tribal and First Nation Joint Commission. The Commission shall be comprised of one representative of each of our Nations to facilitate open communication between and coordination among each of our Nations.

- A. The Commission shall:
 - 1. Meet at least biannually;
 - 2. Develop specific objectives to be accomplished;
 - 3. Develop joint strategies for recommendation to each of our Nations' Governments; and
 - 4. Investigate issues regarding chemical, physical, and biological integrity of the waters of the St. Mary's River and make recommendations regarding actions in response to these issues.
- B. Any of our Nations may provide additional technical or financial assistance to the Commission, including staff or other resources. The commission may request such additional assistance; however, any additional assistance provided shall be at the sole discretion of each of our respective Nations.
- C. The Commission has no authority to independently bind any of our Nations' Governments individually, except as specifically authorized by all Nations consistent with each Nations' respective laws.

SIGNED AT THE BAY MILLS INDIAN RESERVATION ON NOVEMBER 8, 2006.

FOR THE SAULT STE. MARIE TRIBE OF CHIPPEWA INDIANS,

Don O'Leary (Bishwagajig)
BY:
ITS:

FOR THE GARDEN RIVER FIRST NATION,

Chris High Augers
BY:
ITS:

FOR THE BAY MILLS INDIAN COMMUNITY,

Raymond
BY:
ITS:

FOR THE BATCHEWANA FIRST NATION,

Chiy O'Leary Nylanaigachin
Murray Oskwosad
BY:
ITS:

From: City Clerk
Subject: FW: Deep Concerns Regarding Large Data Centres – Official Record for August 31st Council Meeting

Dear Mayor Shoemaker and Members of Sault Ste. Marie City Council,

Please accept this written submission as official community feedback to be included in the public agenda package for the upcoming City Council meeting on Monday, August 31, 2026. As residents of Sault Ste. Marie, we are writing to ensure our voices are firmly counted against the unmitigated expansion of data centres in our city.

We are deeply concerned about the long-term impacts of bringing these facilities to our neighborhoods. While the promise of economic modernization is alluring, independent data shows that once construction concludes, these automated facilities become "job deserts," offering very few long-term employment opportunities for locals.

True prosperity means building an economy that nourishes both the people and the land, not one that extracts from them for corporate gain. We are deeply opposed to an economic system that prioritizes corporate welfare over the well-being of everyday citizens. It is fundamentally unfair for residents to face the risks of increased electricity costs, strain on our water tables, and persistent 24/7 low-frequency noise pollution to accommodate speculative technology infrastructure. Our beautiful local nature and quiet neighborhoods—including areas near Wallace Terrace and Base Line Road—must be protected.

We urgently request that City Council implement a strict municipal regulatory framework that prioritizes human well-being and ecological sustainability over corporate greed.

Thank you for your time and for reviewing the concerns of your constituents.

Sincerely,

Carolyn Rainone and

Denise Huckson

Sault Ste. Marie, Ontario Residents

Kelsey Janveau

From: City Clerk
Subject: FW: AI Data Centre Moratorium

Hello, my name is Vixie Vikken (they/them). I am a resident of Ward 3 of Sault Ste Marie. Please share my comments with every member of council.

I am writing to you to implore you and every member of council to vote in favour of a moratorium on ALL data centres in Sault Ste Marie.

Not only do we stand on Indigenous land, but we have recently entered global water bankruptcy, according to the UN (<https://news.un.org/en/story/2026/01/1166800>). As humans living at the hub of the Great Lakes, it is our duty to protect the water. Fresh water is a finite resource. We need it to live.

"When the last tree is cut, the last fish is caught, and the last river is polluted; when to breathe the air is sickening, you will realize, too late, that wealth is not in bank accounts and that you can't eat money." -- Alanis Obomsawin

She is correct. We cannot eat money. We also can't drink it. And neither can all of the other living beings on this planet. This is bigger than one city. We do not own this planet. It belongs to every living creature that resides here. They have the same right to life that humans do.

I beg of you: DO NOT sell our city to AI. Do not sell land that was never yours to an industry that destroys everything we need to live.

Thank you for your time.

Vixie Vikken

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Stop the data centres

From: Court Adams
Sent: Saturday, August 29, 2026 6:03 PM
To: Rachel Tyczinski <r.tyczinski@cityssm.on.ca>
Subject: Fwd: Stop the data centres

Dear Councillor Vezeau-Allen,

I am writing in support of a moratorium on AI datacentres in Sault Ste. Marie. Now is the time to set up a municipal framework and proper zoning for AI datacentres.

The Ontario government has announced that it intends to develop specific rules for AI data centres. We don't know when those rules will actually arrive, or what they'll look like when they do.

As of today, the municipality has no binding rules or enforceable standards for this new class of infrastructure.

This is a moment to govern proactively and to protect our communities and the land. Please proceed accordingly.

Thank you,

Court Adams
Sault Ste. Marie, ON
Ward 2

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: For Consideration - Support for Interim Control Bylaw on Data Centre Development

From: Ally Blunt
Sent: Monday, August 31, 2026 9:13 AM
To: Mayor Shoemaker <mayor.shoemaker@cityssm.on.ca>; Sandra Hollingsworth <s.hollingsworth@cityssm.on.ca>; Sonny Spina <s.spina@cityssm.on.ca>; Luke Dufour <l.dufour@cityssm.on.ca>; Lisa Vezeau-Allen <l.vezeauallen@cityssm.on.ca>; Angela Caputo <angela.caputo@cityssm.on.ca>; Ron Zagordo <r.zagordo@cityssm.on.ca>; Marchy Bruni <m.bruni@cityssm.on.ca>; Stephan Kinach <s.kinach@cityssm.on.ca>; Corey Gardi <c.gardi@cityssm.on.ca>; Matthew Scott <m.scott@cityssm.on.ca>
Cc: City Clerk <cityclerk@cityssm.on.ca>
Subject: For Consideration - Support for Interim Control Bylaw on Data Centre Development

Dear Mayor Shoemaker and Members of Council,

I am writing to express my strong support for the resolution being brought forward today by Councillors Caputo and Vezeau-Allen regarding an Interim Control Bylaw under Section 38 of the Planning Act.

Technology and cybersecurity investment can bring meaningful economic opportunities to Sault Ste. Marie. However, large-scale data centres have land-use, infrastructure and environmental impacts that differ significantly from conventional light or heavy industrial development. Taking the time to establish appropriate municipal policies before allowing further large-scale development is not opposition to investment. It is responsible planning.

Recent developments make this need even clearer. In addition to the proposed facility on Yates Avenue, we have now learned of a proposed 400 MW data centre in the Algoma region. While that project remains preliminary, its scale demonstrates that we need a comprehensive framework capable of addressing not just one development, but potentially an emerging industry within our community.

I encourage Council to support the Interim Control Bylaw and ensure the City's review addresses several important safeguards:

- **Appropriate acoustic standards:** Standard average decibel measurements may not adequately address continuous or low-frequency noise from cooling and mechanical equipment. The City should examine appropriate low-frequency sound standards and requirements for acoustic modelling before approval.
- **Effective physical noise controls:** Vegetated buffers provide visual screening but should not substitute for appropriate acoustic mitigation. Requirements for measures such as sound barriers, enclosed mechanical equipment and appropriate equipment placement should be considered, particularly where facilities are near residential neighbourhoods.
- **Resource use and infrastructure costs:** The framework should assess electricity, water, wastewater and other infrastructure requirements, including how necessary upgrades will be funded, to ensure existing residents and ratepayers are not inappropriately burdened by the costs of supporting private developments.

- **Backup generator operation:** Standards should address generator placement, acoustic mitigation and appropriate hours for routine testing.

Real-World Lessons from Other Communities

Other municipalities demonstrate why establishing appropriate rules before large-scale data centre development occurs is important:

- **Oakville, Ontario:** On August 11, Oakville passed a one-year Interim Control Bylaw temporarily restricting new data centre development while the Town studies potential impacts including noise, vibration, emissions, land-use compatibility, energy supply, water and utility infrastructure. Notably, Oakville took this step before receiving any formal data centre applications. ([Town of Oakville – Interim Control By-law 2026-129](#))
- **Dowagiac, Michigan:** Residents living near a data centre have filed a proposed class-action lawsuit alleging persistent, disruptive noise affecting the surrounding residential area. The city has since introduced industrial noise limits and fined the facility for alleged violations. The situation demonstrates how difficult these impacts can be to address after a facility is already operating. ([ABC57 – Residents file class action lawsuit against Hyperscale Data Center](#))
- **Chandler, Arizona:** Chandler adopted data-centre-specific zoning requirements including pre-construction sound analysis and mitigation, post-construction testing, annual acoustic testing for five years, and restrictions on routine backup-generator operation. ([City of Chandler – Ordinance No. 5033](#))

Sault Ste. Marie has an opportunity to learn from these communities and establish appropriate safeguards before problems occur. Recent proposals, ranging from the Yates Avenue development to the newly disclosed 400 MW proposal, demonstrate that this is no longer a question concerning a single site. It is a new category and scale of development for our community.

Supporting an Interim Control Bylaw today would give City staff the time needed to establish clear, evidence-based rules while allowing for meaningful public and Indigenous consultation. This is not about opposing technology or economic development. It is about ensuring that development occurs responsibly and with appropriate protections already in place.

I therefore encourage Council to support both the development of a comprehensive municipal data centre framework and the Interim Control Bylaw being considered today.

Thank you for your consideration and for your work on behalf of Sault Ste. Marie.

Respectfully,

Ally
Sault Ste. Marie Resident

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Support for Moratorium on AI Datacenters

From: Jessica Bolduc
Sent: Sunday, August 30, 2026 10:53 PM
To: Stephan Kinach <s.kinach@cityssm.on.ca>; Mayor Shoemaker <mayor.shoemaker@cityssm.on.ca>; Marchy Bruni <m.bruni@cityssm.on.ca>
Cc: Angela Caputo <angela.caputo@cityssm.on.ca>; Lisa Vezeau-Allen <l.vezeauallen@cityssm.on.ca>; City Clerk <cityclerk@cityssm.on.ca>;

Subject: Support for Moratorium on AI Datacenters

Dear Councillors Bruni and Kinach and Mayor Shoemaker,

I am writing in support of a moratorium on AI datacentres in Sault Ste. Marie. Now is the time to set up a municipal ethics & environmental framework. In order to do so, it is imperative that proper community consultation be completed, along with your duty to consult and develop consent among First Nations, while honoring the relational commitments the City has formalized in the spirit of truth and reconciliation.

As of today, the municipality has no binding rules or enforceable standards for this new class of infrastructure. To move forward with any more data center developments within the context of a declared global water bankruptcy, climate emergencies, power outages and wildfires, is at the cost of a liveable future. I hope you truly understand the weight of your decision making power.

This is a moment to govern proactively, to become a gold standard among municipalities and to protect our communities from predatory developers. Please proceed accordingly.

Please acknowledge receipt of this email.

Miigwech and see you in Council Chambers tomorrow night,
Jess

Jessica Bolduc
Batchewana First Nation Member
Baawating, Robinson Huron Treaty
Ward 4

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Please Vote YES on Item 9.2 – Large-Scale Data Centres

-----Original Message-----

From: Krista Bruzas
Sent: Monday, August 31, 2026 1:48 AM
To: Sandra Hollingsworth <s.hollingsworth@cityssm.on.ca>; Sonny Spina <s.spina@cityssm.on.ca>; Luke Dufour <l.dufour@cityssm.on.ca>; Lisa Vezeau-Allen <l.vezeauallen@cityssm.on.ca>; Angela Caputo <angela.caputo@cityssm.on.ca>; Ron Zagordo <r.zagordo@cityssm.on.ca>; Marchy Bruni <m.bruni@cityssm.on.ca>; Stephan Kinach <s.kinach@cityssm.on.ca>; Corey Gardi <c.gardi@cityssm.on.ca>; Matthew Scott <m.scott@cityssm.on.ca>; Mayor Shoemaker <mayor.shoemaker@cityssm.on.ca>; mayorsoffice <mayorsoffice@cityssm.on.ca>; City Clerk <cityclerk@cityssm.on.ca>

Subject: Please Vote YES on Item 9.2 – Large-Scale Data Centres

Good day Mayor Shoemaker and Members of Council,

I am writing regarding Item 9.2, Interim Control By-law – Large Scale Data Centres, on the August 31, 2026 Council agenda.

I am asking Council to vote YES on Item 9.2 and move forward with the proposed moratorium on large-scale data centre applications.

I want to be clear that my concern goes beyond simply wanting additional study. I oppose the development of large-scale data centres in Sault Ste. Marie.

Projects of this magnitude have the potential to place substantial demands on electricity, water and municipal infrastructure, while also raising legitimate concerns about noise, surrounding land uses and environmental impacts. These are issues that deserve careful consideration before our community commits land and resources to this type of development.

A proposed 400-megawatt facility is not a minor development. Decisions of this scale can have long-term consequences for Sault Ste. Marie and should not move forward without comprehensive study, transparent public discussion and a planning framework specifically designed to address large-scale data centres.

I strongly support Council taking the immediate step proposed in Item 9.2: pausing the submission, acceptance and approval of applications while the City properly evaluates these developments and establishes appropriate protections.

I also ask Council to consider the broader question of whether developments of this scale are in the long-term best interests of the people of Sault Ste. Marie. Economic development should benefit the community without placing disproportionate costs or risks on residents, infrastructure or the environment.

Please vote YES on Item 9.2 on August 31.

I respectfully request that this correspondence be included in the public record regarding this matter.

Regards,

Krista Bruzas
Sault Ste. Marie, Ontario

Sent from my iPhone

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: AI Data Centre

From: Angela Carr
Sent: Sunday, August 30, 2026 6:30 PM
To: City Clerk <cityclerk@cityssm.on.ca>
Subject: AI Data Centre

To Whom It May Concern:

I have recently learned that a proposal has been or will be submitted to build a 400-megawatt AI data centre in the Soo. I have some questions and grave concerns about this type of project. I've categorized and outlined my questions below. Hopefully, this will make for easier reading.

Electric & Water Usage

- 1.
- 2.
3. What exactly would a 400 MW data center require from Sault Ste. Marie's electrical grid? Would new substations, transmission lines, or
4. other infrastructure be required?
- 5.
- 6.
- 7.
8. We already know that our current power grid cannot support a project of this scope. Who would pay for immediate and future upgrades? And
9. would the full cost be borne by the developer, or could costs ultimately be passed on to taxpayers or other electricity customers?
- 10.
- 11.
- 12.
13. What about ongoing electricity consumption? Could demand affect future electricity availability?
- 14.
- 15.
- 16.
17. What type of cooling system would be used, and how much water would it consume daily and annually?
- 18.
- 19.
- 20.
21. These types of facilities can use millions of gallons of water a day. How will that affect the residents of Sault Ste. Marie? How will

22.that water be replaced, and what would happen to the facility's water demand during periods of drought, water restrictions, or other shortages?

23.

Noise Pollution

1.

2.

3. A 400 MW data center could require a very large number of cooling systems, fans, chillers, pumps, transformers, and backup generators.

4. What would the continuous noise level be at the nearest homes, during the daytime and at night?

5.

6.

7.

8. And what about low-frequency noise? Could this travel beyond the immediate site and be noticeable in surrounding neighbourhoods or further

9. distances?

10.

11.

12.

13.Noise pollution has been shown to cause sleep disruptions, increase stress, and affect cardiovascular health. What measures would be required

14.to prevent continuous mechanical noise from becoming a long-term quality-of-life issue?

15.

16.

17.

18.Could a continuous mechanical hum from the data center be perceptible to tourists crossing the International Bridge, visiting the locks,

19.or passing by on a Soo Locks boat tour, particularly during quieter periods? How will that affect our tourism?

20.

21.

22.

23.Would there be ongoing independent noise monitoring after the facility opens? And what happens if the noise levels become unacceptable

24.to the surrounding neighbourhoods?

25.

26.

27.

28.Will the city council request a specific, independent acoustic study, rather than simply being told that the facility will meet provincial

29.noise requirements?

30.

Fish and wildlife

- 1.
- 2.
3. What wildlife habitat would be lost or fragmented?
- 4.
- 5.
- 6.
7. Will an assessment be conducted of the impact on fish & wildlife
8. ecosystems?
- 9.
- 10.
- 11.
12. What effect could continuous mechanical noise have on wildlife behaviour, communication, feeding and breeding?
- 13.
- 14.
- 15.
16. Where would cooling water come from, and could water withdrawals or wastewater discharge affect
17. fish
18. and aquatic ecosystems in the St. Marys River?
- 19.
- 20.
- 21.
22. What mitigation measures would be legally required, rather than simply voluntary commitments by the developer?
- 23.

Community Impact

- 1.
- 2.
3. Where, exactly, is the planned location for this facility? And will it be used only for AI data, or will it also have other uses, such
4. as bitcoin mining?
- 5.
- 6.
- 7.
8. How many permanent local jobs would actually be created once construction is complete?
- 9.
- 10.
- 11.
12. How many of those jobs would realistically be available to Sault Ste. Marie residents?
- 13.

- 14.
- 15.
16. What would the expected annual municipal tax revenue be and the anticipated net financial benefit to the city?
- 17.
- 18.
- 19.
20. What additional costs could the city incur for roads, emergency services, water, sewer, electricity and other infrastructure? And who
21. will those costs be passed on to?
- 22.
- 23.
- 24.
25. Could the project affect local housing costs and availability? And what about property values? What happens if property values decrease
26. because of this data centre?
- 27.
- 28.
- 29.
30. Would the electricity and water requirements limit the city's ability to attract other industries or support future residential growth?
- 31.
- 32.
- 33.
34. What happens if the facility becomes economically obsolete, the operator leaves, or the building is no longer used as a data center? Who
35. is responsible for the property and infrastructure then?
- 36.

I am not opposed to AI. However, I think these are valid questions that need to be answered before any consideration is given to moving forward with this project.

Thank you for taking the time to read this email

Sincerely,
Angela Carr

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Delegation for support of AI proposal for monday even council meeting

From: matthew cyr
Sent: Monday, August 31, 2026 7:32 AM
To: City Clerk <cityclerk@cityssm.on.ca>
Subject: Delegation for support of AI proposal for monday even council meeting

Dear City Clerk,

I am writing to request an opportunity to address City Council regarding the proposed development of AI/data centre infrastructure in Sault Ste. Marie.

I am a resident of Sault Ste. Marie and would like to speak in support of the City actively pursuing and facilitating responsible AI data centre investment and the broader economic opportunities that could develop around this industry.

My presentation will focus on the potential for this investment to extend well beyond the direct employment created by an individual data centre.

Sault Ste. Marie has several existing advantages that could position the community to participate in Canada's growing AI infrastructure economy, including an experienced industrial and skilled-trades workforce, Sault College and Algoma University, Algoma Steel and an established industrial base, available industrial development opportunities, and access to Ontario's largely low carbon electricity system.

Large scale AI infrastructure can also create demand for significant supporting investment, including electrical and transmission infrastructure, fibre-optic networks, cooling systems, construction and maintenance services, engineering, telecommunications, logistics and potentially additional electricity generation. These investments could create opportunities for existing local businesses while helping attract new suppliers and technology related industries to the community.

I also believe this opportunity should be considered from a national perspective. Canada will require substantial domestic computing and energy infrastructure to remain globally competitive as artificial intelligence becomes increasingly important to productivity, research, advanced manufacturing and economic growth.

Sault Ste. Marie has an opportunity to contribute to that national effort while creating long term economic opportunities locally.

Action requested of Council:

I respectfully encourage Council to support the responsible development of AI/data centre infrastructure in Sault Ste. Marie and to continue working with potential developers, the Province of Ontario, utilities, educational institutions and local industry to position Sault Ste. Marie as a competitive location for future AI, data centre, energy and related infrastructure investment.

I would appreciate the opportunity to address Council regarding this matter.

Thank you for your consideration.

Sincerely,

Matt Cyr

Get [Outlook for Android](#)

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Interim Control By-Law-Large Scale Data Centres

From: Marie Hunter
Sent: Saturday, August 29, 2026 2:26 PM
To: Sandra Hollingsworth <s.hollingsworth@cityssm.on.ca>; Sonny Spina <s.spina@cityssm.on.ca>; City Clerk <cityclerk@cityssm.on.ca>
Cc: Luke Dufour <l.dufour@cityssm.on.ca>; Lisa Vezeau-Allen <l.vezeauallen@cityssm.on.ca>; Angela Caputo <angela.caputo@cityssm.on.ca>; Ron Zagordo <r.zagordo@cityssm.on.ca>; Marchy Bruni <m.bruni@cityssm.on.ca>; Stephan Kinach <s.kinach@cityssm.on.ca>; Corey Gardi <c.gardi@cityssm.on.ca>; Matthew Scott <m.scott@cityssm.on.ca>; Mayor Shoemaker <mayor.shoemaker@cityssm.on.ca>; mayorsoffice <mayorsoffice@cityssm.on.ca>
Subject: Interim Control By-Law-Large Scale Data Centres

Good day,

I am a citizen of Sault Ste. Marie, residing in Ward 1.

It has come my attention recently that the City Counsel approved the sale of a property on Yates Avenue for a Data Center, without any studies or understanding of possible environment consequences, nor the effects they can have on local populations and infrastructures.

Even more recently, I learned of the proposed 400 megawatt Data Center being proposed by Algoma Steel and Red Jar. This is even more disturbing, given the size of such a complex.

In my limited research I have found nothing good about such data centers, for the areas in which they are located, for the population who live anywhere near them, and especially not for the environment and infrastructure that is needed to run them.

I would like all counsellors to vote YES to the item 9.2 Interim Control By-Law-Large Scale Data Centres, as posted in the August 31st meeting agenda. This moratorium on submission, acceptance and approval of an applications for large-scale data centres is needed in order for city staff to fully research and understand all the implications of allowing these centers to be constructed in our community, and for new by-laws to be installed to best protect our community, the environment, our citizens and future generations.

I trust my comments will be added to the record on this matter.

Regards,

Marie Hunter
Ward 1,. Sault Ste. Marie

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Data Centres

From: Ashley McIntosh
Sent: Saturday, August 29, 2026 5:52 PM
To: Lisa Vezeau-Allen <l.vezeauallen@cityssm.on.ca>; Luke Dufour <l.dufour@cityssm.on.ca>; Rachel Tyczinski <r.tyczinski@cityssm.on.ca>
Subject: Re: Data Centres

Hi Luke & Lisa,

I am writing in support of a moratorium on AI datacentres in Sault Ste. Marie. I think it is important we have proper framework and ensure that we are truly considering the needs of our city and the environment with any new type of development moving forward.

The Ontario govt is planning to make rules for data centres but we know that the Ontario government has historically overlooked needs of the north in favour of money and needs for the larger cities in southern Ontario. It is important for us to look out for ourselves at this point in time and hope the Ontario govt makes good decisions but we cannot afford to sit around and wait for them. .

Ashley Aikens-McIntosh
Sault Ste. Marie, ON
Ward 2

Get [Outlook for Android](#)

Individuals who submit written correspondence or information to the City should be aware that any personal information contained in their communications may become part of the public record and made available to the public through the Council Agenda process or that of a committee of Council or a local board.

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Data Centre Moratorium

From: Vixie Vikken
Sent: Monday, August 31, 2026 9:23 AM
To: City Clerk <cityclerk@cityssm.on.ca>
Subject: Data Centre Moratorium

Hello,

I would like for my comments below to be passed onto all members of council.

To whom it may concern:

It is time to show the community of Sault Ste Marie that you are listening to us. Vote yes on the moratorium on data centres. I urge you to remember that the community has spoken loudly and clearly. Disregarding our voices is a violation of your position. We deserve to be heard and heeded.

I sincerely hope you'll all do the right thing and place a moratorium on all new data centres.

Thank you for your time.

Vixie Vikken

Get [Outlook for Android](#)

Rachel Tyczinski

From: r.tyczinski@cityssm.on.ca
Subject: FW: Sault Ste Marie and Data Center development Attn: Mayor & Councillors

From: Lloyd And Ange <
Sent: Saturday, August 29, 2026 9:32 AM
To: City Clerk <cityclerk@cityssm.on.ca>
Subject: Sault Ste Marie and Data Center development Attn: Mayor & Councillors

Sault Ste Marie Mayor and Council,

The use of artificial intelligence(AI) is expanding rapidly and with it the demand for AI data centers.

AI processing is utilized by; healthcare, educational institutions, manufacturing, industrial operations, governmental agencies, financial and legal services, retail and service sectors, research and development organizations, entertainment industry, media and content creators, and general personal usage.

To be sure, AI touches our lives in many ways, and it is important to ensure AI delivers increased productivity and betterment for all. It is equally important to ensure that the delivery of AI processing, via data centers, does not create detrimental effects upon society or the environment.

Not only in our local community, but globally, a light has been shone upon the potential negative impacts of large scale data centers. The illumination of these impacts are important as they will help drive innovation. Governmental agencies will develop and amend existing policies and frameworks to address unique aspects of data centers.

For example, the European Union requires data centers with an information technology energy demand of 500 kW or more to monitor and report their energy and environmental performance under the revised [Energy Efficiency Directive](#). The EU has core sustainability targets; climate neutrality, capacity expansion vs impact, resource management.

At the same time we should trust that existing land use, sustainability, and environmental regulations in place will guide appropriate action.

The spotlight on sustainability and environmental issues related to data centers is already driving technological innovation and the push from green (or greener) facilities. Green data centers in Europe are advanced digital infrastructure facilities designed to minimize environmental impact through high energy efficiency, renewable power sourcing, and innovative cooling systems. Countries like Norway, Sweden, Finland, and Iceland lead the market due to cool ambient temperatures and abundant, inexpensive green energy (hydro and geothermal).

Canada and Northern Ontario have similar attributes as Northern Europe countries and have an opportunity at hand. An opportunity to catch up to the leading edge of green AI data center market.

The market demand for AI data centers is strong, and technology developers will innovate quickly to overcome objections, improve operational efficiency, and meet sustainability standards.

Now is not the time for moratoriums, the demand is already present, sustainable technology exist, and innovations are advancing.

The province of Ontario and Sault Ste Marie already have development policies and frameworks in place that govern land use, environmental impact, sustainability, and public consultation requirements. Not to mention numerous avenues of legal appeal.

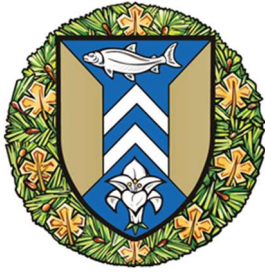
Sault Ste Marie needs to move forward with caution and due diligence, not freeze in its tracks.
Sault Ste Marie needs to consider what is offered presently, economic times warrant the consideration.
There may be data center proposals that are unacceptable for our community, others may be a perfect fit and provide necessary benefit.
We will never know if we don't entertain the possibilities.

I appeal to Sault Ste Marie Mayor and Council to oppose any interim control by-law against data centers.

Respectfully,

Lloyd W Rowat
Ward 1 resident.

Sent from my iPhone



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

COUNCIL REPORT

March 17, 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: Base Line and Carpin Beach Road Intersection

Purpose

The purpose of this report is to address the Council resolution regarding the intersection of Base Line and Carpin Beach Road.

Background

On October 1, 2024, Council passed the following resolution:

Whereas the intersection of Base Line and Carpin Beach Road is located in close proximity to R.M. Moore Public School, where a significant number of children and families regularly travel to and from the area; and

Whereas the safety of students, staff, and residents is of paramount importance to this Council; and

Whereas over the past three years there have been two major traffic incidents at this intersection, both of which resulted in direct damage to the playground where R.M. Moore students play, and where we have been incredibly fortunate that no injuries have occurred; and

Whereas increased traffic volumes and speeding vehicles at this intersection present an ongoing and unacceptable risk to the safety of pedestrians, particularly school children

Now Therefore Be It Resolved that Council request staff to report back regarding the installation of a four-way stop at the intersection of Base Line and Carpin Beach Road; and

Further Be It Resolved that staff be requested to explore additional traffic calming measures and enhanced signage to ensure the safety of children and all pedestrians in the vicinity of R.M. Moore Public School.

In recent years, there has been much discussion between City staff, Childcare Algoma, and the Algoma District School Board about traffic collisions, traffic speed, and the suggested need for an all-way stop at Base Line and Carpin Beach Road in order to enhance safety in the area of R. M. Moore Public School.

Analysis

The need for a stop sign is determined through traffic warrants laid out in the Ontario Traffic Manual (OTM). The intersection is evaluated based on vehicle volumes, pedestrian volumes and distribution of vehicles on the minor and major roads. Based on traffic data collected in the fall of 2024 at the intersection of Base Line and Carpin Beach Road, a four-way stop is not warranted at this intersection.

It is understood that this request is a result of concerns of excessive speeds at this location. However, as per the OTM, “all-way stop controls must not be used ... as a speed control device (or a traffic calming tool)”. Traffic studies indicate that speeds increase after unwarranted stop signs, and use of unwarranted stop signs can lead to drivers’ carelessness in obeying the signs.

In 2024, this location was prioritized for traffic calming and bollards were installed along Base Line in front of the school. Speed studies conducted at the site before the bollard installation (2022) to after the bollard installation showed a reduction in speed of 20km/hr from 79km/hr to 60km/hr; however, the installation of the bollards interfered with school pick-up and resulted in a number of complaints.

The City’s collision database has only been updated to July of 2024. Staff reached out to the Sault Ste. Marie Police Service for any information about the two incidents that damaged the playground fence. While the Police had a record of the incident since July 2024, no collision report was filed with the SSMPs. Therefore, it cannot be concluded that these collisions were as a result of excessive speed, although SSMPs have indicated that alcohol was a factor in at least one of these collisions. Staff have reviewed collisions in the database dating back to the year 2000 on Base Line between Leigh’s Bay Road and Townline Road. The majority of the single vehicle collisions (16 collisions) were due to winter conditions where the road was covered in snow, ice or slush. The next major cause of collisions was due to wild animals (eight) on the road. Three collisions were due to excessive speed in dry conditions and four were loss of control in dry conditions.

The school fence and the adjacent bus driveway were installed in 2019. Prior to this, the school was separated from the road by municipal ditch. The proximity of the new bus driveway to the fenced area allows vehicles that leave the travelled portion of the road to reach the playground fence. Staff feel that the location of the wide bus entrance near the playground is the main factor exposing the playground to the risk of vehicles leaving the road as it provides a wide, paved path onto school property. As a protection measure, the school could install crash attenuation

devices or barriers to protect the fence area and stop a vehicle trajectory on private property, but the design must meet roadside safety standards and further engineering review would be required. Alternatively, the school could consider relocating the bus driveway to be further away from the fence, eliminating the path for a vehicle.

In a separate resolution from the same Council meeting, staff was asked to review the signage in all school zones. This review will include the school zone at this location and a report will be brought to Council at a future meeting.

Staff's recommendation is to not introduce an unwarranted four-way stop control along Base Line at the Carpin Beach Road intersection, to continue to use the seasonal bollards along Base Line, and support the school with any alterations to the pick-up protocol or site changes that they may want to make.

Financial Implications

There are no financial implications to this report.

Strategic Plan / Policy Impact / Climate Impact

The recommendations of this request are linked to the infrastructure focus area of the Corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Design and Transportation Engineering, dated March 17, 2025 concerning the request for a four-way stop sign at Carpin Beach Road and Base Line be received as information

Respectfully submitted,

Maggie McAuley, P.Eng.

Manager of Design and Transportation Engineering

705.759.5385

m.mcauley@cityssm.on.ca

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2026-132

AGREEMENT: A by-law to authorize the execution of the Agreement between the City and R.F. Contracting Inc. to award the services for Building Management System (BMS) Controls and Mechanical/Electrical Upgrades at the Sault Ste. Marie Public Library located at 50 East Street.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to the Agreement dated August 31, 2026 between the City and R.F. Contracting Inc., a copy of which is attached as Schedule "A" hereto. This Agreement is to award the services for Building Management System (BMS) Controls and Mechanical/Electrical Upgrades at the Sault Ste. Marie Public Library located at 50 East Street.

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law and may be viewed electronically due to the high volume of pages.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 31st day of August, 2026.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

CCDC 2

Stipulated Price Contract

2 0 2 0

2026WE-ENG-BS-01-T - BMS Controls and Miscellaneous Mechanical & Electrical Upgrades - James L. McIntyre Centennial Library (P1350)

Apply a CCDC 2 copyright seal here. The application of the seal demonstrates the intention of the party proposing the use of this document that it be an accurate and unamended form of CCDC 2 – 2020 except to the extent that any alterations, additions or modifications are set forth in supplementary conditions.

CANADIAN CONSTRUCTION DOCUMENTS COMMITTEE
CANADIAN CONSTRUCTION DOCUMENTS COMMITTEE
CANADIAN CONSTRUCTION DOCUMENTS COMMITTEE

CCDC 2 STIPULATED PRICE CONTRACT

TABLE OF CONTENTS

AGREEMENT BETWEEN OWNER AND CONTRACTOR

- A-1 The Work
- A-2 Agreements and Amendments
- A-3 Contract Documents
- A-4 Contract Price
- A-5 Payment
- A-6 Receipt of and Addresses for Notices in Writing
- A-7 Language of the Contract
- A-8 Succession

DEFINITIONS

- Change Directive
- Change Order
- Construction Equipment
- Consultant
- Contract
- Contract Documents
- Contract Price
- Contract Time
- Contractor
- Drawings
- Notice in Writing
- Owner
- Other Contractor
- Payment Legislation
- Place of the Work
- Product
- Project
- Ready-for-Takeover
- Shop Drawings
- Specifications
- Subcontractor
- Substantial Performance of the Work
- Supplemental Instruction
- Supplier
- Temporary Work
- Value Added Taxes
- Work
- Working Day

GENERAL CONDITIONS

PART 1 GENERAL PROVISIONS

- GC 1.1 Contract Documents
- GC 1.2 Law of the Contract
- GC 1.3 Rights and Remedies
- GC 1.4 Assignment

PART 2 ADMINISTRATION OF THE CONTRACT

- GC 2.1 Authority of the Consultant
- GC 2.2 Role of the Consultant
- GC 2.3 Review and Inspection of the Work
- GC 2.4 Defective Work

PART 3 EXECUTION OF THE WORK

- GC 3.1 Control of the Work
- GC 3.2 Construction by the Owner or Other Contractors
- GC 3.3 Temporary Work
- GC 3.4 Construction Schedule
- GC 3.5 Supervision
- GC 3.6 Subcontractors and Suppliers
- GC 3.7 Labour and Products
- GC 3.8 Shop Drawings

PART 4 ALLOWANCES

- GC 4.1 Cash Allowances
- GC 4.2 Contingency Allowance

PART 5 PAYMENT

- GC 5.1 Financing Information Required of the Owner
- GC 5.2 Applications for Payment
- GC 5.3 Payment
- GC 5.4 Substantial Performance of the Work and Payment of Holdback
- GC 5.5 Final Payment
- GC 5.6 Deferred Work
- GC 5.7 Non-conforming Work

PART 6 CHANGES IN THE WORK

- GC 6.1 Owner's Right to Make Changes
- GC 6.2 Change Order
- GC 6.3 Change Directive
- GC 6.4 Concealed or Unknown Conditions
- GC 6.5 Delays
- GC 6.6 Claims for a Change in Contract Price

PART 7 DEFAULT NOTICE

- GC 7.1 Owner's Right to Perform the Work, Terminate the Contractor's Right to Continue with the Work or Terminate the Contract
- GC 7.2 Contractor's Right to Suspend the Work or Terminate the Contract

PART 8 DISPUTE RESOLUTION

- GC 8.1 Authority of the Consultant
- GC 8.2 Adjudication
- GC 8.3 Negotiation, Mediation and Arbitration
- GC 8.4 Retention of Rights

PART 9 PROTECTION OF PERSONS AND PROPERTY

- GC 9.1 Protection of Work and Property
- GC 9.2 Toxic and Hazardous Substances
- GC 9.3 Artifacts and Fossils
- GC 9.4 Construction Safety
- GC 9.5 Mould

PART 10 GOVERNING REGULATIONS

- GC 10.1 Taxes and Duties
- GC 10.2 Laws, Notices, Permits, and Fees
- GC 10.3 Patent Fees
- GC 10.4 Workers' Compensation

PART 11 INSURANCE

- GC 11.1 Insurance

PART 12 OWNER TAKEOVER

- GC 12.1 Ready-for-Takeover
- GC 12.2 Early Occupancy by the Owner
- GC 12.3 Warranty

PART 13 INDEMNIFICATION AND WAIVER

- GC 13.1 Indemnification
- GC 13.2 Waiver of Claims

CCDC 2 is the product of a consensus-building process aimed at balancing the interests of all parties on the construction project. It reflects recommended industry practices. The CCDC and its constituent member organizations do not accept any responsibility or liability for loss or damage which may be suffered as a result of the use or interpretation of CCDC 2.

CCDC Copyright 2020

Must not be copied in whole or in part without the written permission of the CCDC.

AGREEMENT BETWEEN OWNER AND CONTRACTOR

For use when a stipulated price is the basis of payment.

This Agreement made on 31 day of August in the year 2026 .
by and between the parties

The Corporation of the City of Sault Ste. Marie

hereinafter called the "Owner"

and

RF Contracting

hereinafter called the "Contractor"

The Owner and the Contractor agree as follows:

ARTICLE A-1 THE WORK

The Contractor shall:

- 1.1 perform the *Work* required by the *Contract Documents* for (insert below the description or title of the Work)
BMS Controls and Miscellaneous Mechanical & Electrical Upgrades - James L. McIntyre Centennial Library

located at (insert below the Place of the Work)

50 East Street, Sault Ste. Marie, ON.

for which the Agreement has been signed by the parties, and for which (insert below the name of the Consultant)

Nor Mech Engineering Inc.

is acting as and is hereinafter called the "Consultant" and

- 1.2 do and fulfill everything indicated by the *Contract Documents*, and
- 1.3 commence the *Work* by the 1st day of September in the year 2026 and, subject to adjustment in *Contract Time* as provided for in the *Contract Documents*, attain *Ready-for-Takeover*, by the 9th day of November in the year 2026 .

ARTICLE A-2 AGREEMENTS AND AMENDMENTS

- 2.1 The *Contract* supersedes all prior negotiations, representations or agreements, either written or oral, relating in any manner to the *Work*, including the bid documents that are not expressly listed in Article A-3 of the Agreement – CONTRACT DOCUMENTS.
- 2.2 The *Contract* may be amended only as provided in the *Contract Documents*.

ARTICLE A-3 CONTRACT DOCUMENTS

3.1 The following are the *Contract Documents* referred to in Article A-1 of the Agreement – THE WORK:

- Agreement between *Owner* and *Contractor*
- Definitions
- General Conditions

*

Drawings and Specifications as bound;
- includes Addendum#1, & Addendum#2

* (Insert here, attaching additional pages if required, a list identifying all other Contract Documents e.g. supplementary conditions; Division 01 of the Specifications – GENERAL REQUIREMENTS; Project information that the Contractor may rely upon; technical Specifications, giving a list of contents with section numbers and titles, number of pages and date; material finishing schedules; Drawings, giving drawing number, title, date, revision date or mark; addenda, giving title, number, date; time schedule)

ARTICLE A-4 CONTRACT PRICE

4.1 The *Contract Price*, which excludes *Value Added Taxes*, is:

Two Hundred Twelve Thousand, Four Hundred Twenty Five-----xx /100 dollars \$ 212,425.00

4.2 *Value Added Taxes* (of ____ 13 ____ %) payable by the *Owner* to the *Contractor* are:

Twenty Seven Thousand, Six Hundred Fifteen-----25
/100 dollars \$ 27,615.25

4.3 Total amount payable by the *Owner* to the *Contractor* for the *Work* is:

Two Hundred Forty Thousand, Forty-----25 /100 dollars \$ 240,040.25

4.4 These amounts shall be subject to adjustments as provided in the *Contract Documents*.

4.5 All amounts are in Canadian funds.

ARTICLE A-5 PAYMENT

5.1 Subject to the provisions of the *Contract Documents* and *Payment Legislation*, and in accordance with legislation and statutory regulations respecting holdback percentages, the *Owner* shall:

- .1 make progress payments to the *Contractor* on account of the *Contract Price* when due in the amount certified by the *Consultant* unless otherwise prescribed by *Payment Legislation* together with such *Value Added Taxes* as may be applicable to such payments,
- .2 upon *Substantial Performance of the Work*, pay to the *Contractor* the unpaid balance of the holdback amount when due together with such *Value Added Taxes* as may be applicable to such payment, and
- .3 upon the issuance of the final certificate for payment, pay to the *Contractor* the unpaid balance of the *Contract Price* when due together with such *Value Added Taxes* as may be applicable to such payment.

5.2 Interest

- .1 Should either party fail to make payments as they become due under the terms of the *Contract* or in an award by adjudication, arbitration or court, interest at the following rates on such unpaid amounts shall also become due and payable until payment:
 - (1) 2% per annum above the prime rate for the first 60 days.
 - (2) 4% per annum above the prime rate after the first 60 days.Such interest shall be compounded on a monthly basis. The prime rate shall be the rate of interest quoted by
(Insert name of chartered lending institution whose prime rate is to be used)
Scotia Bank
for prime business loans as it may change from time to time.
- .2 Interest shall apply at the rate and in the manner prescribed by paragraph 5.2.1 of this Article on the settlement amount of any claim in dispute that is resolved either pursuant to Part 8 of the General Conditions – DISPUTE RESOLUTION or otherwise, from the date the amount would have been due and payable under the *Contract*, had it not been in dispute, until the date it is paid.

ARTICLE A-6 RECEIPT OF AND ADDRESSES FOR NOTICES IN WRITING

6.1 *Notices in Writing* will be addressed to the recipient at the address set out below.

6.2 The delivery of a *Notice in Writing* will be by hand, by courier, by prepaid first class mail, or by other form of electronic communication during the transmission of which no indication of failure of receipt is communicated to the sender.

6.3 A *Notice in Writing* delivered by one party in accordance with this *Contract* will be deemed to have been received by the other party on the date of delivery if delivered by hand or courier, or if sent by mail it will be deemed to have been received five calendar days after the date on which it was mailed, provided that if either such day is not a *Working Day*, then the *Notice in Writing* will be deemed to have been received on the *Working Day* next following such day.

6.4 A *Notice in Writing* sent by any form of electronic communication will be deemed to have been received on the date of its transmission provided that if such day is not a *Working Day* or if it is received after the end of normal business hours on the date of its transmission at the place of receipt, then it will be deemed to have been received at the opening of business at the place of receipt on the first *Working Day* next following the transmission thereof.

6.5 An address for a party may be changed by *Notice in Writing* to the other party setting out the new address in accordance with this Article.

Owner

The Corporation of the City of Sault Ste. Marie

*name of Owner**

99 Foster Drive, Sault Ste. Marie, Ont. P6A 5X6

address

v.mcleod@cityssm.on.ca

email address

Contractor

RF Contracting

*name of Contractor**

116 Industrial Park Crescent, Sault Ste. Marie, ON. P6B 5P2

address

general@rfcontracting.com

email address

Consultant

Nor Mech Engineering Inc.

*name of Consultant**

1141 Old Garden River Rd. Sault Ste. Marie, Ontario, P6A 6J8

address

david@normecheng.ca

email address

** If it is intended that a specific individual must receive the notice, that individual's name shall be indicated.*

ARTICLE A-7 LANGUAGE OF THE CONTRACT

- 7.1 When the *Contract Documents* are prepared in both the English and French languages, it is agreed that in the event of any apparent discrepancy between the English and French versions, the English / ~~French~~ # language shall prevail.
Complete this statement by striking out inapplicable term.
- 7.2 This Agreement is drawn in English at the request of the parties hereto. La présente convention est rédigée en anglais à la demande des parties.

ARTICLE A-8 SUCCESSION

- 8.1 The *Contract* shall enure to the benefit of and be binding upon the parties hereto, their respective heirs, legal representatives, successors, and assigns.

In witness whereof the parties hereto have executed this Agreement by the hands of their duly authorized representatives.

SIGNED AND DELIVERED
in the presence of:

WITNESS

OWNER

The Corporation of the City of Sault Ste.
Marie

name of Owner

signature

signature

Mayor - Matthew Shoemaker

name of person signing

City Clerk - Rachel Tyczinski

name and title of person signing

WITNESS

CONTRACTOR

RF Contracting

name of Contractor

signature

signature

name of person signing

name and title of person signing

- N.B. Where legal jurisdiction, local practice or Owner or Contractor requirement calls for:*
- (a) proof of authority to execute this document, attach such proof of authority in the form of a certified copy of a resolution naming the representative(s) authorized to sign the Agreement for and on behalf of the corporation or partnership; or*
 - (b) the affixing of a corporate seal, this Agreement should be properly sealed.*

DEFINITIONS

The following Definitions shall apply to all *Contract Documents*.

Change Directive

A *Change Directive* is a written instruction prepared by the *Consultant* and signed by the *Owner* directing the *Contractor* to proceed with a change in the *Work* within the general scope of the *Contract Documents* prior to the *Owner* and the *Contractor* agreeing upon adjustments in the *Contract Price* and the *Contract Time*.

Change Order

A *Change Order* is a written amendment to the *Contract* prepared by the *Consultant* and signed by the *Owner* and the *Contractor* stating their agreement upon:

- a change in the *Work*;
- the method of adjustment or the amount of the adjustment in the *Contract Price*, if any; and
- the extent of the adjustment in the *Contract Time*, if any.

Construction Equipment

Construction Equipment means all machinery and equipment, either operated or not operated, that is required for preparing, fabricating, conveying, erecting, or otherwise performing the *Work* but is not incorporated into the *Work*.

Consultant

The *Consultant* is the person or entity engaged by the *Owner* and identified as such in the Agreement. The *Consultant* is the Architect, the Engineer or entity licensed to practise in the province or territory of the *Place of the Work*.

Contract

The *Contract* is the undertaking by the parties to perform their respective duties, responsibilities and obligations as prescribed in the *Contract Documents* and represents the entire agreement between the parties.

Contract Documents

The *Contract Documents* consist of those documents listed in Article A-3 of the Agreement – CONTRACT DOCUMENTS and amendments agreed upon between the parties.

Contract Price

The *Contract Price* is the amount stipulated in Article A-4 of the Agreement – CONTRACT PRICE.

Contract Time

The *Contract Time* is the time from commencement of the *Work* to the date of *Ready-for-Takeover* as stipulated in paragraph 1.3 of Article A-1 of the Agreement – THE WORK.

Contractor

The *Contractor* is the person or entity identified as such in the Agreement.

Drawings

The *Drawings* are the graphic and pictorial portions of the *Contract Documents*, wherever located and whenever issued, showing the design, location and dimensions of the *Work*, generally including plans, elevations, sections, details, and diagrams.

Notice in Writing

A *Notice in Writing*, where identified in the *Contract Documents*, is a written communication between the parties or between them and the *Consultant* that is transmitted in accordance with the provisions of Article A-6 of the Agreement – RECEIPT OF AND ADDRESSES FOR NOTICES IN WRITING.

Owner

The *Owner* is the person or entity identified as such in the Agreement.

Other Contractor

Other Contractor means a contractor, other than the *Contractor* or a *Subcontractor*, engaged by the *Owner* for the *Project*.

Payment Legislation

Payment Legislation means such legislation in effect at the *Place of the Work* which governs payment under construction contracts.

Place of the Work

The *Place of the Work* is the designated site or location of the *Work* identified in the *Contract Documents*.

Product

Product or Products means material, machinery, equipment, and fixtures forming part of the *Work*, but does not include *Construction Equipment*.

Project

The *Project* means the total construction contemplated of which the *Work* may be the whole or a part.

Ready-for-Takeover

Ready-for-Takeover shall have been attained when the conditions set out in paragraph 12.1.1 of GC 12.1 – READY-FOR-TAKEOVER have been met, as verified by the *Consultant* pursuant to paragraph 12.1.4.2 of GC 12.1 – READY-FOR-TAKEOVER.

Shop Drawings

Shop Drawings are drawings, diagrams, illustrations, schedules, performance charts, brochures, *Product* data, and other data which the *Contractor* provides to illustrate details of portions of the *Work*.

Specifications

The *Specifications* are that portion of the *Contract Documents*, wherever located and whenever issued, consisting of the written requirements and standards for *Products*, systems, workmanship, quality, and the services necessary for the performance of the *Work*.

Subcontractor

A *Subcontractor* is a person or entity having a direct contract with the *Contractor* to perform a part or parts of the *Work* at the *Place of the Work*.

Substantial Performance of the Work

Substantial Performance of the Work is as defined in the lien legislation applicable to the *Place of the Work*.

Supplemental Instruction

A *Supplemental Instruction* is an instruction, not involving adjustment in the *Contract Price* or *Contract Time*, in the form of *Specifications*, *Drawings*, schedules, samples, models, or written instructions, consistent with the intent of the *Contract Documents*. It is to be issued by the *Consultant* to supplement the *Contract Documents* as required for the performance of the *Work*.

Supplier

A *Supplier* is a person or entity having a direct contract with the *Contractor* to supply *Products*.

Temporary Work

Temporary Work means temporary supports, structures, facilities, services, and other temporary items, excluding *Construction Equipment*, required for the execution of the *Work* but not incorporated into the *Work*.

Value Added Taxes

Value Added Taxes means such sum as shall be levied upon the *Contract Price* by the Federal or any Provincial or Territorial Government and is computed as a percentage of the *Contract Price* and includes the Goods and Services Tax, the Quebec Sales Tax, the Harmonized Sales Tax, and any similar tax, the collection and payment of which have been imposed on the *Contractor* by tax legislation.

Work

The *Work* means the total construction and related services required by the *Contract Documents*.

Working Day

Working Day means a day other than a Saturday, Sunday, statutory holiday, or statutory vacation day that is observed by the construction industry in the area of the *Place of the Work*.

GENERAL CONDITIONS

PART 1 GENERAL PROVISIONS

GC 1.1 CONTRACT DOCUMENTS

- 1.1.1 The intent of the *Contract Documents* is to include the labour, *Products* and services necessary for the performance of the *Work* by the *Contractor* in accordance with these documents. It is not intended, however, that the *Contractor* shall supply products or perform work not consistent with, not covered by, or not properly inferable from the *Contract Documents*.
- 1.1.2 The *Contract Documents* are complementary, and what is required by one shall be as binding as if required by all. Performance by the *Contractor* shall be required only to the extent consistent with the *Contract Documents*.
- 1.1.3 The *Contractor* shall review the *Contract Documents* for the purpose of facilitating co-ordination and execution of the *Work* by the *Contractor*.
- 1.1.4 The *Contractor* is not responsible for errors, omissions or inconsistencies in the *Contract Documents*. If there are perceived errors, omissions or inconsistencies discovered by or made known to the *Contractor*, the *Contractor* shall promptly report to the *Consultant* and shall not proceed with the work affected until the *Contractor* has received corrected or additional information from the *Consultant*.
- 1.1.5 If there is a conflict within the *Contract Documents*:
- .1 the order of priority of documents, from highest to lowest, shall be
 - the Agreement between *Owner* and *Contractor*,
 - the Definitions,
 - Supplementary Conditions,
 - the General Conditions,
 - Division 01 of the *Specifications*,
 - technical *Specifications*,
 - material and finishing schedules,
 - the *Drawings*.
 - .2 *Drawings* of larger scale shall govern over those of smaller scale of the same date.
 - .3 dimensions shown on *Drawings* shall govern over dimensions scaled from *Drawings*.
 - .4 amended or later dated documents shall govern over earlier documents of the same type.
 - .5 noted materials and annotations shall govern over graphic indications.
- 1.1.6 Nothing contained in the *Contract Documents* shall create any contractual relationship between:
- .1 the *Owner* and a *Subcontractor*, a *Supplier*, or their agent, employee, or other person performing any portion of the *Work*.
 - .2 the *Consultant* and the *Contractor*, a *Subcontractor*, a *Supplier*, or their agent, employee, or other person performing any portion of the *Work*.
- 1.1.7 Words and abbreviations which have well known technical or trade meanings are used in the *Contract Documents* in accordance with such recognized meanings.
- 1.1.8 References in the *Contract Documents* to the singular shall be considered to include the plural as the context requires.
- 1.1.9 Neither the organization of the *Specifications* nor the arrangement of *Drawings* shall control the *Contractor* in dividing the work among *Subcontractors* and *Suppliers*.
- 1.1.10 *Specifications*, *Drawings*, models, and copies thereof furnished by the *Consultant* are and shall remain the *Consultant's* property, with the exception of the signed *Contract* sets, which shall belong to each party to the *Contract*. All *Specifications*, *Drawings* and models furnished by the *Consultant* are to be used only with respect to the *Work* and are not to be used on other work. These *Specifications*, *Drawings* and models are not to be copied or altered in any manner without the written authorization of the *Consultant*.
- 1.1.11 Physical models furnished by the *Contractor* at the *Owner's* expense are the property of the *Owner*.

GC 1.2 LAW OF THE CONTRACT

- 1.2.1 The law of the *Place of the Work* shall govern the interpretation of the *Contract*.

GC 1.3 RIGHTS AND REMEDIES

- 1.3.1 Except as expressly provided in the *Contract Documents*, the duties and obligations imposed by the *Contract Documents* and the rights and remedies available thereunder shall be in addition to and not a limitation of any duties, obligations, rights, and remedies otherwise imposed or available by law.

- 1.3.2 No action or failure to act by the *Owner*, the *Consultant* or the *Contractor* shall constitute a waiver of any right or duty afforded any of them under the *Contract*, nor shall any such action or failure to act constitute an approval of or acquiescence in any breach thereunder, except as may be specifically agreed in writing.

GC 1.4 ASSIGNMENT

- 1.4.1 Neither party to the *Contract* shall assign the *Contract* or a portion thereof without the written consent of the other, which consent shall not be unreasonably withheld.

PART 2 ADMINISTRATION OF THE CONTRACT

GC 2.1 AUTHORITY OF THE CONSULTANT

- 2.1.1 The *Consultant* will have authority to act on behalf of the *Owner* only to the extent provided in the *Contract Documents*, unless otherwise modified by written agreement as provided in paragraph 2.1.2.
- 2.1.2 The duties, responsibilities and limitations of authority of the *Consultant* as set forth in the *Contract Documents* shall be modified or extended only with the written consent of the *Owner*, the *Consultant* and the *Contractor*.

GC 2.2 ROLE OF THE CONSULTANT

- 2.2.1 The *Consultant* will provide administration of the *Contract* as described in the *Contract Documents*.
- 2.2.2 The *Consultant* will visit the *Place of the Work* at intervals appropriate to the progress of construction to become familiar with the progress and quality of the work and to determine if the *Work* is proceeding in general conformity with the *Contract Documents*.
- 2.2.3 If the *Owner* and the *Consultant* agree, the *Consultant* will provide at the *Place of the Work*, one or more project representatives to assist in carrying out the *Consultant's* responsibilities. The duties, responsibilities and limitations of authority of such project representatives shall be as set forth in writing to the *Contractor*.
- 2.2.4 Based on the *Consultant's* observations and evaluation of the *Contractor's* applications for payment, the *Consultant* will determine the amounts owing to the *Contractor* under the *Contract* and will issue certificates for payment as provided in Article A-5 of the Agreement – PAYMENT, GC 5.3 – PAYMENT and GC 5.5 – FINAL PAYMENT.
- 2.2.5 The *Consultant* will not be responsible for and will not have control, charge or supervision of construction means, methods, techniques, sequences, or procedures, or for safety precautions and programs required in connection with the *Work* in accordance with the applicable construction safety legislation, other regulations or general construction practice. The *Consultant* will not be responsible for the *Contractor's* failure to perform the *Work* in accordance with the *Contract Documents*.
- 2.2.6 Except with respect to GC 5.1 – FINANCING INFORMATION REQUIRED OF THE OWNER, the *Consultant* will be, in the first instance, the interpreter of the requirements of the *Contract Documents*.
- 2.2.7 Matters in question relating to the performance of the *Work* or the interpretation of the *Contract Documents* shall be initially referred in writing to the *Consultant* by the party raising the question for interpretations and findings and copied to the other party.
- 2.2.8 Interpretations and findings of the *Consultant* shall be consistent with the intent of the *Contract Documents*. In making such interpretations and findings the *Consultant* will not show partiality to either the *Owner* or the *Contractor*.
- 2.2.9 The *Consultant's* interpretations and findings will be given in writing to the parties within a reasonable time.
- 2.2.10 With respect to claims for a change in *Contract Price*, the *Consultant* will make findings as set out in GC 6.6 – CLAIMS FOR A CHANGE IN CONTRACT PRICE.
- 2.2.11 The *Consultant* will have authority to reject work which in the *Consultant's* opinion does not conform to the requirements of the *Contract Documents*. Whenever the *Consultant* considers it necessary or advisable, the *Consultant* will have authority to require inspection or testing of work, whether or not such work is fabricated, installed or completed. However, neither the authority of the *Consultant* to act nor any decision either to exercise or not to exercise such authority shall give rise to any duty or responsibility of the *Consultant* to the *Contractor*, *Subcontractors*, *Suppliers*, or their agents, employees, or other persons performing any of the *Work*.
- 2.2.12 During the progress of the *Work* the *Consultant* will furnish *Supplemental Instructions* to the *Contractor* with reasonable promptness or in accordance with a schedule for such instructions agreed to by the *Consultant* and the *Contractor*.
- 2.2.13 The *Consultant* will review and take appropriate action upon *Shop Drawings*, samples and other submittals by the *Contractor*, in accordance with the *Contract Documents*.

- 2.2.14 The *Consultant* will prepare *Change Orders* and *Change Directives* as provided in GC 6.2 – CHANGE ORDER and GC 6.3 – CHANGE DIRECTIVE.
- 2.2.15 The *Consultant* will conduct reviews of the *Work* to determine the date of *Substantial Performance of the Work* and verify that *Ready-for-Takeover* has been attained.
- 2.2.16 All certificates issued by the *Consultant* will be to the best of the *Consultant's* knowledge, information and belief. By issuing any certificate, the *Consultant* does not guarantee the *Work* is correct or complete.
- 2.2.17 The *Consultant* will receive and review written warranties and related documents required by the *Contract* and provided by the *Contractor* and will forward such warranties and documents to the *Owner* for the *Owner's* acceptance.
- 2.2.18 If the *Consultant's* engagement is terminated, the *Owner* shall immediately engage a *Consultant* against whom the *Contractor* makes no reasonable objection and whose duties and responsibilities under the *Contract Documents* will be that of the former *Consultant*.

GC 2.3 REVIEW AND INSPECTION OF THE WORK

- 2.3.1 The *Owner* and the *Consultant* shall have access to the *Work* at all times. The *Contractor* shall provide sufficient, safe and proper facilities at all times for the review of the *Work* by the *Consultant* and the inspection of the *Work* by authorized agencies. If parts of the *Work* are in preparation at locations other than the *Place of the Work*, the *Owner* and the *Consultant* shall be given access to such work whenever it is in progress.
- 2.3.2 If work is designated for tests, inspections or approvals in the *Contract Documents*, by the *Consultant's* instructions, or by the laws or ordinances of the *Place of the Work*, the *Contractor* shall give the *Consultant* reasonable notification of when the work will be ready for review and inspection. The *Contractor* shall arrange for and shall give the *Consultant* reasonable notification of the date and time of inspections by other authorities.
- 2.3.3 The *Contractor* shall furnish promptly to the *Consultant* two copies of certificates and inspection reports relating to the *Work*.
- 2.3.4 If the *Contractor* covers, or permits to be covered, work that has been designated for special tests, inspections or approvals before such special tests, inspections or approvals are made, given or completed, the *Contractor* shall, if so directed, uncover such work, have the inspections or tests satisfactorily completed, and make good covering work at the *Contractor's* expense.
- 2.3.5 The *Consultant* may order any portion or portions of the *Work* to be examined to confirm that such work is in accordance with the requirements of the *Contract Documents*. If the work is not in accordance with the requirements of the *Contract Documents*, the *Contractor* shall correct the work and pay the cost of examination and correction. If the work is in accordance with the requirements of the *Contract Documents*, the *Owner* shall pay the cost of examination and restoration.
- 2.3.6 The *Contractor* shall pay the cost of making any test or inspection, including the cost of samples required for such test or inspection, if such test or inspection is designated in the *Contract Documents* to be performed by the *Contractor* or is required by the laws or ordinances applicable to the *Place of the Work*.
- 2.3.7 The *Contractor* shall pay the cost of samples required for any test or inspection to be performed by others if such test or inspection is designated in the *Contract Documents*.

GC 2.4 DEFECTIVE WORK

- 2.4.1 The *Contractor* shall promptly correct defective work that has been rejected by the *Consultant* as failing to conform to the *Contract Documents* whether or not the defective work was incorporated in the *Work* or the defect is the result of poor workmanship, use of defective products or damage through carelessness or other act or omission of the *Contractor*.
- 2.4.2 The *Contractor* shall make good promptly *Other Contractors' work* destroyed or damaged by such corrections at the *Contractor's* expense.
- 2.4.3 If in the opinion of the *Consultant* it is not expedient to correct defective work or work not performed as provided in the *Contract Documents*, the *Owner* may deduct from the amount otherwise due to the *Contractor* the difference in value between the work as performed and that called for by the *Contract Documents*. If the *Owner* and the *Contractor* do not agree on the difference in value, they shall refer the matter to the *Consultant* for a finding.

PART 3 EXECUTION OF THE WORK

GC 3.1 CONTROL OF THE WORK

- 3.1.1 The *Contractor* shall have total control of the *Work* and shall effectively direct and supervise the *Work* so as to ensure conformity with the *Contract Documents*.

- 3.1.2 The *Contractor* shall be solely responsible for construction means, methods, techniques, sequences, and procedures and for co-ordinating the various parts of the *Work* under the *Contract*.

GC 3.2 CONSTRUCTION BY THE OWNER OR OTHER CONTRACTORS

- 3.2.1 The *Owner* reserves the right to award separate contracts in connection with other parts of the *Project* to *Other Contractors* and to perform work with own forces.
- 3.2.2 When separate contracts are awarded for other parts of the *Project*, or when work is performed by the *Owner*'s own forces, the *Owner* shall:
- .1 provide for the co-ordination of the activities and work of *Other Contractors* and the *Owner*'s own forces with the *Work* of the *Contract*;
 - .2 enter into separate contracts with *Other Contractors* under conditions of contract which are compatible with the conditions of the *Contract*;
 - .3 ensure that insurance coverage is provided to the same requirements as are called for in GC 11.1 – INSURANCE and co-ordinate such insurance with the insurance coverage of the *Contractor* as it affects the *Work*; and
 - .4 take all reasonable precautions to avoid labour disputes or other disputes on the *Project* arising from the work of *Other Contractors* or the *Owner*'s own forces.
- 3.2.3 When separate contracts are awarded for other parts of the *Project*, or when work is performed by the *Owner*'s own forces, the *Contractor* shall:
- .1 afford the *Owner* and *Other Contractors* reasonable opportunity to store their products and execute their work;
 - .2 co-ordinate and schedule the *Work* with the work of *Other Contractors* or the *Owner*'s own forces that are identified in the *Contract Documents*;
 - .3 participate with *Other Contractors* and the *Owner* in reviewing their construction schedules when directed to do so; and
 - .4 report promptly to the *Consultant* in writing any apparent deficiencies in the work of *Other Contractors* or of the *Owner*'s own forces, where such work affects the proper execution of any portion of the *Work*, prior to proceeding with that portion of the *Work*.
- 3.2.4 Where a change in the *Work* is required as a result of the co-ordination and integration of the work of *Other Contractors* or *Owner*'s own forces with the *Work*, the changes shall be authorized and valued as provided in GC 6.1 – OWNER'S RIGHT TO MAKE CHANGES, GC 6.2 – CHANGE ORDER and GC 6.3 – CHANGE DIRECTIVE.
- 3.2.5 Disputes and other matters in question between the *Contractor* and *Other Contractors* shall be dealt with as provided in Part 8 of the General Conditions – DISPUTE RESOLUTION provided the *Other Contractors* have reciprocal obligations. The *Contractor* shall be deemed to have consented to arbitration of any dispute with any *Other Contractor* whose contract with the *Owner* contains a similar agreement to arbitrate. In the absence of *Other Contractors* having reciprocal obligations, disputes and other matters in question initiated by the *Contractor* against *Other Contractors* will be considered disputes and other matters in question between the *Contractor* and the *Owner*.
- 3.2.6 Should the *Owner*, the *Consultant*, *Other Contractors*, or anyone employed by them directly or indirectly be responsible for ill-timed work necessitating cutting or remedial work to be performed, the cost of such cutting or remedial work shall be valued as provided in GC 6.1 – OWNER'S RIGHT TO MAKE CHANGES, GC 6.2 – CHANGE ORDER and GC 6.3 – CHANGE DIRECTIVE.

GC 3.3 TEMPORARY WORK

- 3.3.1 The *Contractor* shall have the sole responsibility for the design, erection, operation, maintenance, and removal of *Temporary Work* unless otherwise specified in the *Contract Documents*.
- 3.3.2 The *Contractor* shall engage and pay for registered professional engineering personnel skilled in the appropriate disciplines to perform those functions referred to in paragraph 3.3.1 where required by law or by the *Contract Documents* and in all cases where such *Temporary Work* is of such a nature that professional engineering skill is required to produce safe and satisfactory results.
- 3.3.3 Notwithstanding the provisions of GC 3.1 – CONTROL OF THE WORK, paragraphs 3.3.1 and 3.3.2 or provisions to the contrary elsewhere in the *Contract Documents* where such *Contract Documents* include designs for *Temporary Work* or specify a method of construction in whole or in part, such designs or methods of construction shall be considered to be part of the design of the *Work* and the *Contractor* shall not be held responsible for that part of the design or the specified method of construction. The *Contractor* shall, however, be responsible for the execution of such design or specified method of construction in the same manner as for the execution of the *Work*.

GC 3.4 CONSTRUCTION SCHEDULE

3.4.1 The *Contractor* shall:

- .1 prepare and submit to the *Owner* and the *Consultant* prior to the first application for payment, a construction schedule that indicates the timing of the major activities of the *Work* and provides sufficient detail of the critical events and their inter-relationship to demonstrate the *Work* will be performed in conformity with the *Contract Time*;
- .2 monitor the progress of the *Work* relative to the construction schedule and update the schedule on a monthly basis or as stipulated by the *Contract Documents*; and
- .3 advise the *Consultant* of any revisions required to the schedule as the result of extensions of the *Contract Time* as provided in Part 6 of the General Conditions – CHANGES IN THE WORK.

GC 3.5 SUPERVISION

3.5.1 The *Contractor* shall provide all necessary supervision and appoint a competent representative who shall be in attendance at the *Place of the Work* while the *Work* is being performed. The appointed representative shall not be changed except for valid reason.

3.5.2 The appointed representative shall represent the *Contractor* at the *Place of the Work*. Information and instructions provided by the *Consultant* to the *Contractor's* appointed representative shall be deemed to have been received by the *Contractor*, except with respect to Article A-6 of the Agreement – RECEIPT OF AND ADDRESSES FOR NOTICES IN WRITING.

GC 3.6 SUBCONTRACTORS AND SUPPLIERS

3.6.1 The *Contractor* shall preserve and protect the rights of the parties under the *Contract* with respect to work to be performed under subcontract, and shall:

- .1 enter into contracts or written agreements with *Subcontractors* and *Suppliers* to require them to perform their work as provided in the *Contract Documents*;
- .2 incorporate the applicable terms and conditions of the *Contract Documents* into all contracts or written agreements with *Subcontractors* and *Suppliers*; and
- .3 be as fully responsible to the *Owner* for acts and omissions of *Subcontractors*, *Suppliers* and any persons directly or indirectly employed by them as for acts and omissions of persons directly employed by the *Contractor*.

3.6.2 The *Contractor* shall indicate in writing, if requested by the *Owner*, those *Subcontractors* or *Suppliers* whose bids have been received by the *Contractor* which the *Contractor* would be prepared to accept for the performance of a portion of the *Work*. Should the *Owner* not object before signing the *Contract*, the *Contractor* shall employ those *Subcontractors* or *Suppliers* so identified by the *Contractor* in writing for the performance of that portion of the *Work* to which their bid applies.

3.6.3 The *Owner* may, for reasonable cause, at any time before the *Owner* has signed the *Contract*, object to the use of a proposed *Subcontractor* or *Supplier* and require the *Contractor* to employ one of the other subcontract bidders.

3.6.4 If the *Owner* requires the *Contractor* to change a proposed *Subcontractor* or *Supplier*, the *Contract Price* and *Contract Time* shall be adjusted by the difference occasioned by such required change.

3.6.5 The *Contractor* shall not be required to employ as a *Subcontractor* or *Supplier*, a person or firm to which the *Contractor* may reasonably object.

3.6.6 The *Owner*, through the *Consultant*, may provide to a *Subcontractor* or *Supplier* information as to the percentage of the *Subcontractor's* or *Supplier's* work which has been certified for payment.

GC 3.7 LABOUR AND PRODUCTS

3.7.1 The *Contractor* shall maintain good order and discipline among the *Contractor's* employees engaged on the *Work* and employ only workers that are skilled in the tasks assigned.

3.7.2 The *Contractor* shall provide and pay for labour, *Products*, tools, *Construction Equipment*, water, heat, light, power, transportation, and other facilities and services necessary for the performance of the *Work* in accordance with the *Contract*.

3.7.3 Unless otherwise specified in the *Contract Documents*, *Products* provided shall be new. *Products* which are not specified shall be of a quality consistent with those specified and their use acceptable to the *Consultant*.

GC 3.8 SHOP DRAWINGS

3.8.1 The *Contractor* shall provide *Shop Drawings* as required in the *Contract Documents*.

3.8.2 The *Contractor* shall provide *Shop Drawings* to the *Consultant* to review in accordance with an agreed schedule, or in the absence of an agreed schedule, in orderly sequence and sufficiently in advance so as to cause no delay in the *Work* or in the work of *Other Contractors* or the *Owner's* own forces.

- 3.8.3 The *Contractor* shall review all *Shop Drawings* before providing them to the *Consultant*. The *Contractor* represents by this review that:
- .1 the *Contractor* has determined and verified all applicable field measurements, field construction conditions, *Product* requirements, catalogue numbers and similar data, or will do so, and
 - .2 the *Contractor* has checked and co-ordinated each *Shop Drawing* with the requirements of the *Work* and of the *Contract Documents*.
- 3.8.4 The *Consultant's* review is for conformity to the design concept and for general arrangement only.
- 3.8.5 At the time of providing *Shop Drawings*, the *Contractor* shall expressly advise the *Consultant* in writing of any deviations in a *Shop Drawing* from the requirements of the *Contract Documents*. The *Consultant* shall indicate the acceptance or rejection of such deviation expressly in writing.
- 3.8.6 The *Consultant's* review shall not relieve the *Contractor* of responsibility for errors or omissions in the *Shop Drawings* or for meeting all requirements of the *Contract Documents*.
- 3.8.7 The *Consultant* will review and return *Shop Drawings* in accordance with the schedule agreed upon, or, in the absence of such schedule, with reasonable promptness so as to cause no delay in the performance of the *Work*.

PART 4 ALLOWANCES

GC 4.1 CASH ALLOWANCES

- 4.1.1 The *Contract Price* includes the cash allowances, if any, stated in the *Contract Documents*. The scope of the *Work* or costs included in such cash allowances shall be as described in the *Contract Documents*.
- 4.1.2 The *Contract Price*, and not the cash allowances, includes the *Contractor's* overhead and profit in connection with such cash allowances.
- 4.1.3 Expenditures under cash allowances shall be authorized by the *Owner* through the *Consultant*.
- 4.1.4 Where the actual cost of the *Work* under any cash allowance exceeds the amount of the allowance, any unexpended amounts from other cash allowances shall be reallocated, at the *Consultant's* direction, to cover the shortfall, and, in that case, there shall be no additional amount added to the *Contract Price* for overhead and profit. Only where the actual cost of the *Work* under all cash allowances exceeds the total amount of all cash allowances shall the *Contractor* be compensated for the excess incurred and substantiated, plus an amount for overhead and profit on the excess only, as set out in the *Contract Documents*.
- 4.1.5 The net amount of any unexpended cash allowances, after providing for any reallocations as contemplated in paragraph 4.1.4, shall be deducted from the *Contract Price* by *Change Order* without any adjustment for the *Contractor's* overhead and profit on such amount.
- 4.1.6 The value of the *Work* performed under a cash allowance is eligible to be included in progress payments.
- 4.1.7 The *Contractor* and the *Consultant* shall jointly prepare a schedule that shows when the items called for under cash allowances must be ordered to avoid delaying the progress of the *Work*.

GC 4.2 CONTINGENCY ALLOWANCE

- 4.2.1 The *Contract Price* includes the contingency allowance, if any, stated in the *Contract Documents*.
- 4.2.2 The contingency allowance includes the *Contractor's* overhead and profit in connection with such contingency allowance.
- 4.2.3 Expenditures under the contingency allowance shall be authorized and valued as provided in GC 6.1 – OWNER'S RIGHT TO MAKE CHANGES, GC 6.2 – CHANGE ORDER and GC 6.3 – CHANGE DIRECTIVE.
- 4.2.4 The *Contract Price* shall be adjusted by *Change Order* to provide for any difference between the expenditures authorized under paragraph 4.2.3 and the contingency allowance.

PART 5 PAYMENT

GC 5.1 FINANCING INFORMATION REQUIRED OF THE OWNER

- 5.1.1 The *Owner* shall, at the request of the *Contractor*, before signing the *Contract*, and promptly from time to time thereafter, furnish to the *Contractor* reasonable evidence that financial arrangements have been made to fulfill the *Owner's* obligations under the *Contract*.
- 5.1.2 The *Owner* shall give the *Contractor Notice in Writing* of any material change in the *Owner's* financial arrangements to fulfil the *Owner's* obligations under the *Contract* during the performance of the *Contract*.

GC 5.2 APPLICATIONS FOR PAYMENT

- 5.2.1 Applications for payment on account as provided in Article A-5 of the Agreement – PAYMENT shall be submitted monthly to the *Owner* and the *Consultant* simultaneously as the *Work* progresses.
- 5.2.2 Applications for payment shall be dated the last day of each payment period, which is the last day of the month or an alternative day of the month agreed in writing by the parties.
- 5.2.3 The amount claimed shall be for the value, proportionate to the amount of the *Contract*, of *Work* performed and *Products* delivered to the *Place of the Work* as of the last day of the payment period.
- 5.2.4 The *Contractor* shall submit to the *Consultant*, at least 15 calendar days before the first application for payment, a schedule of values for the parts of the *Work*, aggregating the total amount of the *Contract Price*, so as to facilitate evaluation of applications for payment.
- 5.2.5 The schedule of values shall be made out in such form as specified in the *Contract* and supported by such evidence as the *Consultant* may reasonably require.
- 5.2.6 Applications for payment shall be based on the schedule of values accepted by the *Consultant* and shall comply with the provisions of *Payment Legislation*.
- 5.2.7 Each application for payment shall include evidence of compliance with workers' compensation legislation at the *Place of the Work* and after the first payment, a declaration by the *Contractor* as to the distribution made of the amounts previously received using document CCDC 9A 'Statutory Declaration'.
- 5.2.8 Applications for payment for *Products* delivered to the *Place of the Work* but not yet incorporated into the *Work* shall be supported by such evidence as the *Consultant* may reasonably require to establish the value and delivery of the *Products*.

GC 5.3 PAYMENT

- 5.3.1 After receipt by the *Consultant* and the *Owner* of an application for payment submitted by the *Contractor* in accordance with GC 5.2 – APPLICATIONS FOR PAYMENT:
 - .1 The *Consultant* will issue to the *Owner* and copy to the *Contractor*, no later than 10 calendar days after the receipt of the application for payment, a certificate for payment in the amount applied for, or in such other amount as the *Consultant* determines to be properly due. If the *Consultant* certifies a different amount, or rejects the application or part thereof, the *Owner* shall promptly issue a written notice to the *Contractor* giving reasons for the revision or rejection, such written notice to be in compliance with *Payment Legislation*.
 - .2 The *Owner* shall make payment to the *Contractor* on account as provided in Article A-5 of the Agreement – PAYMENT on or before 28 calendar days after the receipt by the *Owner* and the *Consultant* of the application for payment, and in any event, in compliance with *Payment Legislation*.

GC 5.4 SUBSTANTIAL PERFORMANCE OF THE WORK AND PAYMENT OF HOLDBACK

- 5.4.1 The *Consultant* will review the *Work* to certify or verify the validity of the application for *Substantial Performance of the Work* and will promptly, and in any event, no later than 20 calendar days after receipt of the *Contractors* application:
 - .1 advise the *Contractor* in writing that the *Work* or the designated portion of the *Work* is not substantially performed and give reasons why, or
 - .2 state the date of *Substantial Performance of the Work* or a designated portion of the *Work* in a certificate and issue a copy of that certificate to each of the *Owner* and the *Contractor*.
- 5.4.2 Where the holdback amount required by the applicable lien legislation has not been placed in a separate lien holdback account, the *Owner* shall, no later than 10 calendar days prior to the expiry of the holdback period stipulated in the lien legislation applicable to the *Place of the Work*, place the holdback amount in a bank account in the joint names of the *Owner* and the *Contractor*.
- 5.4.3 Subject to the requirements of any *Payment Legislation*, all holdback amount prescribed by the applicable lien legislation for the *Work* shall become due and payable to the *Contractor* no later than 10 *Working Days* following the expiration of the holdback period stipulated in the lien legislation applicable to the *Place of the Work*.
- 5.4.4 The *Contractor* shall submit an application for payment of the lien holdback amount in accordance with GC 5.3 – PAYMENT.
- 5.4.5 Where legislation permits progressive release of the holdback for a portion of the *Work* and the *Consultant* has certified or verified that the part of the *Work* has been performed prior to *Substantial Performance of the Work*, the *Owner* hereby agrees to release, and shall release, such portion to the *Contractor* in accordance with such legislation.

- 5.4.6 Notwithstanding any progressive release of the holdback, the *Contractor* shall ensure that such parts of the *Work* are protected pending the issuance of a final certificate for payment and be responsible for the correction of defects or work not performed regardless of whether or not such was apparent when the holdback was released.

GC 5.5 FINAL PAYMENT

- 5.5.1 When the *Contractor* considers that the *Work* is completed, the *Contractor* shall submit an application for final payment.
- 5.5.2 The *Consultant* will, no later than 10 calendar days after the receipt of an application from the *Contractor* for final payment, review the *Work* to verify the validity of the application and when the *Consultant* finds the *Contractor's* application for final payment valid, the *Consultant* will promptly issue a final certificate for payment to the *Owner*, with a copy to the *Contractor*.
- 5.5.3 If the *Consultant* rejects the application or part thereof, the *Owner* will promptly issue a written notice to the *Contractor* giving reasons for the revision or rejection, such written notice to be in compliance with *Payment Legislation*.
- 5.5.4 Subject to the provision of paragraph 10.4.1 of GC 10.4 – WORKERS' COMPENSATION, and any legislation applicable to the *Place of the Work*, the *Owner* shall, no later than 5 calendar days after the issuance of a final certificate for payment, pay the *Contractor* as provided in Article A-5 of the Agreement – PAYMENT and in any event, in compliance with *Payment Legislation*.

GC 5.6 DEFERRED WORK

- 5.6.1 If because of climatic or other conditions reasonably beyond the control of the *Contractor*, or if the *Owner* and the *Contractor* agree that, there are items of work that must be deferred, payment in full for that portion of the *Work* which has been performed as certified by the *Consultant* shall not be withheld or delayed by the *Owner* on account thereof, but the *Owner* may withhold, until the remaining portion of the *Work* is finished, only such an amount that the *Consultant* determines is sufficient and reasonable to cover the cost of performing such deferred *Work*.

GC 5.7 NON-CONFORMING WORK

- 5.7.1 No payment by the *Owner* under the *Contract* nor partial or entire use or occupancy of the *Work* by the *Owner* shall constitute an acceptance of any portion of the *Work* or *Products* which are not in accordance with the requirements of the *Contract Documents*.

PART 6 CHANGES IN THE WORK

GC 6.1 OWNER'S RIGHT TO MAKE CHANGES

- 6.1.1 The *Owner*, through the *Consultant*, without invalidating the *Contract*, may make:
- .1 changes in the *Work* consisting of additions, deletions or other revisions to the *Work* by *Change Order* or *Change Directive*, and
 - .2 changes to the *Contract Time* for the *Work*, or any part thereof, by *Change Order*.
- 6.1.2 The *Contractor* shall not perform a change in the *Work* without a *Change Order* or a *Change Directive*.

GC 6.2 CHANGE ORDER

- 6.2.1 When a change in the *Work* is proposed or required, the *Consultant* will provide the *Contractor* with a written description of the proposed change in the *Work*. The *Contractor* shall promptly present to the *Consultant*, in a form that can be reasonably evaluated, a method of adjustment or an amount of adjustment for the *Contract Price*, if any, and the adjustment in the *Contract Time*, if any, for the proposed change in the *Work*.
- 6.2.2 When the *Owner* and the *Contractor* agree to the adjustments in the *Contract Price* and *Contract Time* or to the method to be used to determine the adjustments, such agreement shall be effective immediately and shall be recorded in a *Change Order*. The value of the work performed as the result of a *Change Order* shall be included in the applications for progress payment.

GC 6.3 CHANGE DIRECTIVE

- 6.3.1 If the *Owner* requires the *Contractor* to proceed with a change in the *Work* prior to the *Owner* and the *Contractor* agreeing upon the corresponding adjustment in *Contract Price* and *Contract Time*, the *Owner*, through the *Consultant*, shall issue a *Change Directive*.
- 6.3.2 A *Change Directive* shall only be used to direct a change in the *Work* which is within the general scope of the *Contract Documents*.
- 6.3.3 A *Change Directive* shall not be used to direct a change in the *Contract Time* only.

- 6.3.4 Upon receipt of a *Change Directive*, the *Contractor* shall proceed promptly with the change in the *Work*.
- 6.3.5 For the purpose of valuing *Change Directives*, changes in the *Work* that are not substitutions or otherwise related to each other shall not be grouped together in the same *Change Directive*.
- 6.3.6 The adjustment in the *Contract Price* for a change carried out by way of a *Change Directive* shall be determined on the basis of the cost of the *Contractor's* actual expenditures and savings attributable to the *Change Directive*, valued in accordance with paragraph 6.3.7 and as follows:
- .1 If the change results in a net increase in the *Contractor's* cost, the *Contract Price* shall be increased by the amount of the net increase in the *Contractor's* cost, plus the *Contractor's* percentage fee on such net increase.
 - .2 If the change results in a net decrease in the *Contractor's* cost, the *Contract Price* shall be decreased by the amount of the net decrease in the *Contractor's* cost, without adjustment for the *Contractor's* percentage fee.
 - .3 The *Contractor's* fee shall be as specified in the *Contract Documents* or as otherwise agreed by the parties.
- 6.3.7 The cost of performing the work attributable to the *Change Directive* shall be limited to the actual cost of the following in as much as it contributes directly to the implementation of the *Change Directive*:

Labour

- .1 rates that are listed in the schedule or as agreed by the *Owner* and the *Contractor* including wages, benefits, compensation, contributions, assessments, or taxes incurred for such items as employment insurance, provincial or territorial health insurance, workers' compensation, and Canada or Quebec Pension Plan for:
 - (1) trade labour in the direct employ of the *Contractor*;
 - (2) the *Contractor's* personnel when stationed at the field office;
 - (3) the *Contractor's* personnel engaged at shops or on the road, in expediting the production or transportation of materials or equipment; and
 - (4) the *Contractor's* office personnel engaged in a technical capacity, or other personnel identified in Article A-3 of the Agreement – CONTRACT DOCUMENTS for the time spent in the performance of the *Work*;

Products, Construction Equipment and Temporary Work

- .2 cost of all *Products* including cost of transportation thereof;
- .3 in the absence of agreed rates, cost less salvage value of *Construction Equipment*, *Temporary Work* and tools, exclusive of hand tools under \$1,000 owned by the *Contractor*;
- .4 rental cost of *Construction Equipment*, *Temporary Work* and tools, exclusive of hand tools under \$1,000;
- .5 cost of all equipment and services required for the *Contractor's* field office;

Subcontract

- .6 subcontract amounts of Subcontractor with pricing mechanism approved by the *Owner*;

Others

- .7 travel and subsistence expenses of the *Contractor's* personnel described in paragraph 6.3.7.1;
- .8 deposits lost provided that they are not caused by negligent acts or omissions of the *Contractor*;
- .9 cost of quality assurance such as independent inspection and testing services;
- .10 charges levied by authorities having jurisdiction at the *Place of the Work*;
- .11 royalties, patent license fees, and damages for infringement of patents and cost of defending suits therefor subject always to the *Contractor's* obligations to indemnify the *Owner* as provided in paragraph 10.3.1 of GC 10.3 – PATENT FEES;
- .12 premium for all contract securities and insurance for which the *Contractor* is required, by the *Contract Documents*, to provide, maintain and pay in relation to the performance of the *Work*;
- .13 losses and expenses sustained by the *Contractor* for matters which are the subject of insurance under the policies prescribed in GC 11.1 – INSURANCE when such losses and expenses are not recoverable because the amounts are in excess of collectible amounts or within the deductible amounts;
- .14 taxes and duties, other than *Value Added Taxes*, income, capital, or property taxes, relating to the *Work* for which the *Contractor* is liable;
- .15 charges for voice and data communications, courier services, expressage, transmittal and reproduction of documents, and petty cash items;
- .16 cost for removal and disposal of waste products and debris;
- .17 legal costs, incurred by the *Contractor*, in relation to the performance of the *Work* provided that they are not:
 - (1) relating to a dispute between the *Owner* and the *Contractor* unless such costs are part of a settlement or awarded by arbitration or court,
 - (2) the result of the negligent acts or omissions of the *Contractor*, or
 - (3) the result of a breach of this *Contract* by the *Contractor*;
- .18 cost of auditing when requested by the *Owner*; and
- .19 cost of *Project* specific information technology in accordance with the method determined by the parties.

- 6.3.8 Notwithstanding any other provisions contained in the General Conditions of the *Contract*, it is the intention of the parties that the cost of any item under any cost element referred to in paragraph 6.3.7 shall cover and include any and all costs or liabilities attributable to the *Change Directive* other than those which are the result of or occasioned by any failure on the part of the *Contractor* to exercise reasonable care and diligence in the *Contractor's* attention to the *Work*. Any cost due to failure on the part of the *Contractor* to exercise reasonable care and diligence in the *Contractor's* performance of the *Work* attributable to the *Change Directive* shall be borne by the *Contractor*.
- 6.3.9 The *Contractor* shall keep full and detailed accounts and records necessary for the documentation of the cost of performing the *Work* attributable to the *Change Directive* and shall provide the *Consultant* with copies thereof.
- 6.3.10 For the purpose of valuing *Change Directives*, the *Owner* shall be afforded reasonable access to all of the *Contractor's* pertinent documents related to the cost of performing the *Work* attributable to the *Change Directive*.
- 6.3.11 Pending determination of the final amount of a *Change Directive*, the undisputed value of the *Work* performed as the result of a *Change Directive* is eligible to be included in progress payments.
- 6.3.12 If the *Owner* and the *Contractor* do not agree on the proposed adjustment in the *Contract Time* attributable to the change in the *Work*, or the method of determining it, the adjustment shall be referred to the *Consultant* for a finding.
- 6.3.13 When the *Owner* and the *Contractor* reach agreement on the adjustment to the *Contract Price* and to the *Contract Time*, this agreement shall be recorded in a *Change Order*.

GC 6.4 CONCEALED OR UNKNOWN CONDITIONS

- 6.4.1 If the *Owner* or the *Contractor* discover conditions at the *Place of the Work* which are:
- .1 subsurface or otherwise concealed physical conditions which existed before the commencement of the *Work* and differ materially from those indicated in the *Contract Documents*; or
 - .2 physical conditions, other than conditions due to weather, that are of a nature which differ materially from those ordinarily found to exist and generally recognized as inherent in construction activities of the character provided for in the *Contract Documents*,
- then the observing party shall give *Notice in Writing* to the other party of such conditions before they are disturbed and in no event later than 5 *Working Days* after first observance of the conditions.
- 6.4.2 The *Consultant* will promptly investigate such conditions and make a finding. If the finding is that the conditions differ materially and this would cause an increase or decrease in the *Contractor's* cost or time to perform the *Work*, the *Owner*, through the *Consultant*, shall issue appropriate instructions for a change in the *Work* as provided in GC 6.2 – CHANGE ORDER or GC 6.3 – CHANGE DIRECTIVE.
- 6.4.3 If the *Consultant* finds that the conditions at the *Place of the Work* are not materially different or that no change in the *Contract Price* or the *Contract Time* is justified, the *Consultant* will promptly inform the *Owner* and the *Contractor* in writing.
- 6.4.4 If such concealed or unknown conditions relate to toxic and hazardous substances and materials, artifacts and fossils, or mould, the parties will be governed by the provisions of GC 9.2 – TOXIC AND HAZARDOUS SUBSTANCES, GC 9.3 – ARTIFACTS AND FOSSILS and GC 9.5 – MOULD.

GC 6.5 DELAYS

- 6.5.1 If the *Contractor* is delayed in the performance of the *Work* by the *Owner*, the *Consultant*, or anyone employed or engaged by them directly or indirectly, contrary to the provisions of the *Contract Documents*, then the *Contract Time* shall be extended for such reasonable time as the *Consultant* may recommend in consultation with the *Contractor*. The *Contractor* shall be reimbursed by the *Owner* for reasonable costs incurred by the *Contractor* as the result of such delay.
- 6.5.2 If the *Contractor* is delayed in the performance of the *Work* by a stop work order issued by a court or other public authority and providing that such order was not issued as the result of an act or fault of the *Contractor* or any person employed or engaged by the *Contractor* directly or indirectly, resulting in the failure of the *Contractor* to attain *Ready-for-Takeover* by the date stipulated in Article A-1 of the Agreement – THE WORK, then the *Contract Time* shall be extended for such reasonable time as the *Consultant* may recommend in consultation with the *Contractor*. The *Contractor* shall be reimbursed by the *Owner* for reasonable costs incurred by the *Contractor* as the result of such delay.
- 6.5.3 If the *Contractor* is delayed in the performance of the *Work* by:
- .1 labour disputes, strikes, lock-outs (including lock-outs decreed or recommended for its members by a recognized contractors' association, of which the *Contractor* is a member or to which the *Contractor* is otherwise bound),
 - .2 fire, unusual delay by common carriers or unavoidable casualties,
 - .3 abnormally adverse weather conditions, or

- .4 any cause beyond the *Contractor's* control other than one resulting from a default or breach of *Contract* by the *Contractor*, then the *Contract Time* shall be extended for such reasonable time as the *Consultant* may recommend in consultation with the *Contractor*. The extension of time shall not be less than the time lost as the result of the event causing the delay, unless the *Contractor* agrees to a shorter extension. The *Contractor* shall not be entitled to payment for costs incurred by such delays unless such delays result from actions by the *Owner*, the *Consultant* or anyone employed or engaged by them directly or indirectly.

6.5.4 No extension shall be made for delay unless *Notice in Writing* of the cause of delay is given to the *Consultant* not later than 10 *Working Days* after the commencement of the delay. In the case of a continuing cause of delay only one *Notice in Writing* shall be necessary.

6.5.5 If no schedule is made under paragraph 2.2.12 of GC 2.2 – ROLE OF THE CONSULTANT, then no request for extension shall be made because of failure of the *Consultant* to furnish instructions until 10 *Working Days* after demand for such instructions has been made.

GC 6.6 CLAIMS FOR A CHANGE IN CONTRACT PRICE

6.6.1 If the *Contractor* intends to make a claim for an increase to the *Contract Price*, or if the *Owner* intends to make a claim against the *Contractor* for a credit to the *Contract Price*, the party that intends to make the claim shall give timely *Notice in Writing* of intent to claim to the other party and to the *Consultant*.

6.6.2 Upon commencement of the event or series of events giving rise to a claim, the party intending to make the claim shall:

- .1 take all reasonable measures to mitigate any loss or expense which may be incurred as a result of such event or series of events, and
- .2 keep such records as may be necessary to support the claim.

6.6.3 The party making the claim shall submit within a reasonable time to the *Consultant* a detailed account of the amount claimed and the grounds upon which the claim is based and the *Consultant* will make a finding upon such claim.

6.6.4 Where the event or series of events giving rise to the claim has a continuing effect, the detailed account submitted under paragraph 6.6.3 shall be considered to be an interim account and the party making the claim shall, at such intervals as the *Consultant* may reasonably require, submit further interim accounts giving the accumulated amount of the claim and any further grounds upon which it is based. The party making the claim shall submit a final account after the end of the effects resulting from the event or series of events.

6.6.5 The *Consultant's* findings, with respect to a claim made by either party, will be given by *Notice in Writing* to both parties within 30 *Working Days* after receipt of the claim by the *Consultant*, or within such other time period as may be agreed by the parties.

6.6.6 If such finding is not acceptable to either party, the claim shall be settled in accordance with Part 8 of the General Conditions – DISPUTE RESOLUTION.

PART 7 DEFAULT NOTICE

GC 7.1 OWNER'S RIGHT TO PERFORM THE WORK, TERMINATE THE CONTRACTOR'S RIGHT TO CONTINUE WITH THE WORK OR TERMINATE THE CONTRACT

7.1.1 If the *Contractor* is adjudged bankrupt, or makes a general assignment for the benefit of creditors because of the *Contractor's* insolvency, or if a receiver is appointed because of the *Contractor's* insolvency, the *Owner* may, without prejudice to any other right or remedy the *Owner* may have, terminate the *Contractor's* right to continue with the *Work*, by giving the *Contractor* or receiver or trustee in bankruptcy *Notice in Writing* to that effect.

7.1.2 If the *Contractor* neglects to perform the *Work* properly or otherwise fails to comply with the requirements of the *Contract* to a substantial degree and if the *Consultant* has given a written statement to the *Owner* and *Contractor* which provides the detail of such neglect to perform the *Work* properly or such failure to comply with the requirements of the *Contract* to a substantial degree, the *Owner* may, without prejudice to any other right or remedy the *Owner* may have, give the *Contractor Notice in Writing*, containing particulars of the default including references to applicable provisions of the *Contract*, that the *Contractor* is in default of the *Contractor's* contractual obligations and instruct the *Contractor* to correct the default in the 5 *Working Days* immediately following the receipt of such *Notice in Writing*.

7.1.3 If the default cannot be corrected in the 5 *Working Days* specified or in such other time period as may be subsequently agreed in writing by the parties, the *Contractor* shall be in compliance with the *Owner's* instructions if the *Contractor*:

- .1 commences the correction of the default within the specified time,
- .2 provides the *Owner* with an acceptable schedule for such correction, and
- .3 corrects the default in accordance with the *Contract* terms and with such schedule.

- 7.1.4 If the *Contractor* fails to correct the default in the time specified or in such other time period as may be subsequently agreed in writing by the parties, without prejudice to any other right or remedy the *Owner* may have, the *Owner* may by giving *Notice in Writing*:
- .1 correct such default and deduct the cost thereof from any payment then or thereafter due the *Contractor* for the *Work* provided the *Consultant* has certified such cost to the *Owner* and the *Contractor*, or
 - .2 terminate the *Contractor*'s right to continue with the *Work* in whole or in part or terminate the *Contract*.
- 7.1.5 If the *Owner* terminates the *Contractor*'s right to continue with the *Work* as provided in paragraphs 7.1.1 and 7.1.4, the *Owner* shall be entitled to:
- .1 take possession of the *Work* and *Products* at the *Place of the Work*; subject to the rights of third parties, utilize the *Construction Equipment* at the *Place of the Work*; finish the *Work* by whatever method the *Owner* may consider expedient, but without undue delay or expense,
 - .2 withhold further payment to the *Contractor* until a final certificate for payment is issued,
 - .3 charge the *Contractor* the amount by which the full cost of finishing the *Work* as certified by the *Consultant*, including compensation to the *Consultant* for the *Consultant*'s additional services and a reasonable allowance as determined by the *Consultant* to cover the cost of corrections to work performed by the *Contractor* that may be required under GC 12.3 – WARRANTY, exceeds the unpaid balance of the *Contract Price*; however, if such cost of finishing the *Work* is less than the unpaid balance of the *Contract Price*, the *Owner* shall pay the *Contractor* the difference, and
 - .4 on expiry of the warranty period, charge the *Contractor* the amount by which the cost of corrections to the *Contractor*'s work under GC 12.3 – WARRANTY exceeds the allowance provided for such corrections, or if the cost of such corrections is less than the allowance, pay the *Contractor* the difference.
- 7.1.6 The *Contractor*'s obligation under the *Contract* as to quality, correction and warranty of the work performed by the *Contractor* up to the time of termination shall continue in force after such termination of the *Contract*.

GC 7.2 CONTRACTOR'S RIGHT TO SUSPEND THE WORK OR TERMINATE THE CONTRACT

- 7.2.1 If the *Owner* is adjudged bankrupt, or makes a general assignment for the benefit of creditors because of the *Owner*'s insolvency, or if a receiver is appointed because of the *Owner*'s insolvency, the *Contractor* may, without prejudice to any other right or remedy the *Contractor* may have, terminate the *Contract* by giving the *Owner* or receiver or trustee in bankruptcy *Notice in Writing* to that effect.
- 7.2.2 If the *Work* is suspended or otherwise delayed for a period of 20 *Working Days* or more under an order of a court or other public authority and providing that such order was not issued as the result of an act or fault of the *Contractor* or of anyone directly or indirectly employed or engaged by the *Contractor*, the *Contractor* may, without prejudice to any other right or remedy the *Contractor* may have, terminate the *Contract* by giving the *Owner* *Notice in Writing* to that effect.
- 7.2.3 The *Contractor* may give *Notice in Writing* to the *Owner*, with a copy to the *Consultant*, that the *Owner* is in default of the *Owner*'s contractual obligations if:
- .1 the *Owner* fails to furnish, when so requested by the *Contractor*, reasonable evidence that financial arrangements have been made to fulfill the *Owner*'s obligations under the *Contract*,
 - .2 the *Consultant* fails to issue a certificate as provided in Part 5 of the General Conditions – PAYMENT,
 - .3 the *Owner* fails to pay the *Contractor* when due the amounts certified by the *Consultant* or awarded by adjudication, arbitration or court, or
 - .4 the *Owner* fails to comply with the requirements of the *Contract* to a substantial degree and the *Consultant*, except for GC 5.1 – FINANCING INFORMATION REQUIRED OF THE OWNER, gives a written statement to the *Owner* and the *Contractor* that provides detail of such failure to comply with the requirements of the *Contract* to a substantial degree.
- 7.2.4 The *Contractor*'s *Notice in Writing* to the *Owner* provided under paragraph 7.2.3 shall advise that if the default is not corrected within 5 *Working Days* following the receipt of the *Notice in Writing*, the *Contractor* may, without prejudice to any other right or remedy the *Contractor* may have, suspend the *Work* or terminate the *Contract*.
- 7.2.5 If the *Contractor* terminates the *Contract* by giving a *Notice in Writing* to the *Owner* under the conditions set out above, the *Contractor* shall be entitled to be paid for all work performed including reasonable profit, for loss sustained upon *Products* and *Construction Equipment*, and such other damages as the *Contractor* may have sustained as a result of the termination of the *Contract*.

PART 8 DISPUTE RESOLUTION

GC 8.1 AUTHORITY OF THE CONSULTANT

- 8.1.1 Differences between the parties to the *Contract* as to the interpretation, application or administration of the *Contract* or any failure to agree where agreement between the parties is called for, herein collectively called disputes, which are not resolved

in the first instance by findings of the *Consultant* as provided in GC 2.2 – ROLE OF THE CONSULTANT, shall be settled in accordance with the requirements of Part 8 of the General Conditions – DISPUTE RESOLUTION.

- 8.1.2 If a dispute arises under the *Contract* in respect of a matter in which the *Consultant* has no authority under the *Contract* to make a finding, the procedures set out in paragraph 8.1.3 and paragraphs 8.3.3 to 8.3.8 of GC 8.3 – NEGOTIATION, MEDIATION AND ARBITRATION, and in GC 8.4 – RETENTION OF RIGHTS apply to that dispute with the necessary changes to detail as may be required.
- 8.1.3 If a dispute is not resolved promptly, the *Consultant* will give such instructions as in the *Consultant's* opinion are necessary for the proper performance of the *Work* and to prevent delays pending settlement of the dispute. The parties shall act immediately according to such instructions, it being understood that by so doing neither party will jeopardize any claim the party may have. If it is subsequently determined that such instructions were in error or at variance with the *Contract Documents*, the *Owner* shall pay the *Contractor* costs incurred by the *Contractor* in carrying out such instructions which the *Contractor* was required to do beyond what the *Contract Documents* correctly understood and interpreted would have required, including costs resulting from interruption of the *Work*.

GC 8.2 ADJUDICATION

- 8.2.1 Nothing in this *Contract* shall be deemed to affect the rights of the parties to resolve any dispute by adjudication as may be prescribed by applicable legislation.

GC 8.3 NEGOTIATION, MEDIATION AND ARBITRATION

- 8.3.1 In accordance with the rules for mediation as provided in CCDC 40 'Rules for Mediation and Arbitration of Construction Industry Disputes' in effect at the time of bid closing, the parties shall appoint a Project Mediator
- .1 within 20 *Working Days* after the *Contract* was awarded, or
 - .2 if the parties neglected to make an appointment within the 20 *Working Days*, within 10 *Working Days* after either party by *Notice in Writing* requests that the Project Mediator be appointed.
- 8.3.2 A party shall be conclusively deemed to have accepted a finding of the *Consultant* under GC 2.2 – ROLE OF THE CONSULTANT and to have expressly waived and released the other party from any claims in respect of the particular matter dealt with in that finding unless, within 15 *Working Days* after receipt of that finding, the party sends a *Notice in Writing* of dispute to the other party and to the *Consultant*, which contains the particulars of the matter in dispute and the relevant provisions of the *Contract Documents*. The responding party shall send a *Notice in Writing* of reply to the dispute within 10 *Working Days* after receipt of such *Notice in Writing* setting out particulars of this response and any relevant provisions of the *Contract Documents*.
- 8.3.3 The parties shall make all reasonable efforts to resolve their dispute by amicable negotiations and agree to provide, without prejudice, frank, candid, and timely disclosure of relevant facts, information and documents to facilitate these negotiations.
- 8.3.4 After a period of 10 *Working Days* following receipt of a responding party's *Notice in Writing* of reply under paragraph 8.3.2, the parties shall request the Project Mediator to assist the parties to reach agreement on any unresolved dispute. The mediated negotiations shall be conducted in accordance with the rules for mediation as provided in CCDC 40 in effect at the time of bid closing.
- 8.3.5 If the dispute has not been resolved at the mediation or within such further period as is agreed by the parties, the Project Mediator will terminate the mediated negotiations by giving *Notice in Writing* to the *Owner*, the *Contractor* and the *Consultant*.
- 8.3.6 By giving a *Notice in Writing* to the other party and the *Consultant*, not later than 10 *Working Days* after the date of termination of the mediated negotiations under paragraph 8.3.5, either party may refer the dispute to be finally resolved by arbitration under the rules of arbitration as provided in CCDC 40 in effect at the time of bid closing. The arbitration shall be conducted in the jurisdiction of the *Place of the Work*.
- 8.3.7 On expiration of the 10 *Working Days*, the arbitration agreement under paragraph 8.3.6 is not binding on the parties and, if a *Notice in Writing* is not given under paragraph 8.3.6 within the required time, the parties may refer the unresolved dispute to the courts or to any other form of dispute resolution, including arbitration, which they have agreed to use.
- 8.3.8 If neither party, by *Notice in Writing*, given within 10 *Working Days* of the date of *Notice in Writing* requesting arbitration in paragraph 8.3.6, requires that a dispute be arbitrated immediately, all disputes referred to arbitration as provided in paragraph 8.3.6 shall be:
- .1 held in abeyance until:
 - (1) *Ready-for-Takeover*,
 - (2) the *Contract* has been terminated, or
 - (3) the *Contractor* has abandoned the *Work*,whichever is earlier; and

.2 consolidated into a single arbitration under the rules governing the arbitration under paragraph 8.3.6.

GC 8.4 RETENTION OF RIGHTS

- 8.4.1 It is agreed that no act by either party shall be construed as a renunciation or waiver of any rights or recourses, provided the party has given the *Notice in Writing* required under Part 8 of the General Conditions – DISPUTE RESOLUTION and has carried out the instructions as provided in paragraph 8.1.3 of GC 8.1 – AUTHORITY OF THE CONSULTANT.
- 8.4.2 Nothing in Part 8 of the General Conditions – DISPUTE RESOLUTION shall be construed in any way to limit a party from asserting any statutory right to a lien under applicable lien legislation of the jurisdiction of the *Place of the Work* and the assertion of such right by initiating judicial proceedings is not to be construed as a waiver of any right that party may have under paragraph 8.3.6 of GC 8.3 – NEGOTIATION, MEDIATION AND ARBITRATION to proceed by way of arbitration to adjudicate the merits of the claim upon which such a lien is based.

PART 9 PROTECTION OF PERSONS AND PROPERTY

GC 9.1 PROTECTION OF WORK AND PROPERTY

- 9.1.1 The *Contractor* shall protect the *Work*, the *Owner's* property and property adjacent to the *Place of the Work* from damage which may arise as the result of the *Contractor's* operations under the *Contract*, and shall be responsible for such damage, except damage which occurs as the result of:
- .1 errors or omissions in the *Contract Documents*; or
 - .2 acts or omissions by the *Owner*, the *Consultant*, *Other Contractors*, or their agents and employees.
- 9.1.2 Before commencing any work, the *Contractor* shall determine the location of all underground utilities and structures indicated in the *Contract Documents* or that are reasonably apparent in an inspection of the *Place of the Work*.
- 9.1.3 Should the *Contractor* in the performance of the *Contract* damage the *Work*, the *Owner's* property or property adjacent to the *Place of the Work*, the *Contractor* shall be responsible for making good such damage at the *Contractor's* expense.
- 9.1.4 Should damage occur to the *Work* or the *Owner's* property for which the *Contractor* is not responsible, as provided in paragraph 9.1.1, the *Contractor* shall make good such damage to the *Work* and, if the *Owner* so directs, to the *Owner's* property. The *Contract Price* and *Contract Time* shall be adjusted as provided in GC 6.1 – OWNER'S RIGHT TO MAKE CHANGES, GC 6.2 – CHANGE ORDER and GC 6.3 – CHANGE DIRECTIVE.

GC 9.2 TOXIC AND HAZARDOUS SUBSTANCES

- 9.2.1 For the purposes of applicable legislation related to toxic and hazardous substances, the *Owner* shall be deemed to have control and management of the *Place of the Work* with respect to existing conditions.
- 9.2.2 Prior to the *Contractor* commencing the *Work*, the *Owner* shall,
- .1 take all reasonable steps to determine whether any toxic or hazardous substances are present at the *Place of the Work*, and
 - .2 provide the *Consultant* and the *Contractor* with a written list of any such substances that are known to exist and their locations.
- 9.2.3 The *Owner* shall take all reasonable steps to ensure that no person's exposure to any toxic or hazardous substance exceeds the time weighted levels prescribed by applicable legislation at the *Place of the Work* and that no property is damaged or destroyed as a result of exposure to, or the presence of, toxic or hazardous substances which were at the *Place of the Work* prior to the *Contractor* commencing the *Work*.
- 9.2.4 Unless the *Contract* expressly provides otherwise, the *Owner* shall be responsible for taking all necessary steps, in accordance with applicable legislation in force at the *Place of the Work*, to dispose of, store or otherwise render harmless any toxic or hazardous substance which was present at the *Place of the Work* prior to the *Contractor* commencing the *Work*.
- 9.2.5 If the *Contractor*
- .1 encounters toxic or hazardous substances at the *Place of the Work*, or
 - .2 has reasonable grounds to believe that toxic or hazardous substances are present at the *Place of the Work*, which were not brought to the *Place of the Work* by the *Contractor* or anyone for whom the *Contractor* is responsible and which were not disclosed by the *Owner* or which were disclosed but have not been dealt with as required under paragraph 9.2.4, the *Contractor* shall
 - .3 take all reasonable steps, including stopping the *Work*, to ensure that no person's exposure to any toxic or hazardous substance exceeds any applicable time weighted levels prescribed by applicable legislation at the *Place of the Work*, and
 - .4 immediately report the circumstances to the *Consultant* and the *Owner* in writing.

- 9.2.6 If the *Owner* and the *Contractor* do not agree on the existence, significance of, or whether the toxic or hazardous substances were brought onto the *Place of the Work* by the *Contractor* or anyone for whom the *Contractor* is responsible, the *Owner* shall retain and pay for an independent qualified expert to investigate and determine such matters. The expert's report shall be delivered to the *Owner* and the *Contractor*.
- 9.2.7 If the *Owner* and the *Contractor* agree or if the expert referred to in paragraph 9.2.6 determines that the toxic or hazardous substances were not brought onto the place of the *Work* by the *Contractor* or anyone for whom the *Contractor* is responsible, the *Owner* shall promptly at the *Owner's* own expense:
- .1 take all steps as required under paragraph 9.2.4;
 - .2 reimburse the *Contractor* for the costs of all steps taken pursuant to paragraph 9.2.5;
 - .3 extend the *Contract Time* for such reasonable time as the *Consultant* may recommend in consultation with the *Contractor* and the expert referred to in 9.2.6 and reimburse the *Contractor* for reasonable costs incurred as a result of the delay; and
 - .4 indemnify the *Contractor* as required by GC 13.1 – INDEMNIFICATION.
- 9.2.8 If the *Owner* and the *Contractor* agree or if the expert referred to in paragraph 9.2.6 determines that the toxic or hazardous substances were brought onto the place of the *Work* by the *Contractor* or anyone for whom the *Contractor* is responsible, the *Contractor* shall promptly at the *Contractor's* own expense:
- .1 take all necessary steps, in accordance with applicable legislation in force at the *Place of the Work*, to safely remove and dispose the toxic or hazardous substances;
 - .2 make good any damage to the *Work*, the *Owner's* property or property adjacent to the place of the *Work* as provided in paragraph 9.1.3 of GC 9.1 – PROTECTION OF WORK AND PROPERTY;
 - .3 reimburse the *Owner* for reasonable costs incurred under paragraph 9.2.6; and
 - .4 indemnify the *Owner* as required by GC 13.1 – INDEMNIFICATION.
- 9.2.9 If either party does not accept the expert's findings under paragraph 9.2.6, the disagreement shall be settled in accordance with Part 8 of the General Conditions – DISPUTE RESOLUTION. If such disagreement is not resolved promptly, the parties shall act immediately in accordance with the expert's determination and take the steps required by paragraph 9.2.7 or 9.2.8 it being understood that by so doing, neither party will jeopardize any claim that party may have to be reimbursed as provided by GC 9.2 – TOXIC AND HAZARDOUS SUBSTANCES.

GC 9.3 ARTIFACTS AND FOSSILS

- 9.3.1 Fossils, coins, articles of value or antiquity, structures and other remains or things of scientific or historic interest discovered at the *Place or Work* shall, as between the *Owner* and the *Contractor*, be deemed to be the absolute property of the *Owner*.
- 9.3.2 The *Contractor* shall take all reasonable precautions to prevent removal or damage to discoveries as identified in paragraph 9.3.1, and shall advise the *Consultant* upon discovery of such items.
- 9.3.3 The *Consultant* will investigate the impact on the *Work* of the discoveries identified in paragraph 9.3.1. If conditions are found that would cause an increase or decrease in the *Contractor's* cost or time to perform the *Work*, the *Owner*, through the *Consultant*, shall issue appropriate instructions for a change in the *Work* as provided in GC 6.2 – CHANGE ORDER or GC 6.3 – CHANGE DIRECTIVE.

GC 9.4 CONSTRUCTION SAFETY

- 9.4.1 The *Contractor* shall be responsible for establishing, initiating, maintaining, and supervising all health and safety precautions and programs in connection with the performance of the *Work* in accordance with the applicable health and safety legislation.
- 9.4.2 The *Owner* and the *Contractor* shall comply with all health and safety precautions and programs established at the *Place of the Work*.
- 9.4.3 The *Owner* and the *Contractor* shall comply with the rules, regulations and practices required by the applicable health and safety legislation.
- 9.4.4 The *Owner* shall cause the *Consultant*, *Other Contractors* and the *Owner's* own forces to comply with all health and safety precautions and programs established by the *Contractor* at the *Place of the Work*.
- 9.4.5 Nothing in this *Contract* shall affect the determination of liability under the applicable health and safety legislation.

GC 9.5 MOULD

- 9.5.1 If the *Contractor* or the *Owner* observes or reasonably suspects the presence of mould at the *Place of the Work*, the remediation of which is not expressly part of the *Work*,
- .1 the observing party shall promptly report the circumstances to the other party in writing,
 - .2 the *Contractor* shall promptly take all reasonable steps, including stopping the *Work* if necessary, to ensure that no person suffers injury, sickness or death and that no property is damaged as a result of exposure to or the presence of the mould, and

- .3 if the *Owner* and the *Contractor* do not agree on the existence, significance or cause of the mould or as to what steps need be taken to deal with it, the *Owner* shall retain and pay for an independent qualified expert to investigate and determine such matters. The expert's report shall be delivered to the *Owner* and the *Contractor*.
- 9.5.2 If the *Owner* and the *Contractor* agree, or if the expert referred to in paragraph 9.5.1.3 determines that the presence of mould was caused by the *Contractor*'s operations under the *Contract*, the *Contractor* shall promptly, at the *Contractor*'s own expense:
- .1 take all reasonable and necessary steps to safely remediate or dispose of the mould,
 - .2 make good any damage to the *Work*, the *Owner*'s property or property adjacent to the *Place of the Work* as provided in paragraph 9.1.3 of GC 9.1 – PROTECTION OF WORK AND PROPERTY,
 - .3 reimburse the *Owner* for reasonable costs incurred under paragraph 9.5.1.3, and
 - .4 indemnify the *Owner* as required by GC 13.1 – INDEMNIFICATION.
- 9.5.3 If the *Owner* and the *Contractor* agree, or if the expert referred to in paragraph 9.5.1.3 determines that the presence of mould was not caused by the *Contractor*'s operations under the *Contract*, the *Owner* shall promptly, at the *Owner*'s own expense:
- .1 take all reasonable and necessary steps to safely remediate or dispose of the mould,
 - .2 reimburse the *Contractor* for the cost of taking the steps under paragraph 9.5.1.2 and making good any damage to the *Work* as provided in paragraph 9.1.4 of GC 9.1 – PROTECTION OF WORK AND PROPERTY,
 - .3 extend the *Contract Time* for such reasonable time as the *Consultant* may recommend in consultation with the *Contractor* and the expert referred to in paragraph 9.5.1.3 and reimburse the *Contractor* for reasonable costs incurred as a result of the delay, and
 - .4 indemnify the *Contractor* as required by GC 13.1 – INDEMNIFICATION.
- 9.5.4 If either party does not accept the expert's finding under paragraph 9.5.1.3, the disagreement shall be settled in accordance with Part 8 of the General Conditions – DISPUTE RESOLUTION. If such disagreement is not resolved promptly, the parties shall act immediately in accordance with the expert's determination and take the steps required by paragraphs 9.5.2 or 9.5.3, it being understood that by so doing neither party will jeopardize any claim the party may have to be reimbursed as provided by GC 9.5 – MOULD.

PART 10 GOVERNING REGULATIONS

GC 10.1 TAXES AND DUTIES

- 10.1.1 The *Contract Price* shall include all taxes and customs duties in effect at the time of the bid closing except for *Value Added Taxes* payable by the *Owner* to the *Contractor* as stipulated in Article A-4 of the Agreement – CONTRACT PRICE.
- 10.1.2 Any increase or decrease in costs to the *Contractor* due to changes in taxes and duties after the time of the bid closing shall increase or decrease the *Contract Price* accordingly.

GC 10.2 LAWS, NOTICES, PERMITS, AND FEES

- 10.2.1 The laws of the *Place of the Work* shall govern the *Work*.
- 10.2.2 The *Owner* shall obtain and pay for development approvals, building permit, permanent easements, rights of servitude, and all other necessary approvals and permits, except for the permits and fees referred to in paragraph 10.2.3 or for which the *Contract Documents* specify as the responsibility of the *Contractor*.
- 10.2.3 The *Contractor* shall be responsible for the procurement of permits, licences, inspections, and certificates, which are necessary for the performance of the *Work* and customarily obtained by contractors in the jurisdiction of the *Place of the Work* after the issuance of the building permit. The *Contract Price* includes the cost of these permits, licences, inspections, and certificates, and their procurement.
- 10.2.4 The *Contractor* shall give the required notices and comply with the laws, ordinances, rules, regulations, or codes which are or become in force during the performance of the *Work* and which relate to the *Work*, to the preservation of the public health, and to construction safety.
- 10.2.5 The *Contractor* shall not be responsible for verifying that the *Contract Documents* are in compliance with the applicable laws, ordinances, rules, regulations, or codes relating to the *Work*. If the *Contract Documents* are at variance therewith, or if, subsequent to the time of bid closing, changes are made to the applicable laws, ordinances, rules, regulations, or codes which require modification to the *Contract Documents*, the *Contractor* shall advise the *Consultant* in writing requesting direction immediately upon such variance or change becoming known. The *Consultant* will issue the changes required to the *Contract Documents* as provided in GC 6.1 – OWNER'S RIGHT TO MAKE CHANGES, GC 6.2 – CHANGE ORDER and GC 6.3 – CHANGE DIRECTIVE.

- 10.2.6 If the *Contractor* fails to advise the *Consultant* in writing; fails to obtain direction as required in paragraph 10.2.5; and performs work knowing it to be contrary to any laws, ordinances, rules, regulations, or codes; the *Contractor* shall be responsible for and shall correct the violations thereof; and shall bear the costs, expenses and damages attributable to the failure to comply with the provisions of such laws, ordinances, rules, regulations, or codes.
- 10.2.7 If, subsequent to the time of bid closing, changes are made to applicable laws, ordinances, rules, regulations, or codes of authorities having jurisdiction which affect the cost of the *Work*, either party may submit a claim in accordance with the requirements of GC 6.6 – CLAIMS FOR A CHANGE IN CONTRACT PRICE.

GC 10.3 PATENT FEES

- 10.3.1 The *Contractor* shall pay the royalties and patent licence fees required for the performance of the *Contract*. The *Contractor* shall hold the *Owner* harmless from and against claims, demands, losses, costs, damages, actions, suits, or proceedings arising out of the *Contractor*'s performance of the *Contract* which are attributable to an infringement or an alleged infringement of a patent of invention by the *Contractor* or anyone for whose acts the *Contractor* may be liable.
- 10.3.2 The *Owner* shall hold the *Contractor* harmless against claims, demands, losses, costs, damages, actions, suits, or proceedings arising out of the *Contractor*'s performance of the *Contract* which are attributable to an infringement or an alleged infringement of a patent of invention in executing anything for the purpose of the *Contract*, the physical model, plan or design of which was supplied to the *Contractor* as part of the *Contract*.

GC 10.4 WORKERS' COMPENSATION

- 10.4.1 Prior to commencing the *Work*, and again with the *Contractor*'s applications for payment, the *Contractor* shall provide evidence of compliance with workers' compensation legislation at the *Place of the Work*.

PART 11 INSURANCE

GC 11.1 INSURANCE

- 11.1.1 Without restricting the generality of GC 13.1 – INDEMNIFICATION, the *Contractor* shall provide, maintain and pay for the following insurance coverages, the requirements of which are specified in CCDC 41 'CCDC Insurance Requirements' in effect at the time of bid closing except as hereinafter provided:
- .1 General liability insurance in the name of the *Contractor* and include, or in the case of a single, blanket policy, be endorsed to name, the *Owner* and the *Consultant* as insureds but only with respect to liability, other than legal liability arising out of their sole negligence, arising out of the operations of the *Contractor* with regard to the *Work*. General liability insurance shall be maintained from the date of commencement of the *Work* until one year from the date of *Ready-for-Takeover*. Liability coverage shall be provided for completed operations hazards from the date of *Ready-for-Takeover* on an ongoing basis for a period of 6 years following *Ready-for-Takeover*.
 - .2 Automobile Liability Insurance from the date of commencement of the *Work* until one year after the date of *Ready-for-Takeover*.
 - .3 Unmanned aerial vehicle aircraft, manned aircraft or watercraft Liability Insurance when owned or non-owned manned or unmanned aircraft or watercraft are used directly or indirectly in the performance of the *Work*.
 - .4 "Broad form" property insurance in the joint names of the *Contractor*, the *Owner* and the *Consultant*. The policy shall include as insureds all *Subcontractors*. The "Broad form" property insurance shall be provided from the date of commencement of the *Work* until the earliest of:
 - (1) 10 calendar days after the date of *Ready-for-Takeover*;
 - (2) on the commencement of use or occupancy of any part or section of the *Work* unless such use or occupancy is for construction purposes, habitational, office, banking, convenience store under 465 square metres in area, or parking purposes, or for the installation, testing and commissioning of equipment forming part of the *Work*; and
 - (3) when left unattended for more than 30 consecutive calendar days or when construction activity has ceased for more than 30 consecutive calendar days.
 - .5 Boiler and machinery insurance in the joint names of the *Contractor*, the *Owner* and the *Consultant*. The policy shall include as insureds all *Subcontractors*. The coverage shall be maintained continuously from commencement of use or operation of the boiler and machinery objects insured by the policy and until 10 calendar days after the date of *Ready-for-Takeover*.
 - .6 The "Broad form" property and boiler and machinery policies shall provide that, in the case of a loss or damage, payment shall be made to the *Owner* and the *Contractor* as their respective interests may appear. In the event of loss or damage:
 - (1) the *Contractor* shall act on behalf of the *Owner* for the purpose of adjusting the amount of such loss or damage payment with the insurers. When the extent of the loss or damage is determined, the *Contractor* shall proceed to restore the *Work*. Loss or damage shall not affect the rights and obligations of either party under the *Contract* except

that the *Contractor* shall be entitled to such reasonable extension of *Contract Time* relative to the extent of the loss or damage as the *Consultant* may recommend in consultation with the *Contractor*;

- (2) the *Contractor* shall be entitled to receive from the *Owner*, in addition to the amount due under the *Contract*, the amount which the *Owner's* interest in restoration of the *Work* has been appraised, such amount to be paid as the restoration of the *Work* proceeds in accordance with the progress payment provisions. In addition the *Contractor* shall be entitled to receive from the payments made by the insurer the amount of the *Contractor's* interest in the restoration of the *Work*; and
- (3) to the *Work* arising from the work of the *Owner*, the *Owner's* own forces or *Other Contractors*, the *Owner* shall, in accordance with the *Owner's* obligations under the provisions relating to construction by the *Owner* or *Other Contractors*, pay the *Contractor* the cost of restoring the *Work* as the restoration of the *Work* proceeds and as in accordance with the progress payment provisions.

- .7 *Contractors' Equipment Insurance* from the date of commencement of the *Work* until one year after the date of *Ready-for-Takeover*.
- .8 *Contractors' Pollution Liability Insurance* from the date of commencement of the *Work* until one year after the date of *Ready-for-Takeover*.

11.1.2 Prior to commencement of the *Work* and upon the placement, renewal, amendment, or extension of all or any part of the insurance, the *Contractor* shall promptly provide the *Owner* with confirmation of coverage and, if required, a certified true copy of the policies certified by an authorized representative of the insurer together with copies of any amending endorsements applicable to the *Work*.

11.1.3 The parties shall pay their share of the deductible amounts in direct proportion to their responsibility in regards to any loss for which the above policies are required to pay, except where such amounts may be excluded by the terms of the *Contract*.

11.1.4 If the *Contractor* fails to provide or maintain insurance as required by the *Contract Documents*, then the *Owner* shall have the right to provide and maintain such insurance and give evidence to the *Contractor* and the *Consultant*. The *Contractor* shall pay the cost thereof to the *Owner* on demand or the *Owner* may deduct the cost from the amount which is due or may become due to the *Contractor*.

11.1.5 All required insurance policies shall be with insurers licensed to underwrite insurance in the jurisdiction of the *Place of the Work*.

11.1.6 If a revised version of CCDC 41 is published, which specifies reduced insurance requirements, the parties shall address such reduction, prior to the *Contractor's* insurance policy becoming due for renewal, and record any agreement in a *Change Order*.

11.1.7 If a revised version of CCDC 41 is published, which specifies increased insurance requirements, the *Owner* may request the increased coverage from the *Contractor* by way of a *Change Order*.

11.1.8 A *Change Directive* shall not be used to direct a change in the insurance requirements in response to the revision of CCDC 41.

PART 12 OWNER TAKEOVER

GC 12.1 READY-FOR-TAKEOVER

12.1.1 The prerequisites to attaining *Ready-for-Takeover* of the *Work* are limited to the following:

- .1 The *Consultant* has certified or verified the *Substantial Performance of the Work*.
- .2 Evidence of compliance with the requirements for occupancy or occupancy permit as prescribed by the authorities having jurisdiction.
- .3 Final cleaning and waste removal at the time of applying for *Ready-for-Takeover*, as required by the *Contract Documents*.
- .4 The delivery to the *Owner* of such operations and maintenance documents reasonably necessary for immediate operation and maintenance, as required by the *Contract Documents*.
- .5 Make available a copy of the as-built drawings completed to date on site.
- .6 Startup, testing required for immediate occupancy, as required by the *Contract Documents*.
- .7 Ability to secure access to the *Work* has been provided to the *Owner*, if required by the *Contract Documents*.
- .8 Demonstration and training, as required by the *Contract Documents*, is scheduled by the *Contractor* acting reasonably.

12.1.2 If any prerequisites set forth in paragraphs 12.1.1.3 to 12.1.1.6 must be deferred because of conditions reasonably beyond the control of the *Contractor*, or by agreement between the *Owner* and the *Contractor* to do so, *Ready-for-Takeover* shall not be delayed.

12.1.3 When the *Contractor* considers that the *Work* is *Ready-for-Takeover*, the *Contractor* shall deliver to the *Consultant* and to the *Owner* a comprehensive list of items to be completed or corrected, together with a written application for *Ready-for-Takeover* for review. Failure to include an item on the list does not alter the responsibility of the *Contractor* to complete the *Contract*.

12.1.4 The *Consultant* will review the *Work* to verify the validity of the application and will promptly, and in any event, no later than 10 calendar days after receipt of the *Contractor's* list and application:

- .1 advise the *Contractor* in writing that the *Work* is not *Ready-for-Takeover* and give reasons why, or
- .2 confirm the date of *Ready-for-Takeover* in writing to each of the *Owner* and the *Contractor*.

12.1.5 Immediately following the confirmation of the date of *Ready-for-Takeover*, the *Contractor*, in consultation with the *Consultant*, shall establish a reasonable date for finishing the *Work*.

12.1.6 The provision of GC 12.1 – READY-FOR-TAKEOVER shall be subject to GC 12.2 – EARLY OCCUPANCY BY THE OWNER.

GC 12.2 EARLY OCCUPANCY BY THE OWNER

12.2.1 The *Owner* may take occupancy of a part or the entirety of the *Work* before *Ready-for-Takeover* has been attained only as agreed by the *Contractor* which agreement shall not be unreasonably withheld.

12.2.2 The *Owner* shall not occupy a part or the entirety of the *Work* without prior approval by authorities having jurisdiction.

12.2.3 If the *Owner* takes occupancy of a part of the *Work* before *Ready-for-Takeover* has been attained:

- .1 The part of the *Work* which is occupied shall be deemed to have been taken over by the *Owner* as from the date on which it is occupied.
- .2 The *Contractor* shall cease to be liable for the care of such part as from this date, when responsibility shall pass to the *Owner*.
- .3 The warranty period specified in paragraph 12.3.1 of GC 12.3 – WARRANTY for that part of the *Work* shall start from the date on which it is occupied.

12.2.4 If the *Owner* takes occupancy of the entirety of the *Work* before all the prerequisites are met as described in paragraph 12.1.1 of GC 12.1 – READY-FOR-TAKEOVER, the *Work* shall, subject to the requirements of the applicable lien legislation, be deemed to achieve *Ready-for-Takeover*. This shall not relieve the *Contractor*'s responsibility to complete the *Work* in a timely manner.

GC 12.3 WARRANTY

12.3.1 Except for extended warranties as described in paragraph 12.3.6, the warranty period under the *Contract* is one year from the date when *Ready-for-Takeover* has been attained.

12.3.2 The *Contractor* shall be responsible for the proper performance of the *Work* to the extent that the design and *Contract Documents* permit such performance.

12.3.3 The *Owner*, through the *Consultant*, shall promptly give the *Contractor Notice in Writing* of observed defects and deficiencies which occur during the one year warranty period.

12.3.4 Subject to paragraph 12.3.2, the *Contractor* shall correct promptly, at the *Contractor*'s expense, defects or deficiencies in the *Work* which appear prior to and during the one year warranty period.

12.3.5 The *Contractor* shall correct or pay for damage resulting from corrections made under the requirements of paragraph 12.3.4.

12.3.6 Any extended warranties required beyond the one year warranty period as described in paragraph 12.3.1, shall be as specified in the *Contract Documents*. Extended warranties shall be issued by the warrantor to the benefit of the *Owner*. The *Contractor*'s responsibility with respect to extended warranties shall be limited to obtaining any such extended warranties from the warrantor. The obligations under such extended warranties are solely the responsibilities of the warrantor.

PART 13 INDEMNIFICATION AND WAIVER

GC 13.1 INDEMNIFICATION

13.1.1 Without restricting the parties' obligation to indemnify respecting toxic and hazardous substances, patent fees and defect in title claims all as described in paragraphs 13.1.4 and 13.1.5, the *Owner* and the *Contractor* shall each indemnify and hold harmless the other from and against all claims, demands, losses, costs, damages, actions, suits, or proceedings whether in respect to losses suffered by them or in respect to claims by third parties that arise out of, or are attributable in any respect to their involvement as parties to this *Contract*, provided such claims are:

- .1 caused by:
 - (1) the negligent acts or omissions of the party from whom indemnification is sought or anyone for whose negligent acts or omissions that party is liable, or
 - (2) a failure of the party to the *Contract* from whom indemnification is sought to fulfill its terms or conditions; and
- .2 made by *Notice in Writing* within a period of 6 years from the *Ready-for-Takeover* date or within such shorter period as may be prescribed by any limitation statute of the Province or Territory of the *Place of the Work*.

The parties expressly waive the right to indemnity for claims other than those provided for in this *Contract*.

- 13.1.2 The obligation of either party to indemnify as set forth in paragraph 13.1.1 shall be limited as follows:
- .1 In respect to losses suffered by the *Owner* and the *Contractor* for which insurance is to be provided by either party pursuant to GC 11.1 – INSURANCE, the minimum liability insurance limit for one occurrence, of the applicable insurance policy, as referred to in CCDC 41 in effect at the time of bid closing.
 - .2 In respect to losses suffered by the *Owner* and the *Contractor* for which insurance is not required to be provided by either party in accordance with GC 11.1 – INSURANCE, the greater of the *Contract Price* as recorded in Article A-4 – CONTRACT PRICE or \$2,000,000, but in no event shall the sum be greater than \$20,000,000.
 - .3 In respect to indemnification by a party against the other with respect to losses suffered by them, such obligation shall be restricted to direct loss and damage, and neither party shall have any liability to the other for indirect, consequential, punitive or exemplary damages.
 - .4 In respect to indemnification respecting claims by third parties, the obligation to indemnify is without limit.
- 13.1.3 The obligation of either party to indemnify the other as set forth in paragraphs 13.1.1 and 13.1.2 shall be inclusive of interest and all legal costs.
- 13.1.4 The *Owner* and the *Contractor* shall indemnify and hold harmless the other from and against all claims, demands, losses, costs, damages, actions, suits, or proceedings arising out of their obligations described in GC 9.2 – TOXIC AND HAZARDOUS SUBSTANCES.
- 13.1.5 The *Owner* shall indemnify and hold harmless the *Contractor* from and against all claims, demands, losses, costs, damages, actions, suits, or proceedings:
- .1 as described in paragraph 10.3.2 of GC 10.3 – PATENT FEES, and
 - .2 arising out of the *Contractor*'s performance of the *Contract* which are attributable to a lack of or defect in title or an alleged lack of or defect in title to the *Place of the Work*.
- 13.1.6 In respect to any claim for indemnity or to be held harmless by the *Owner* or the *Contractor*:
- .1 *Notice in Writing* of such claim shall be given within a reasonable time after the facts upon which such claim is based become known; and
 - .2 should any party be required as a result of its obligation to indemnify another to pay or satisfy a final order, judgment or award made against the party entitled by this contract to be indemnified, then the indemnifying party upon assuming all liability for any costs that might result shall have the right to appeal in the name of the party against whom such final order or judgment has been made until such rights of appeal have been exhausted.

GC 13.2 WAIVER OF CLAIMS

- 13.2.1 Subject to any lien legislation applicable to the *Place of the Work*, the *Contractor* waives and releases the *Owner* from all claims which the *Contractor* has or reasonably ought to have knowledge of that could be advanced by the *Contractor* against the *Owner* under the *Contract*, including, without limitation, those arising from negligence or breach of contract in respect to which the cause of action is based upon acts or omissions which occurred prior to or on the *Ready-for-Takeover* date, except as follows:
- .1 claims arising prior to or on the *Ready-for-Takeover* date for which *Notice in Writing* of claim has been received by the *Owner* from the *Contractor* no later than 5 calendar days before the expiry of the lien period provided by the lien legislation applicable at the *Place of the Work* or 20 calendar days following the *Ready-for-Takeover* date, whichever is later;
 - .2 indemnification for claims advanced against the *Contractor* by third parties for which a right of indemnification may be asserted by the *Contractor* against the *Owner* pursuant to the provisions of this *Contract*;
 - .3 claims respecting toxic and hazardous substances, patent fees and defect in title matters for which a right of indemnity could be asserted by the *Contractor* pursuant to the provisions of paragraphs 13.1.4 or 13.1.5 of GC 13.1 – INDEMNIFICATION; and
 - .4 claims resulting from acts or omissions which occur after the *Ready-for-Takeover* date.
- 13.2.2 The *Contractor* waives and releases the *Owner* from all claims resulting from acts or omissions which occurred after the *Ready-for-Takeover* date except for:
- .1 indemnification respecting third party claims, and claims respecting toxic and hazardous substances, patent fees and defect in title matters, all as referred in paragraphs 13.2.1.2 and 13.2.1.3; and
 - .2 claims for which *Notice in Writing* of claim has been received by the *Owner* from the *Contractor* within 395 calendar days following the *Ready-for-Takeover* date.
- 13.2.3 Subject to any lien legislation applicable to the *Place of the Work*, the *Owner* waives and releases the *Contractor* from all claims which the *Owner* has or reasonably ought to have knowledge of that could be advanced by the *Owner* against the *Contractor* under the *Contract*, including, without limitation, those arising from negligence or breach of contract in respect to which the cause of action is based upon acts or omissions which occurred prior to or on the *Ready-for-Takeover* date, except as follows:
- .1 claims arising prior to or on the *Ready-for-Takeover* date for which *Notice in Writing* of claim has been received by the *Contractor* from the *Owner* no later than 20 calendar days following the *Ready-for-Takeover* date;

- .2 indemnification for claims advanced against the *Owner* by third parties for which a right of indemnification may be asserted by the *Owner* against the *Contractor* pursuant to the provisions of this *Contract*;
 - .3 claims respecting toxic and hazardous substances for which a right of indemnity could be asserted by the *Owner* against the *Contractor* pursuant to the provisions of paragraph 13.1.4 of GC 13.1 – INDEMNIFICATION;
 - .4 damages arising from the *Contractor*'s actions which result in substantial defects or deficiencies in the *Work*. "Substantial defects or deficiencies" mean those defects or deficiencies in the *Work* which affect the *Work* to such an extent or in such a manner that a significant part or the whole of the *Work* is unfit for the purpose intended by the *Contract Documents*;
 - .5 claims arising pursuant to GC 12.3 – WARRANTY; and
 - .6 claims arising from acts or omissions which occur after the *Ready-for-Takeover* date.
- 13.2.4 Respecting claims arising upon substantial defects and deficiencies in the *Work*, as referenced in paragraph 13.2.3.4, and notwithstanding paragraph 13.2.3.5, the *Owner* waives and releases the *Contractor* from all claims except claims for which *Notice in Writing* of claim has been received by the *Contractor* from the *Owner* within a period of six years from the *Ready-for-Takeover* date, provided that any limitation statute of the Province or Territory of the *Place of the Work* permit such agreement. If the applicable limitation statute does not permit such agreement, the time within which any such claim may be brought shall be such shorter period as may be prescribed by any limitation statute of the Province or Territory of the *Place of the Work*.
- 13.2.5 The *Owner* waives and releases the *Contractor* from all claims arising from acts or omissions which occur after the *Ready-for-Takeover* date, except for:
- .1 indemnification for claims advanced against the *Owner* by third parties, as referenced in paragraph 13.2.3.2;
 - .2 claims respecting toxic and hazardous substances for which a right of indemnity could be asserted by the *Owner* against the *Contractor*, as referenced in paragraph 13.2.3.3;
 - .3 claims arising under GC 12.3 – WARRANTY; and
 - .4 claims for which *Notice in Writing* has been received by the *Contractor* from the *Owner* within 395 calendar days following the *Ready-for-Takeover* date.
- 13.2.6 "Notice in Writing of claim" as provided for in GC 13.2 – WAIVER OF CLAIMS to preserve a claim or right of action which would otherwise, by the provisions of GC 13.2 – WAIVER OF CLAIMS, be deemed to be waived, must include the following:
- .1 a clear and unequivocal statement of an intention to claim;
 - .2 a statement as to the nature of the claim and the grounds upon which the claim is based; and
 - .3 a statement of the estimated quantum of the claim.
- 13.2.7 A claim for lien asserted under the lien legislation prevailing at the *Place of the Work* shall qualify as notice of claim for the purposes of this *Contract*.
- 13.2.8 The party giving the *Notice in Writing* of claim as provided for in GC 13.2 – WAIVER OF CLAIMS shall submit within a reasonable time a detailed account of the amount claimed.
- 13.2.9 Where the event or series of events giving rise to a claim made under paragraphs 13.2.1 or 13.2.3 has a continuing effect, the detailed account submitted under paragraph 13.2.8 shall be considered to be an interim account and the party making the claim shall submit further interim accounts, at reasonable intervals, giving the accumulated amount of the claim and any further grounds upon which such claim is based. The party making the claim shall submit a final account after the end of the effects resulting from the event or series of events.
- 13.2.10 Nothing in GC 13.2 – WAIVER OF CLAIMS shall be deemed to affect the rights of the parties under any lien legislation or limitations legislation prevailing at the *Place of the Work*.

BMS CONTROLS AND MISC.
MECHANICAL & ELECTRICAL UPGRADES

JAMES L. McINTYRE CENTENNIAL LIBRARY
50 EAST ST. SAULT STE. MARIE, ONTARIO

FILE#2026PWE-ENG-BS-01-T

PROJECT NO.#: P1350



**NOR MECH
ENGINEERING**

1141 OLD GARDEN RIVER ROAD,
Sault Ste. Marie, Ontario
TEL: (705) 942-0114
FAX: (705) 942-0181
E-MAIL: david@normecheng.ca



SAULT STE. MARIE

Addendum #1

**Bid Opportunity: 2026PWE-ENG-BS-01-T - BMS Controls and
Miscellaneous Mechanical & Electrical Upgrades - James L. McIntyre
Centennial Library**

Closing Date: Tuesday, August 11, 2026 4:00 PM

Note the following updates:

Item 1:

Attachment - Release of Owner's **Asbestos Report (2025)** for the building

Item 2:

Increase to the 'Asbestos Abatement' Cash Allowance of \$12,500, to the new Lump Sum Price at \$20,000. (Cover additional costs due to extent of asbestos content in building).

Item 3:

Increase to the 'Division 25 – BMS Controls Contractor Cash Allowance of \$9,500, to the new Lump Sum Price at \$79,500.

Item 4:

Irrevocable period extended to 150 days. Award is still planned for September, however due to pending City Council elections scheduling may be affected. If so, project award may be delayed to mid December 2026.

End of Addendum

ADDENDUM#2

The following are hereby made a part of the Drawings and Specifications for:

Project: **James L. McIntyre Centennial Library ~ BMS Controls and Misc. M&E Upgrades**
50 East Street, Sault Ste. Marie, Ontario.

City File No.#: 2026PWE-ENG-BS-01-T

Project No.#: P1350

Issued: August 7, 2026

Total Number of Pages: 2

1 - DRAWINGS:

1.1 Reference Drawing MPE10:

1.1.1 Add the following 'drawing symbol' abbreviation table:

Ex.	Denotes an existing device/item/outlet that is to remain as is.
R	Denotes an existing device/item/outlet that is to completely removed.
Re.	Denotes an existing device/item/outlet that is to be relocated.
Er.	Denotes an existing device/item/outlet that is in it's newly relocated location.
Rp	Denotes an existing device/item/outlet that is to be replaced.
R/S	Denotes an existing device/item/outlet that is to be removed & salvaged with Owner.

2 - SPECIFICATIONS:

2.1 Reference Section 23 05 01 - 1.2 ~ Scope of Work:

- 2.1.1 Delete all reference to replacing existing HVAC motorized airfoil dampers with new dampers. The project's scope of work shall be revised to simply replacing all old pneumatic motorized damper actuators, with new electronic Belimo motorized damper actuators, so they can be interconnected and controlled by the building's Reliable BMS Control System. All existing motorized airfoil dampers are to be cleaned up, repaired (if required), and reused with the new electronic actuators.
- 2.1.2 If any existing motorized airfoil dampers are found not to be functional, or discovered to be too prohibitive to fix, they will be dealt with and/or replaced on an individual basis, using Contingency Allowance monies.

2.2 Reference Section 23 05 01 - 1.2.6 ~ Pneumatic Control Damper Replacement:

- 2.2.1 Add new sentence 1.2.6.4: "Replace six (6 only) miscellaneous (E.A., F.A., Relief Air, etc.) pneumatic motorized control damper actuators on the Main Library (Ventrol) AHU#1 system, as indicated on Schematic Drawing MPE11."

- 2.2.2 Add new sentence 1.2.6.5: "Replace four (4 only) miscellaneous (Outdoor Air, E.A., Mixed Air, etc.) pneumatic motorized control damper actuators on the Office area AHU#2 system, as indicated on Schematic Drawing MPE12."
-

3 - ALLOWANCES:

- 3.1 Revise the 'Asbestos Abatement' Cash Allowance to read: \$20,000.00.

END OF ADDENDUM 2

SPECIFICATIONS

for the

BMS Controls and Miscellaneous Mechanical & Electrical Upgrades.

at

James L. McIntyre Centennial Library
50 East Street, Sault Ste. Marie, Ontario.

for the

Corporation of the City of Sault Ste. Marie.

City File No.#: **2026PWE-ENG-BS-01-T**

NME Project No.#: **P1350**

Prime
Consultant:

Nor Mech Engineering Inc.
1141 Old Garden River Road
Sault Ste. Marie, ON. P6A 6J8
(705) 942-0114

1. DEFINITIONS

The words “City” or “Corporation or Owner” means the Corporation of the City of Sault Ste. Marie.

The words “Engineer”, “Consultant” or “Contract Administrator” are interchangeable and shall be understood as referring to Nor Mech Engineering Inc.

The word “Contract” means the agreement to do the work entered into with the Corporation, the general conditions, the specifications, the drawings and other documents referred to or connected with the said contract.

2. DELIVERY AND OPENING OF TENDER

Submissions for this Tender will be accepted in electronic format by the Bidding System until **Tuesday – August 11th, 2026 at 3:00 p.m.** local time (Eastern).

Electronic Submissions

ELECTRONIC BID SUBMISSIONS ONLY, shall be received by the Bidding System. Hardcopy submissions not permitted.

Bidders are cautioned that the timing of their Bid Submission is based on when the Bid is RECEIVED by the Bidding System, not when a Bid is submitted, as Bid transmission can be delayed due to file transfer size, transmission speed, etc.

For the above reasons, it is recommended that sufficient time is allotted to complete the Bid Submission and to resolve any issues that may arise. The closing time and date shall be determined by the Bidding System’s web clock.

Bidders should contact bids&tenders support listed below, at least twenty-four (24) hours prior to the closing time and date, if they encounter any problems. The Bidding System will send a confirmation email to the Bidder advising that their bid was submitted successfully. If you do not receive a confirmation email, contact bids&tenders support at support@bidsandtenders.ca

Late Bids are not permitted by the Bidding System.

To ensure receipt of the latest information and updates via email regarding this bid, or if a Bidder has obtained this Bid Document from a third party, the onus is on the Bidder to create a Bidding System Vendor account and register as a Plan Taker for the bid opportunity.

Bidders may edit or withdraw their Bid Submission prior to the closing time and date. However, the Bidder is solely responsible to ensure the re-submitted bid is received by the Bidding System no later than the stated closing time and date.

Opening of the Tender

Opening of the tender will be held after closing time and date and unofficial bid results will be available publicly, posted within the Bidding System.

3. INFORMAL TENDERS

Tenders which are incomplete, unbalanced, conditional, or obscure, or which contain additions not called for, erasures, alterations, errors, or irregularities of any kind, may be rejected as informal. All blanks must be legibly and properly filled in; otherwise, the tender may be declared informal. Persons tendering are required to fill in all blanks.

4. TENDER DOCUMENTS

Each tender shall be in accordance with the Contract Documents and shall include information outlined within submission requirements.

5. PRICES SUBMITTED

The tender price or prices quoted in the Tender shall be in full compensation for all labour, equipment, materials, utility and transportation services necessary to perform and complete all work under the Contract, including all miscellaneous work, whether specifically included in the Tender Documents or not. It is the intention of the Drawings and Specifications to provide finished work. Any items omitted there from which are clearly necessary for the completion of the work shall be considered part of the work, though not directly specified in the Tender Documents.

6. GENERAL CONDITIONS, STANDARD SPECIFICATIONS AND DRAWINGS

All work shall be carried out in accordance with the current Ontario Provincial Standard Specifications and Drawings as adopted by the City. The current General Conditions apply to this contract.

7. DISCREPANCIES

If a Tenderer finds discrepancies in, or omissions from the Contract Documents, or if the Tenderer is in doubt as to their meaning, the Tenderer shall make enquiry through the Bidding System.

8. SUBMITTING QUESTIONS AND RECEIVING ADDENDUMS

Questions related to this bid are to be submitted to the Purchasing representative through the Bidding System only by clicking on the "Submit a Question" button for this specific bid opportunity.

Bidders shall acknowledge receipt of any addenda through the Bidding System by checking a box for each addenda and any applicable attachment.

It is the responsibility of the Bidder to review all Addenda that are issued. Bidders should check online at <https://saultstemarie.bidsandtenders.ca> prior to submitting their Bid and up until Bid closing time and date in the event additional addenda are issued.

In the event that a Bidder submits their bid prior to the issuance of an addenda, the Bidding System will **withdraw** the submission and change the submission status to **“Incomplete”**. The Bidder is solely responsible to:

- * make any required adjustments to their Bid;
- * acknowledge the addendum/addenda; and
- * ensure the re-submitted Bid is received by the Bidding System no later than the stated bid closing time and date.

9. EXAMINATION OF SITE

Due to the relatively straightforward scope of work for this project, there is no mandatory Pre-Tender Site Visit and Walkthrough planned.

If Bidders feel they still wish to visit the site, they are to make request through the bidding system, and arrangements will be made to accommodate such a site visit. Request must be a minimum of one week before the Tender Due date.

If any questions arise from the site visit they must be submitted through the bidding system for confirmation via addendum.

10. TENDER PARTS

The division of the Tender into several parts is for administrative purposes only. Tenderers shall bid on all parts. Incomplete tenders will not be accepted.

11. HARMONIZED SALES TAX

HST is extra to tendered pricing and shall not be included in the Total Tender Amount.

12. TENDER DEPOSIT

Each tender shall be accompanied with a tender deposit in the form of a bid bond, certified cheque, money order, or bank draft payable to the Corporation of the City of Sault Ste. Marie in the amount equal to **10% of the Total Tender Price**.

Such deposit shall be security to the owner that the Tenderer, if awarded the contract will execute the agreement, supply bonds (Section 13), insurance documents and a Workers' Compensation Board Clearance Certificate within one (1) week of being notified of the award and start work as specified. The security will be forfeited to the Corporation if the accepted Tenderer fails to enter into the formal contract within the specified time.

The tender deposit of all Tenderers will be retained until a tender has been accepted and the contract properly executed.

13. BONDS

The successful Contractor shall be required to furnish a Contract Material and Labour Payment Bond for 50% of the amount of the tender, and a Contract Performance Bond for 100% of the amount of the tender, issued by an approved Surety Company.

Such bonds shall be approved by and be acceptable to the Corporation and must be furnished when the Contractor signs the contract.

14. AGREEMENT TO BOND

Each tender must be accompanied by an "Agreement to Bond" from an approved guarantee company as surety that the Tenderer can obtain the required Contract Material and Labour Payment Bond and the required Contract Performance Bond.

15. WORKPLACE SAFETY & INSURANCE BOARD

The Successful Contractor shall furnish evidence of compliance with all requirements of the Workplace Safety & Insurance Act of Ontario. Such evidence shall include a Certificate of Good Standing issued prior to the execution of the contract, and a further certificate issued prior to the release of the Construction Lien Act Holdback.

16. SUBCONTRACTORS

The Tenderer shall submit with his tender a full list (with addresses) of all subcontractors they propose to use on the project. Subcontractors not listed at time of tender opening will be considered hired equipment. This list is to be submitted in the Tender Documents.

17. TENDER'S & SUBCONTRACTOR'S SENIOR STAFF

The Tenderer shall submit with his tender a list of all senior staff to be employed on this contract, including those of the subcontractor. The information to be submitted in the Tender Documents.

18. TENDERER'S & SUBCONTRACTOR'S EXPERIENCE IN SIMILAR WORK

The Tenderer shall submit with his tender a list of projects completed involving work similar to this contract, for his own forces and the subcontractor. The information to be submitted in the Tender Documents.

19. OCCUPATIONAL HEALTH AND SAFETY ACT

For purposes of the Occupational Health and Safety Act, the Contractor for this project will be the Constructor on the site and will undertake the project for the owner. The Constructor shall ensure that the requirements of the OHSA and its Regulations are carried out on the project and the health and safety of all workers on the site is protected.

The Contractor for the project is the successful Tenderer for the project and will be the Constructor for the project.

To this end the Ministry of Labour shall be notified of the commencement of work on the project, with copies of such notification to be forwarded to the Corporation.

The Contractor agrees to indemnify the Corporation for any costs incurred by it for on site health and safety violations, except those for which the City is directly responsible for.

20. TENDER LEFT OPEN

The Tenderer shall keep their tender open for acceptance for ninety (90) days after the closing date. Withdrawal during this period will result in forfeiture of the tender deposit.

21. PROGRESSION OF WORK AND COMPLETION DATE

The Contractor shall start work on this job within ten (10) days of receiving written notification from the Engineer to proceed and shall continuously work in an orderly manner to prevent the least amount of delay, to completion. The time for completion, detours and sequence of operations, shall be specified in the Special Provisions contained herein.

22. CONTRACTOR'S WORK FORCE

The Contractor shall provide and furnish all manner of labour, materials, apparatus, scaffolding, utensils, and cartage of every description necessary for the due performance of the work and render all due and sufficient facilities to the Engineer for the proper inspection of the work. The Engineer may require the contractor to dismiss any worker(s) who may be incompetent, uncivil, or abusive: the worker(s) and contractor only being admitted to the grounds for the purpose of proper execution of the work.

23. RIGHT OF CITY

The City reserves the right to accept or reject any and all tenders and the lowest tender will not necessarily be accepted.

The City shall not accept any inconsistency in the Unit Prices bid for various items.

The City reserves the right to delete any portion or part of the work outlined and the bidder agrees to such cancellation without any claim whatsoever because of such cancellation.

24. SCHEDULE AND HOURS OF WORK

Hours of work will be a minimum of 8 hours per day, 5 days per week, Monday to Friday. Any additional expenses, including overtime, to meet this schedule and completion date will be the responsibility of the Contractor and is to be included in the Contractor's Tender Price.

25. TENDER CONFIDENTIALITY

The City of Sault Ste. Marie will consider all tenders as confidential, subject to the provisions set out in the *Municipal Freedom of Information and Protection of Privacy Act*. The names of the tenderers and the total amount of the tenders will be made available to the public. However, unit prices will not be made available to the public unless required to do so by the Information and Privacy Commission.

26. WITHDRAWAL PROCEDURES

Bidders may edit or withdraw their Bid Submission prior to the closing time and date. However, the Bidder is solely responsible to ensure the re-submitted bid is received by the Bidding System no later than the stated closing time and date.

The Bid Deposit shall be forfeited to the Corporation when a bidder attempts to withdraw his or her tender after tenders have been opened, in addition to any consequence or legal penalty that may apply

.

27. SUBSTITUTIONS

Where, pursuant to the contract documents, the Contractor is required to supply an article or group of related articles designated by trade or supplier's name followed by the words "or approved equal" or similar such terminology, the tender shall be based only upon supplying the article or group of articles so designated, which shall be regarded as the standard of quality required by the specifications.

No ruling on a proposed substitution and "approved equal" will be made prior to acceptance of a tender. No substitutions shall be made without the prior approval of the Engineer. No tender price shall be based on a presumed acceptance by the Engineer, of a substitute item of supply.

28. CONTRACTOR PRE-QUALIFICATION

The successful Bidder is required to comply with the requirements of the City's Contractor Pre-Qualification Program prior to the start of onsite work on this Contract and shall be kept current for the duration of the Contract. These requirements include but are not limited to WSIB Coverage, Liability Insurance Coverage, Accessibility Training, and Safe Work Practices. Details regarding compliance with this requirement can be found by visiting [Sault Ste. Marie Health and Safety page](#). Responsibility for compliance with this requirement for its Subcontractors is the responsibility of the successful Contractor. Failure to comply with the requirements of this Program will result in loss of the contract.

29. MATHEMATICAL ERRORS

In the event of mathematical error found in the pricing page, the unit prices quoted shall prevail. Extensions and totals will be corrected accordingly and adjustments resulting from the correction(s) will be applied to the total bid price quoted.

30. AWARD OF TENDER

The award of the Tender is subject to approval of City of Sault Ste. Marie Council. Once approved, the successful bidder must sign the form of agreement with the City of Sault Ste. Marie, the attached schedule and provide any other post-bid submissions.

31. MATERIAL VARIATIONS

Bidders may submit alternates to improve the functioning of the building or effect cost savings. Alternate prices will not affect the award of Contract.

Note that this is a base bid specification. Materials or articles specified by brand name or catalogue number and/or by the name of the manufacturer or supplier will form the basis of the Contract.

Propose any substitutions for materials or equipment under the following conditions:

(a) Base the Contract Price on the materials and equipment specified.

(b) List all proposed alternates in the appropriate section of the Bid Form, showing the product name and stating what difference, if any, would be made in the amount of the Contract Price for each alternate should it be accepted.

Any or all such alternates may be accepted or rejected by the Consultant / Owner. In the event of acceptance the Contract Price will be changed accordingly.

32. BID COMPLETION AND SUBMISSION

Each tender shall be in accordance with the Contract Documents and shall include information outlined within submission requirements.

PRICES SUBMITTED: - The tender price or prices quoted in the Tender shall be in full compensation for all labour, equipment, materials, utility and transportation services necessary to perform and complete all work under the Contract, including all miscellaneous work, whether specifically included in the Tender Documents or not. It is the intention of the Drawings and Specifications to provide finished work. Any items omitted there from which are clearly necessary for the completion of the work shall be considered part of the work, though not directly specified in the Tender Documents.

33. ALTERNATE & ITEMIZED PRICES, and SEPARATE PRICE OPTIONS

The 'Alternate prices' included on the Bid Form shall not be included in the Stipulated Base Bid Price.

If 'Itemized prices' are included on the Bid Form, they shall be included in the Stipulated Base Bid Price.

Using the spaces provided on the bid form 'Separate Price Options'; the Contractor shall provide a separate price in the form of an amount to be ADDED to the Stipulated Base Bid Price, should the Owner decide to include in the Contract.

The 'Separate Price Options' included on the Bid Form shall not be included in the Stipulated Base Bid Price, and shall be exclusive of Harmonized Sales Tax.

34. ALLOWANCES

Bidders are directed to Section 01 05 10 of the Specifications for 'Allowances' that are to be included in the Bid Amount.

35. TIMELINES & SCHEDULE

The following are anticipated Timelines & Schedule of work:

July 17, 2026	Tender Notice / Advertise.
Aug. 11, 2026	Tenders Due using Bidding System on/or before 3:00pm local time.
Aug. 17, 2026	Recommendation Letter, and Submission onto Council Agenda.
Sept. 1, 2026	City Council Meeting / Approval
Sept. 2, 2026	Project & Construction Begins / Order Equipment & Materials. (Estimated)
Nov. 11, 2026	Project Substantially Complete. (10 weeks)
Nov. 15, 2026	Final Completion.

Contractor will be expected to provide additional personnel and/or work 'extra shifts' all as required to ensure that they maintain the above schedule.

All work shall follow standard Ontario Ministry of Labour safety policies, and the Occupational Health & Safety Act. As applicable, provide signage & safety fence barricades around all areas of work.

The successful bidder shall provide (within 5 days of the issuance of a Letter of Intent), a 'schedule of values' listing major sub-trades or divisions of the work; and shall be sub-divided and prepared to Consultant's satisfaction.

At minimum, each Specification Section shall be sub-divided into both Labour and Material line items. Contractor to seek approval of proposed SofV with Consultant, prior to preparation.

Bidder is advised that the Owner will not reimburse the bidder for any costs incurred in preparation of a tender proposal.

35. PERMITS, FEES, and NOTIFICATION

The Contractor shall apply and pay for Building Permit; as well as be responsible for all other applicable permits, licences, inspections necessary for performing the Work (i.e. Electrical, Disposal, etc.), and shall carry all these costs in their stipulated price.

36. ACCEPTANCE OF BID

The Owner reserves the right to disqualify Bids not submitted in strict accordance with requirements of Bid Document.

The Owner reserves the right to award the Contract based on either of the following:

- 1) Base Bid Tender Price (solely); or
- 2) Base Bid Tender Price, plus any/all Separate Price Options.

Extents of contract award will be all dependent on pricing and budgets.

The Owner reserves the right to add any/all Separate Price Options into the Base Bid at any time prior to the end of the ninety (90) Day period of Tender Acceptance, with no additional markups.

The Owner reserves the right to re-tender any/all Separate Price Options at any time, if they have not been awarded.

The Owner reserves the right to accept or reject any or all offers. The Lowest or any Bid will not necessarily be accepted.

The criteria to be considered by the Owner in awarding contract will include a combination of price, scheduling, qualifications, and such other conditions as may be determined by the Owner to be in its best interests.

The Owner reserves the right to delete portions of the Work prior to the award of the Contract. The Contractor shall not be entitled to compensation for any costs which may arise because of any deletions.

Upon request of the Owner and/or Consultant, the successful Bidder shall satisfy the Owner and/or Consultant that both he and his subtrades are capable of performing the Work. Persons or firms submitting Bids must be engaged in the line of Work required by the Bid Documents and shall be able to refer to work of a similar nature completed by them.

The Owner may choose not to award a contract due to past performance on previous projects. In this case, the Owner will choose an alternate Contractor and repeat the performance valuation process.

The Owner may choose not to award a contract due to the financial instability of the Contractor. In this case, the Owner will choose an alternate Contractor and repeat the financial and performance valuation process.

Bid shall remain valid and open for acceptance by the Owner for a period of ninety (90) days from date of bid closing or until formal contract is executed by the Owner and successful bidder, whichever is sooner.

The successful Bidder shall be required to enter into a contract with the Owner within ten (10) days of award of contract.

The Bidding Contractor shall be responsible to ensure that their subtrades they intend to carry, have not been disqualified from bidding, or performing work for the Owner.

37. CLEARANCES & MISCELLANEOUS SUBMITTAL REQUIREMENTS

Upon acceptance of bid, Contractor shall provide Proof of Insurances, and submit W.S.I.B. Clearance certificate.

Contractor and their subtrades will be required to abide by established standard Ministry of Labour Safety Policies, and shall submit a digital copy of their own Company Safety Policy for record.

The Successful Contractor shall furnish evidence of compliance with all requirements of the Workplace Safety & Insurance Act of Ontario. Such evidence shall include a Certificate of Good Standing issued prior to the execution of the contract, and a further certificate issued prior to the release of the Construction Lien Act Holdback.

38. INSURANCE

Liability Coverage:

Amount of coverage to be minimum \$5 million per occurrence.

The Corporation of the City of Sault Ste. Marie, and Nor Mech Engineering Inc. are to be shown as additional insured.

Automobile Liability Coverage:

Amount of coverage to be minimum \$5 million per occurrence.

39. QUALIFICATIONS

Firms or persons submitting tenders shall be actually engaged in the line of work required by the proposed Contract Documents and shall be able to refer to work of similar nature completed by them.

It is the bidder's responsibility to closely review the qualifications to confirm they meet and can readily demonstrate their ability to meet or exceed the listed qualifications. Any questions or concerns with the qualifications or evaluation process must be identified to the Consultant ten (10) days prior to the tender close.

The Owner has identified a number of Contractor Qualifications that will be used in the Tender Evaluation process to determine the best value for the Owner's project. Bidders are not required to submit qualifications with their tender submissions but may be requested to submit this information as supplemental to inform the evaluation process. The Owner reserves the right to request

additional information as required to evaluate the Contractor against these qualifications. The Owner identified qualifications are as noted below:

General Intention: The Owner wishes to obtain a Contractor whom is capable and willing to work continuously throughout the months of Fall 2025, including day, evening and weekend shifts as is necessary to complete the work specified within these contract documents, and according to the Specification 'Schedule and Timelines' requirements.

Previous Construction Experience: The Contractor must be able to demonstrate successful completion of at least three (3) previous construction projects within the last 5 years of similar size, budget and/or construction type. If requested, submit to the Consultant the relevant project experience for review. For each project include: Project title, year completed, project budget, brief project description, Client and Consultants Contact information.

Superintendent's Experience: The Contractor must be able to demonstrate that the proposed Superintendent has at least ten (10) years' experience in the Construction Industry, has relevant experience as the full time Superintendent on similar Construction projects, specifically managing renovation construction projects. If requested, submit to the Consultant the Superintendent's Resume inclusive of education, past project experience and at least two (2) references that can speak to the Superintendent's previous project experience and character.

Contractor References: The Contractor must be able to provide References (a mix of Client and Consultant) that can validate the Contractors previous project experience and provide an opinion on the Contractors quality of work, ability to coordinate with trades, ability to maintain a project schedule, fairness in addressing changes and unforeseen conditions that arise during construction. If requested, submit to the Consultant at least three (3) References complete with Reference Name, Company, Title, Phone Number, Email Address and Project Title for which they are providing a reference on.

Safety: The Owner would like to ensure that the successful Contractor understands that it is their responsibility for health and safety for this project, has comprehensive internal health and safety policies, and is engaging an experienced individual to act as the Health and Safety Coordinator. If requested, submit to the Consultant the Contractors Health and Safety Manual and the Resume for the proposed Health and Safety Coordinator.

Commitment to Schedule: The Owner requires the renovation milestones to be completed prior to Key dates described herein. The successful Contractor must demonstrate that they are committed to scheduling and performing the work to achieve this deliverable. The successful Contractor will be required to submit a workplan and construction schedule that demonstrates the above and that will form part of the contract. The Contractor will submit this information within 5 days after having been requested to do so, at the discretion of the Owner.

Progression of Work and Completion Date: The Contractor shall start work on this job within ten (10) days of receiving written notification from the Engineer to proceed and shall continuously work in an orderly manner to prevent the least amount of delay, to completion. The time for completion, detours and sequence of operations, shall be specified in the Special Provisions contained herein.

Schedule and Hours of Work: Hours of work will be a minimum of 8 hours per day, 5 days per week, Monday to Friday. Any additional expenses, including overtime, to meet this schedule and

completion date will be the responsibility of the Contractor, and is to be included in the Contractor's Tender Price.

Contractor's Work Force: The Contractor shall provide and furnish all manner of labour, materials, apparatus, scaffolding, utensils, and cartage of every description necessary for the due performance of the work and render all due and sufficient facilities to the Engineer for the proper inspection of the work. The Engineer may require the contractor to dismiss any worker(s) who may be incompetent, uncivil, or abusive: the worker(s) and contractor only being admitted to the grounds for the purpose of proper execution of the work.

Subcontractors: Owner reserves right to reject a proposed subcontractor for reasonable cause including poor, past performance on Board projects. The Contractor is responsible to determine that a proposed Subcontractor has not been disqualified from performing work on City projects.

The Owner may request any proposed subcontractor to provide satisfactory evidence that they have the ability, experience, capital and plant to enable them to execute their portion of the work of the contract.

Nothing contained in the Contract Documents shall be interpreted as the Owner having any contractual obligations or relationships to a subcontractor.

40. HEALTH & SAFETY

It is the Contractor's responsibility to ensure and maintain a safe environment for both the building occupants, as well as all subtrades, at all times. All areas of work to always be safely barricaded and fenced off, c/w clear signage..

All members of the contractor's team (including individual subtrades) must possess valid Health & Safety Orientation Certification; such as the Sault Ste. Marie Safe Communities Partnership Standardized Safety Orientation Program (SSO-O), or a Construction Association Health & Safety Orientation Program, or an equivalent program acceptable to Owner.

If the later alternative is selected, then the safety orientation program proposed must be approved by the Owner prior to any contract award.

41. BID DOCUMENTS

The successful contractor will be responsible to print and supply two bound copies of the full Bid Documents (including all Addendums), to the City Building Dept for building permit application.

42. FORM OF CONTRACT

The form of Contract will most likely be CCDC 2-2020 - 'Stipulated Price Contract'. Unless amended or altered in Supplementary General Conditions, all of CCDC-2 2020, including provisions for amounts and form of Insurance shall apply to this Contract.

43. MUNICIPAL BUY ONTARIO PROCUREMENT DIRECTIVE

The Government of Ontario, under authority of the Buy Ontario Act, has issued the Municipal Buy Ontario Procurement Directive. This Directive requires Ontario municipalities to assign preference to products and services originating in Ontario and other Canadian provinces.

In accordance with this Directive, the Municipality requires that Tenderers submit a Domestic Supply Chain Plan, stating the values and origins of Major Goods and Services included in their Tender. The information provided in the Domestic Supply Chain Plan shall be used to provide a 10% evaluation advantage to the Tenderer with the highest proportion of domestic goods and services (with an emphasis on Ontario-origin goods and services). The Domestic Supply Chain Plan forms part of the Tender submission.

To determine which Tenderer receives the evaluation advantage, the following formula will be applied:

$$\text{Domestic Proportion} = \frac{A + A + B}{\text{Total Tender Price}} \times 100\%$$

Where:

A = Total Value of Ontario origin Major Goods and Services

B = Total Value of Canada origin Major Goods and Services

All values exclude HST

During the evaluation of Tenders by the Municipality, the Tenderer with the highest Domestic Proportion will have a 10% reduction applied to their Total Tender Price.

The reduction is for evaluation purposes only; the Contract entered into will reflect tendered pricing.

For the purpose of the Municipal Buy Ontario Procurement Directive, the following definitions apply:

“Ontario Made Good” means a good that meets any one of the following criteria:

- It is wholly manufactured or originating in Ontario, or
- At least 51% of the total direct costs of producing or manufacturing the good have been incurred in Ontario

“Ontario Service” means a service wholly provided by individuals (natural persons) located in Ontario.

“Canadian Made Good” means a good that meets any one of the following criteria:

- It is wholly manufactured or originating in Canada,
- At least 51% of the total direct costs of producing or manufacturing the good have been incurred in Canada, or

-
- Is labelled as “Made in Canada” or “Product of Canada”.

“Canadian Service” means a service wholly provided by individuals (natural persons) located in Canada.

End of Section

1 GENERAL AND SUPPLEMENTARY CONDITIONS

- 1.1 The Standard Construction Document for Stipulated Price Contract, (CCDC2 2020 - English Version), consisting of the Agreement between Owner and Contractor, Definitions, and General Conditions of the Stipulated Price Contract, Parts 1 to 12 inclusive, governing same is hereby made part of these Contract Documents, with the following amendments, additions and modifications:

1.2 ARTICLE A-9: CONFLICT OF INTEREST

1.2.1 Add new Article A-9 - Conflict of Interest:

- 1.2.1.1 "9.1 The *Contractor*, all of the *Subcontractors*, and any of their respective advisors, partners, directors, officers, employees, agents, and volunteers shall not engage in any activity or provide any services where such activity or the provision of such services creates a conflict of interest (actually or potentially, in the sole opinion of the *Owner*) with the provision of the *Work* pursuant to the *Contract*. The *Contractor* acknowledges and agrees that a conflict of interest includes the use of *Confidential Information* where the *Owner* has not specifically authorized such use."
- 9.2 The *Contractor* shall disclose to the *Owner*, in writing, without delay any actual or potential situation that may be reasonably interpreted as either a conflict of interest or a potential conflict of interest, including the retention of any *Subcontractor* or *Supplier* that is directly or indirectly affiliated with or related to the *Contractor*.
- 9.3 A breach of this Article by the *Contractor*, any of the *Subcontractors*, or any of their respective advisors, partners, directors, officers, employees, agents, and volunteers shall entitle the *Owner* to terminate the *Contract*, in addition to any other rights and remedies that the *Owner* has in the *Contract*, in law, or in equity."

1.3 DEFINITIONS

- 1.3.1 Add the following definition: "29. Submittals: Submittals are documents or items required by the Contract Documents to be provided by the Contractor, such as:
- 1.3.1.1 Shop Drawings, samples, models, mock-ups to indicate details or characteristics, before the portion of the Work that they represent can be incorporated into the Work; and
- 1.3.1.2 Record drawings and manuals to provide instructions to the operation and maintenance of the Work.
- 1.3.2 Add the following definition: "30. As-Built Drawings: As-Built Drawings means drawings prepared by the *Contractor* by marking on a copy of the Drawings the changes from the Drawings which occur during construction including, but are not limited to the exact location of major building components that were shown generally on the Drawings.

1.4 GENERAL

- 1.4.1 Where a General Condition or paragraph of the General Conditions of the Stipulated Price Contract is deleted by these Supplementary Conditions, the numbering of the remaining General Conditions or paragraphs shall remain unchanged, and the numbering of the deleted item will be retained, unused.

1.5 G.C. 1.1 CONTRACT DOCUMENTS

- 1.5.1 Add to end of subparagraph 1.1.6.2: "Except where the Consultant shall be indemnified as a third party beneficiary as provided in subparagraphs 9.2.7.4, 9.2.8.4, 9.5.2.4, 9.5.3.4, and in 13.1.1."
- 1.5.2 Add new paragraph 1.1.12:
- 1.5.2.1 1.1.12 The *Owner* shall provide the *Contractor*, without charge, a PDF digital copy of the Contract Documents. The Contractor is responsible for printing of copies.

1.6 G.C. 1.4 ASSIGNMENT

- 1.6.1 Delete paragraph 1.4.1 in its entirety, and substitute new paragraph 1.4.1:
- 1.6.1.1 1.4.1 The *Owner* may assign the *Contract* or a portion thereof without the consent of the *Contractor*, where such assignment is to an entity undertaking the *Project*. The Contractor may not assign the Contract or a portion thereof without the consent of the Owner, and the granting of such consent shall be in the Owner's discretion, not to be unreasonably withheld.

1.7 G.C. 2.2 ROLE OF THE CONSULTANT

- 1.7.1 Add the word 'schedules' after the word 'techniques' in paragraph 2.2.5.
- 1.7.2 Add to the end of the second sentence of paragraph 2.2.5: "or to adhere to the construction schedule".
- 1.7.3 Add at the end of paragraph 2.2.5: "The Owner and the Contractor shall waive any claims against the Consultant arising out of the making of such interpretations and findings in accordance with paragraphs 2.2.6., 2.2.7., and 2.2.8".
- 1.7.4 Delete the comma after the word 'submittals', and add the words: "which are provided" before the words 'in accordance' in paragraph 2.2.13.
- 1.7.5 Add a new sentence to end of paragraph 2.2.10 "The Consultant's obligation to make findings on a large claim or large number of claims is subject to the terms and conditions of the Owner/Consultant agreement".

1.8 G.C. 2.4 DEFECTIVE WORK

1.8.1 Add new sentences 2.4.1.1 and 2.4.1.2:

1.8.1.1 2.4.1.1 - The Contractor shall rectify, in a manner acceptable to the Owner and the Consultant, all defective work and deficiencies throughout the Work, whether or not they are specifically identified by the Consultant.

1.8.1.2 2.4.1.2 - The Contractor shall prioritize the correction of any defective work which, in the sole discretion of the Owner, adversely affects the day to day operation of the Owner.

1.9 G.C. 3.1 CONTROL OF THE WORK

1.9.1 Add the word “schedules” after the word ‘techniques’ in paragraph 3.1.2.

1.9.2 Add new paragraph 3.1.3:

1.9.2.1 Prior to commencing individual procurement, fabrication and construction activities, the Contractor shall verify, at the Place of the Work, all relevant measurements and levels necessary for proper and complete fabrication, assembly and installation of the Work, and shall further carefully compare such field measurements and conditions with the requirements of the Contract Documents. Where dimensions are not included or exact locations are not apparent, the Contractor shall immediately notify the Consultant in writing and obtain written instructions from the Consultant before proceeding with any part of the affected work.

1.10 G.C. 3.2 CONSTRUCTION BY OWNER OR OTHER CONTRACTORS

1.10.1 Add new subparagraph 3.2.3.5:

“3.2.3.5 - Subject to General Condition 9.4 - CONSTRUCTION SAFETY, where paragraph 3.2.4 of General Condition 3.2 - CONSTRUCTION BY OWNER OR OTHER CONTRACTORS applies, for the *Owner's* own forces and for other contractors performing work identified in the *Contract Documents*, assume overall responsibility for compliance with all aspects of the applicable health and safety legislation in the *Place of the Work*, including all of the responsibilities of the constructor as that term is defined in the *Occupational Health and Safety Act*, R.S.O 1990, c. O.1, as amended.”

1.11 G.C. 3.6 SUB-CONTRACTORS AND SUPPLIERS

1.11.1 Delete the words ‘through the Consultant’ in paragraph 3.6.6.

1.12 G.C. 3.7 LABOUR AND PRODUCTS

1.12.1 Delete paragraph 3.7.3, and replace with new paragraph 3.7.3:

1.12.1.1 “3.7.3 - Unless otherwise specified in the Contract Documents, Products provided shall be new and as specified. The *Contractor* shall not provide substitutions for specified Products without the express written consent of the Consultant and the Owner.”

1.12.2 Add new paragraph 3.7.4:

1.12.2.1 “3.7.4 - The Contractor is responsible for the safe on-site storage of Products and their protection (including Products supplied by the Owner and other contractors to be installed under the Contract), in such ways as to avoid dangerous conditions or contamination to the Products or other persons or property and in locations at the Place of the Work to the satisfaction of the Owner and the Consultant. The Owner shall provide all relevant information on the Products to be supplied by the Owner.”

1.12.3 Add new paragraph 3.7.5:

1.12.3.1 “3.7.5 - The *Contractor* shall comply with all requirements set out in the *Fair Wage Program Labour Conditions*. The hours of work, the rates of wages paid, and the working conditions shall be in accordance with the Labour Conditions and applicable Schedule of Fair Wage Rates, included therein, as amended from time to time.”

1.13 G.C. 3.8 SHOP DRAWINGS

1.13.1 Add the words” AND OTHER SUBMITTALS” to the Title after SHOP DRAWINGS.

1.13.2 Add “and Submittals” after the words ‘Shop Drawings’ in paragraphs 3.8.1, 3.8.2, 3.8.3, 3.8.3.2, 3.8.5, 3.8.6, and 3.8.7.

1.14 GC 3.14 PERFORMANCE BY CONTRACTOR

1.14.1 Add new General Condition 3.14.1 and 3.14.2:

1.14.1.1 3.14.1 - In performing its services and obligations under the Contract, the Contractor shall exercise a standard of care, skill and diligence that would normally be provided by an experienced and prudent contractor supplying similar services for similar projects. The Contractor acknowledges and agrees that throughout the Contract, the Contractor’s obligations, duties, and responsibilities shall be interpreted in accordance with this standard. The Contractor shall exercise the same standard of due care and diligence in respect of any products, personnel, or procedures which it may recommend to the Owner.

1.14.1.2 3.14.2 - The Contractor further represents, covenants, and warrants to the Owner that:

1.14.1.2.1 .1 The personnel it assigns to the Project are appropriately experienced;

1.14.1.2.2 .2 It has sufficient staff of qualified and competent personnel to replace its designated supervisor and project manager, subject to the Owner’s approval, in the event of death, incapacity, removal, or resignation.

1.15 GC 3.15 PERFORMANCE OF CONTRACTOR

1.15.1 Add new General Condition 3.15.1, and 3.15.2:

1.15.2 "3.15.1 - In performing its services and obligations under the *Contract*, the *Contractor* shall exercise the standard of care, skill, and diligence that would normally be provided by an experienced and prudent contractor supplying similar services for similar projects. The *Contractor* acknowledges and agrees that throughout the *Contract*, the performance of the *Contractor's* obligations, duties, and responsibilities shall be judged against this standard. The *Contractor* shall exercise the same standard of care, skill, and diligence in respect of any *Products*, personnel, or procedures which it may recommend to the *Owner*."

1.15.3 "3.15.2 - The *Contractor* further represents, covenants and warrants to the *Owner* that:

- .1 the personnel it assigns to the *Project* are appropriately experienced;
- .2 it has a sufficient staff of qualified and competent personnel to replace any of its appointed representatives, subject to the *Owner's* approval, in the event of death, incapacity, removal or resignation; and
- .3 there are no pending, threatened or anticipated claims that would have a material effect on the financial ability of the *Contractor* to perform its work under the *Contract*."

1.16 GC 3.16 RIGHT OF ENTRY

1.16.1 Add new General Condition 3.16.1:

1.16.2 "3.16.1 - The *Owner* shall have the right to enter or occupy the *Work* in whole or in part for the purpose of placing fittings and equipment or for other uses before *Substantial Performance of the Work*, if, in the reasonable opinion of the *Consultant* and *Contractor*, such entry or occupation does not prevent or substantially interfere with the *Contractor's* completion of the *Contract* within the *Contract Time*. Such entry or occupation shall not be considered as acceptance of the *Work* or in any way relieve the *Contractor* from responsibility to complete the *Contract*."

1.17 GC 4.1 CASH ALLOWANCES

1.17.1 Delete paragraph 4.1.4 in its entirety, and substitute new paragraph 4.1.4:

1.17.1.1 4.1.4 - Where the actual cost of the *Work* under any cash allowance exceeds the amount of the allowance, any unexpended amounts from other cash allowances shall be reallocated, at the *Consultant's* direction, to cover the shortfall, and, in that case, there shall be no additional amount added to the *Contract Price* for overhead and profit. Only where the actual cost of the *Work* under all cash allowances exceeds the total amount of all cash allowances, shall the *Contractor* be compensated for the excess incurred and

substantiated, plus an amount for overhead and profit on the excess only, as set out in the Contract Documents.

1.17.2 Delete paragraph 4.1.7 in its entirety, and substitute new paragraph 4.1.7:

1.17.2.1 4.1.7 - The Contractor shall prepare a schedule that shows when the Owner must authorize ordering of items called for under cash allowances to avoid delaying the progress of work.

1.17.3 Add new paragraph 4.1.8: "The Owner reserves the right to call, or to have the Contractor call, for competitive bids for portions of the Work, to be paid for from cash allowances.

1.18 GC 5.2 APPLICATIONS FOR PAYMENT

1.18.1 Add to the end of paragraph 5.2.8, the following new sentence:

1.18.1.1 "5.2.8 - Any *Products* delivered to the *Place of the Work* but not yet incorporated into the *Work* shall remain at the risk of the *Contractor* notwithstanding that title has passed to the Owner."

1.19 GC 5.4 SUBSTANTIAL PERFORMANCE OF THE WORK AND PAYMENT OF HOLDBACK

1.19.1 Add new paragraphs 5.4.7, 5.4.8, 5.4.9, 5.4.10, and 5.4.11:

1.19.1.1 "5.4.7 - Immediately prior to the issuance of the certificate of *Substantial Performance of the Work*, the *Contractor*, in consultation with the *Consultant*, shall establish reasonable dates for finishing the *Work* and correcting deficiencies."

1.19.1.2 "5.4.8 - Within 7 calendar days of receiving a copy of the certificate of *Substantial Performance of the Work* signed by the *Consultant*, the *Contractor* shall publish a copy of the certificate in a construction trade newspaper (as that term is defined in the *Construction Act* or the regulations promulgated thereunder) and shall provide to the *Consultant* and the *Owner* the date of publication and the name of the construction trade newspaper in which the publication occurred. If the *Contractor* fails to comply with this provision, the *Owner* may publish a copy of the certificate and charge the *Contractor* with the costs so incurred."

1.19.1.3 "5.4.9 - Prior to submitting its written application for *Substantial Performance of the Work*, the *Contractor* shall submit to the *Consultant* all:

- .1 guarantees;
- .2 warranties;
- .3 certificates;
- .4 testing and balancing reports;
- .5 distribution system diagrams;
- .6 spare parts;
- .7 maintenance manuals;
- .8 samples;

.9 existing reports and correspondence from authorities having jurisdiction in the *Place of the Work*;

.10 As-Built Drawings

and other materials or documentation required to be submitted under the Contract, together with written proof acceptable to the *Owner* and the Consultant that the *Work* has been substantially performed in conformance with the requirements of municipal, governmental, and utility authorities having jurisdiction in the *Place of the Work*."

1.19.1.4 "5.4.10 - Except for payment of holdback, from which amounts can only be retained or withheld in accordance with the *Construction Act*, should the *As-Built* Drawings not be delivered in accordance with subparagraph 5.4.9 or any documents or materials not be delivered in accordance with paragraph 5.4.9 by the earlier of 50 days following the date of *Substantial Performance* of the Work and the submission of the *Contractor's* application for final payment under paragraph 5.5.1 of General Condition 5.5 – FINAL PAYMENT, then the amount previously retained shall be forfeit to the *Owner* as compensation for the damages deemed to have been incurred by the *Owner*, and not as a penalty, arising from the failure to deliver the documents or materials, and the Contract Price shall be reduced accordingly."

1.19.1.5 "5.4.11 - Together with the submission of its written application for *Substantial Performance* of the Work, the *Contractor* shall submit to the *Consultant* and to the *Owner* a statutory declaration setting forth in reasonable detail any then outstanding and unresolved disputes or claims between the *Contractor* and any *Subcontractor* or *Supplier*, including any claims allegedly arising from delay, which are, directly or indirectly, related to any then outstanding or anticipated disputes or claims between the *Contractor* and the *Owner*, and this disclosure shall, at a minimum:

.1 identify the parties involved;

.2 identify the amount in dispute;

.3 provide a brief statement summarizing the position of each party;

.4 include copies of any correspondence or documents in support of either party's position;

.5 include copies of any documents of any court or arbitration process related to the matter;

.6 identify the dispute or claim between the *Contractor* and the *Owner* to which the matter relates; and

.7 include a copy of any written agreement or a summary of any oral agreement between the parties related to resolution of the matter.

The disclosure requirements detailed herein are of a continuing nature and survive completion of the *Work*. Accordingly, the *Contractor* shall supplement the information provided with the original statutory declaration with additional materials pertaining to new or existing disputes or claims, as they become available. The *Contractor* shall not be entitled to recover from the *Owner* any amount pertaining to any claim or dispute referred to in this paragraph, if the provisions of this paragraph have not been fully complied with. For greater certainty, the *Contractor* is not obliged to make the aforementioned disclosure with respect to any dispute or claim that is not related to or does not touch upon any then outstanding and unresolved dispute or claim between the *Contractor* and the *Owner*."

1.20 GC 5.5 FINAL PAYMENT

1.20.1 Delete paragraph 5.5.1 in its entirety, and substitute new paragraph 5.5.1:

1.20.1.1 "5.5.1 - When the *Contractor* considers that the *Work* is completed, the *Contractor* shall submit an application for final payment. The *Contractor's* application for final payment shall be accompanied by any documents or materials not yet delivered pursuant to paragraph 5.4.9. The *Work* shall be deemed not to be performed until all of the aforementioned documents have been delivered."

1.20.2 Delete from the first line of paragraph 5.5.2 the words, "calendar days" and substitute the words: "*Working Days*".

1.20.3 Delete from the second line of paragraph 5.5.4 the words, "calendar days" and substitute the words: "*Working Days*".

1.21 GC 6 CHANGES IN THE WORK

1.21.1 Add new paragraphs 6.2.3, 6.2.4, 6.2.5, and 6.2.6 as follows:

1.21.2 "6.2.3 - The valuation of a change shall be determined by estimate and acceptance, or in the case of a change directive the actual time and material costs, in a lump sum with the following maximum fees chargeable:

1.21.2.1 Work by the Contractor's own forces:

1.21.2.1.1 Additional Work (Extra) - to the cost of materials including equipment, and labour, and statutory charges applicable to Labour costs only, add 5% for overhead and 10% for profit.

1.21.2.1.2 Less Work (Credit) - the cost of materials including equipment, and labour, and statutory charges applicable to Labour costs, are to be deducted from the Contract amount.

1.21.2.2 Work by Subcontractor:

1.21.2.2.1 Additional Work (Extra) - to the cost of materials including equipment, and labour, and statutory charges applicable to Labour costs only, add 5% for overhead and 10% for profit.

1.21.2.2.2 Less Work (Credit) - to the cost of materials including equipment, and labour, and statutory charges applicable to Labour costs, are to be deducted from the Contract amount.

1.21.2.3 Contractor's Fee on Work by Subcontractor:

1.21.2.3.1 Additional Work (Extra) - Add 10% for combined overhead and profit.

1.21.2.3.2 Less Work (Credit) - no Fee applicable.

1.21.2.4 Overhead:

- 1.21.2.4.1 Overhead shall include all costs for items required by Division 0 - Instructions to Bidders, and Division 1 - General Requirements.
- 1.21.2.5 "6.2.4 - In no event shall the maximum aggregate mark-up applied by all levels of contract for overhead and profit exceed 40% of an approved change."
- 1.21.2.6 "6.2.5 - Where the cost of a proposed change is a credit to the *Contract Price*, such credit shall be exclusive of the *Contractor's* overhead and profit."
- 1.21.2.7 "6.2.6 - The *Contractor's* overhead includes without limitation all site and head office costs, including:
 - 1.21.2.7.1 head office personnel, insurance and bonding (except where additional bonding is at the *Owner's* expense pursuant to sub-paragraph 11.2.3), travelling costs, financing costs including those related to hold back;
 - 1.21.2.7.2 the salaries, premiums for overtime or shift time (unless otherwise approved by the *Owner* in writing prior to the *Work* being performed);
 - 1.21.2.7.3 and other miscellaneous employee benefits and costs for superintendents and sub-trade superintendence, foreman, site supervisor, material handling, cleanup, office administration, timekeepers, accountants, clerks, watch persons and security; processing correspondence, changes, shop drawings, engineering, *As-Built Drawings*, maintenance manuals and all other documents required to be provided prior to certification of *Substantial Performance* of the *Work*, costing and accounting, payroll, technical staff, and all other site supervision staff above foreperson employed directly on the *Work*;
 - 1.21.2.7.4 coordination with other trades affected, use of temporary offices, plant, tools and equipment including operators, sheds, storage compounds and other general temporary site support facilities and all utilities used therein;
 - 1.21.2.7.5 first aid, safety and protection measures, including training;
 - 1.21.2.7.6 as well as licences and permits; scheduling; temporary protection; disposal; garbage chute; scaffolding; hoisting and unloading; commissioning; cutting and patching, health and Safety, daily cleanup;
 - 1.21.2.7.7 ~ and shall be applied to both extras and credits equally."

1.22 **GC 6.4 CONCEALED OR UNKNOWN CONDITIONS**

1.22.1 Add new subparagraph 6.4.5:

- 1.22.1.1 6.4.5 - The Contractor confirms that, prior to bidding the Project, it carefully investigated the Place of Work, and applied to that investigation the degree of care and skill described in paragraph 3.14.1, given the amount of time provided between the issue of the bid

documents and the actual closing of bids, the degree of access provided to the Contractor prior to submission of bid, and the sufficiency and completeness of the information provided by the Owner. The Contractor is not entitled to compensation or to an extension of the Contract Time for conditions which could reasonably have been ascertained by the Contractor by such careful investigation undertaken prior to the submission of the bid.

1.23 GC 6.5 DELAYS

1.23.1 Delete the period at the end of the paragraph 6.5.1, and substitute the following words: “, but excluding any consequential, indirect, or special damages.”

1.23.2 Delete the period at the end of the paragraph 6.5.2, and substitute the following words: “, but excluding any consequential, indirect, or special damages.”

1.23.3 Delete section 6.5.3 in its entirety, and replace with the following new section 6.5.3:

1.23.3.1 If the Contractor is delayed in the performance of the Work by:

- # labour disputes, strikes, lock-outs (including lock-outs decreed or recommended for its members by a recognized contractors' association, of which the Contractor is a member or to which the Contractor is otherwise bound),
- # fire, unusual delay by common carriers or unavoidable casualties;
- # abnormally adverse weather conditions,
- # any cause beyond the Contractor's control other than one resulting from a default or breach of Contract by the Contractor,
- # the requirement to stop the performance of the Work by Order, Directive or Decree under any Government law, ordinance or regulation, including but not limited to an Order pursuant to the *Emergency Management and Civil Protection Act*, R.S.O. 1990. c.E.9 mandating the closure of the construction site where the work is being performed,
- # an Act of war, terrorism, pandemic or epidemic, public health emergency, Act of God, natural disaster, any other casualty beyond the reasonable control of the Contractor,
- # hereinafter each a force majeure event,
- # then the Contractor shall cease working and ensure that the work site is protected and secured in accordance with best construction practices having regard to the directions provided by the Owner and its Consultant.
- # The Contractor, upon being mandated to stop the performance of the work, shall forthwith prepare a budget of additional costs that the Contractor will incur on a weekly basis as a consequence of the inability to perform the work and the resultant delay in the performance of the Contract and shall provide it to the Owner together with documentary proof as may be requested.
- # The Contractor's claim for costs during this period is subject to an audit. The Owner shall review the budget of costs for the anticipated delay and shall, in writing, and in its absolute discretion either accept the costs as set forth in the budget and agree to pay

those costs to the Contractor or terminate the Contract with the Contractor.

- # A Notice of Termination shall be provided in writing to the Contractor if the Owner chooses to terminate the Contract. In the event of termination, the Contractor shall be paid all actual costs incurred to the date of termination.
- # The Contractor shall waive and release the Owner from any and all claims of whatever kind and nature as a consequence of the termination of the Contract. This release shall not affect any claim which is unrelated to the termination set forth herein.
- # Further, in the event that the Owner accepts the budgeted costs for the delay period, the Owner agrees to grant an extension of the Contract for such reasonable time as the Owner deems appropriate after consulting with the Contractor and the Consultant. Provided that where the work is being performed on premises which are a school or learning facility where students are typically present, then the Owner, in its absolute discretion, may require that the Contractor perform the work and complete the contract at time or times where students are not present at the school or learning facility.

1.23.4 Add new paragraph 6.5.6:

- 1.23.4.1 6.5.6 - If the Contractor is delayed in the performance of the Work by an act or omission of the Contractor or anyone employed or engaged by the Contractor directly or indirectly, or by any cause within the Contractor's control, then the Contract Time shall be extended for reasonable time as the Consultant may decide in consultation with the Contractor. The Owner shall be reimbursed by the Contractor for all reasonable costs incurred by the Owner as the result of such delay, including all services required by the Owner from the Consultant's services during the period between the date of Substantial Performance of the Work stated in Article A-1 herein as the same may be extended through the provisions of these General Conditions and any later, actual date of Substantial Performance of the Work achieved by the Contractor.

1.24 **GC 6.6 CLAIMS FOR A CHANGE IN CONTRACT PRICE**

- 1.24.1 Add the words "as noted in paragraph 6.6.3", after the words 'of the claim' in paragraph 6.6.5, and Add the words "and the Consultant" at the end of paragraph 6.6.5.

1.25 **GC 8.3 NEGOTIATION, MEDIATION, AND ARBITRATION**

- 1.25.1 Add the following new paragraphs 8.3.9, 8.3.10, 8.3.11, 8.3.12, 8.3.13, and 8.3.14:

- 1.25.1.1 8.3.9 - Within five days of receipt of the notice of arbitration by the responding party under paragraph 8.3.6, the Owner and the Contractor shall give the Consultant a written notice containing:
 - 1.25.1.1.1 a) A copy of the notice of arbitration;
 - 1.25.1.1.2 b) A copy of supplementary conditions 8.3.9 to 8.3.14 of this Contract, and;
 - 1.25.1.1.3 c) Any claims or issues which the Contractor or the Owner, as the case may be, wishes to raise in relation to the Consultant arising out of the issues in dispute in the arbitration.

- 1.25.1.2 8.3.10 - The Owner and the Contractor agree that the Consultant may elect, within ten days of receipt of the notice under paragraph 8.3.9, to become a full party to the arbitration under paragraph 8.3.6 if the Consultant:
 - 1.25.1.2.1 a) Has a vested or contingent financial interest in the outcome of the arbitration;
 - 1.25.1.2.2 b) Gives notice of election to the Owner and the Contractor before the arbitrator is appointed;
 - 1.25.1.2.3 c) Agrees to be a party to the arbitration within the meaning of the rules referred to in paragraph 8.3.6, and;
 - 1.25.1.2.4 d) Agrees to be bound by the arbitral award made in the arbitration.
- 1.25.1.3 8.3.11 - If an election is made under paragraph 8.3.10, the Consultant may participate in the appointment of the arbitrator and, notwithstanding the rules referred to in paragraph 8.3.6, the time period reaching agreement on the appointment of the arbitrator shall begin to run from the date the respondent receives a copy of the notice of arbitration.
- 1.25.1.4 8.3.12 - The arbitrator in the arbitration in which the Consultant has elected under paragraph 8.3.10 to become a full party may:
 - 1.25.1.4.1 a) On application of the Owner or the Contractor, determine whether the Consultant has satisfied the requirements of paragraph 8.3.10, and;
 - 1.25.1.4.2 b) Make any procedural order considered necessary to facilitate the addition of the Consultant as a party to the arbitration.
- 1.25.1.5 8.3.13 - The provisions of paragraph 8.3.9 shall apply mutatis mutandis to written notice to be given by the Consultant to any sub-consultant.
- 1.25.1.6 8.3.14 - In the event of notice of arbitration given by the Consultant to a sub-consultant, the sub-consultant is not entitled to any election with respect to the proceeding as outlined in 8.3.10, and is deemed to be bound by the arbitration proceeding.

1.26 GC 9.1 PROTECTION OF WORK AND PROPERTY

1.26.1 Delete subparagraph 9.1.1.1 in its entirety, and substitute new subparagraph 9.1.1.1:

1.26.1.1 9.1.1.1 - Errors in the Contract Documents which the Contractor could not have discovered applying the standard of care described in paragraph 3.14.1.

1.26.2 Delete subparagraph 9.1.2 in its entirety, and substitute the following new paragraph 9.1.2:

1.26.2.1 9.1.2 - Before commencing any Work, the Contractor shall determine the locations of all underground utilities and structures indicated in the Contract Documents, or that are discoverable by applying to an inspection of the Place of Work the degree of care and skill described in paragraph 3.14.1.

1.26.3 Add new paragraph 9.1.5:

1.26.3.1 "9.1.5 - With respect to any damage to which paragraph 9.1.4 applies, the *Contractor*

shall neither undertake to repair or replace any damage whatsoever to the work of other contractors, or to adjoining property, nor acknowledge that the same was caused or occasioned by the *Contractor*, without first consulting the *Owner* and receiving written instructions as to the course of action to be followed from either the *Owner* or the *Consultant*. Where, however, there is danger to life, the environment, or public safety, the *Contractor* shall take such emergency action as it deems necessary to remove the danger."

1.26.4 Add new paragraph 9.1.6:

- 1.26.4.1 "9.1.6 - The *Contractor* shall be responsible for securing the *Place of Work* at all times and shall take all reasonable precautions necessary to protect the *Place of Work*, its contents, materials (including *Owner*-supplied materials) and the public from loss or damage during and after working hours. Where the *Consultant* or the *Owner* deems the provision of security guard services to be necessary, the *Contractor* shall provide those services at the *Owner's* expense."

1.27 GC 9.2 TOXIC AND HAZARDOUS SUBSTANCES

- 1.27.1 Add to paragraph 9.2.6 after the word 'responsible', the following new words: "or whether any toxic or hazardous substances or materials already at the *Place of the Work* (and which were then harmless or stored, contained or otherwise dealt with in accordance with legal and regulatory requirements) were dealt with the *Contractor* or anyone for whom the *Contractor* is responsible in a manner which does not comply with legal and regulatory requirements, or which threatens human health and safety or the environment, or material damage to the property of the *Owner* or others."

- 1.27.2 Add "and the *Consultant*", after the word '*Contractor*', in subparagraph 9.2.7.4.

- 1.27.3 Add to paragraph 9.2.8 after the word 'responsible', the following new words: "or whether any toxic or hazardous substances or materials already at the *Place of the Work* (and which were then harmless or stored, contained or otherwise dealt with in accordance with legal and regulatory requirements) were dealt with the *Contractor* or anyone for whom the *Contractor* is responsible in a manner which does not comply with legal and regulatory requirements, or which threatens human health and safety or the environment, or material damage to the property of the *Owner* or others."

1.28 GC 9.4 CONSTRUCTION SAFETY

- 1.28.1 Add new paragraphs 9.4.6, 9.4.7 and 9.4.8:

- 1.28.1.1 "9.4.6 - Prior to the commencement of the *Work*, the *Contractor* shall submit to the *Owner*:
- .1 a current Workplace Safety & Insurance Board Clearance Certificate;
 - .2 copies of the *Contractor's* insurance policies having application to the *Project* or certificates of insurance, at the option of the *Owner*;
 - .3 documentation setting out the *Contractor's* in-house safety programs;

- .4 a copy of the Notice of Project filed with the Ministry of Labour naming itself as "constructor" under the *Occupational Health and Safety Act*, R.S.O 1990, c. O.1, as amended."

1.28.1.2 "9.4.7 - The *Contractor* shall indemnify and save harmless the *Owner*, its agents, officers, directors, employees, consultants, successors, appointees, and assigns from and against the consequences of any and all safety infractions committed by the *Contractor* under the *Occupational Health and Safety Act*, R.S.O 1990, c. O.1, as amended, including the payment of legal fees and disbursements on a solicitor and client basis. Such indemnity shall apply to the extent to which the *Owner* is not covered by insurance, provided that the indemnity contained in this paragraph shall be limited to costs and damages resulting directly from such infractions and shall not extend to any consequential, indirect or special damages."

1.28.1.3 "9.4.8 - The *Owner* undertakes to include in its contracts with other contractors and in its instructions to its own forces the requirement that the other contractor or its own forces, as the case may be, comply with the policies and procedures of and the directions and instructions from the *Contractor* with respect to occupational health and safety and related matters. Prior to admission to the *Place of the Work*, the *Contractor* may, as a condition of admission, require any other contractor or the *Owner's* own forces to sign a written acknowledgement."

1.29 GC 9.5 MOULD

1.29.1 Add to subparagraph 9.5.2.3 immediately before the comma, the following new words: "and as a result of the delay".

1.29.2 Add "and the Consultant", after the word 'Contractor', in subparagraph 9.5.3.4.

1.30 GC 10.2 LAWS, NOTICES, PERMITS, AND FEES

1.30.1 Revise sentence GC 10.2.2 to read: "unless otherwise indicated, the *Contractor* shall be responsible for obtaining and paying for the *Building Permit*."

1.31 GC 10.4 WORKER'S COMPENSATION

1.31.1 Add to subparagraph 10.4.1 immediately after the first comma, the following new words: "again with each application for progress payment, and"

1.31.2 Add new subparagraph 10.4.2: "The *Contractor* shall ensure that each *Subcontractor* complies with the workers' compensation legislation at the *Place of the Work*."

1.32 GC 12.3 WARRANTY

1.32.1 Delete from the first line of paragraph 12.3.2, the word 'The', and substitute the words: "Subject to paragraph 3.14.1, the....".

1.33 GC 13.1 INDEMNIFICATION

1.33.1 Add new clause 13.1.1.3:

1.33.1.1 13.1.1.3 - The Contractor shall indemnify and hold harmless the Consultant, its agents and employees from and against claims, demands, losses, costs, damages, actions, suits, or proceedings by third parties that arise out of or are attributable to, the bodily injury, sickness, disease, or death, or to injury to or destruction of tangible property, and caused by negligent acts or omissions of the Contractor or anyone for whose acts the Contractor may be liable, and made in writing within a period of 6 years from the date of Substantial Performance of the Work as set out in the certificate of Substantial Performance of the Work, or within such shorter such period as may be prescribed by any limitation statute or the province or territory of the Place of Work.

END OF SECTION

1 GENERAL

1.1 GENERAL CONTRACTOR DESIGNEE

1.1.1 The contractor that submits Bid, shall be considered the 'General Contractor' for this project, shall be responsible to fulfil the entire scope of work of the project as described and indicated on all Drawings and Specifications, including carrying Costs for the following:

1.1.1.1 Bonding, Insurance, and Permit requirements.

1.1.1.2 Coordination and Scheduling of entire project and respective subtrades.

1.1.1.3 Erecting temporary barricades around areas of work, as well as Scheduling, Coordination and Cooperation with Library Staff and User Groups. Final boundaries of barricades around areas of construction, to be reviewed & approved by Owner/Consultant.

1.1.1.4 All demolition & removals of all existing remaining pneumatic controls in the SSM Library, including pneumatic thermostats, motorized control valves, and motorized control dampers; and replacing with new electronic controls c/w new Reliable BMS controls/wiring, and all interconnected to the building's existing Reliable BMS Control System.

1.1.1.5 All mechanical Hydronic Heating work, including the replacement of existing old pneumatic motorized control valves, with new electronic type 3-way motorized control valves, c/w associated new modified/new hydronic piping & new isolation valves; as well as providing new thermal pipe insulation/wrap on all new & modified hydronic piping.

1.1.1.6 All mechanical HVAC work, including the replacement of existing old pneumatic zone control dampers, with new electronic type control dampers, ductwork modifications as required, etc. (Note: Damper actuators c/w BMS wiring & controls by Div.25).

1.1.1.7 All BMS Controls work associated with Division 25, including removal of old pneumatic tubing & associated controls; as well as new electronic actuators & control of new zone control dampers, control of new electronic motorized control valves, new BMS controls & sensors, new BMS control wiring, new BMS thermostats, associated programming and Reliable BMS graphics, etc.

1.1.1.8 All Asbestos Abatement work that may be required to facilitate these renovations & upgrades. (Note: These costs to be covered under the Cash Allowances).

1.1.1.9 All Electrical work associated with the Base Bid; including any electrical work associated with the Separate Price Options.

1.1.1.10 At conclusion of each daily shift; the removal of all tools & construction related materials, and the thorough cleaning of all work areas, to make area safe.

1.1.1.11 All project Cash Allowances, and the Contingency Allowance.

1.1.1.12 All Separate Price Options on the Bid Form, for Owner review and consideration.

1.2 CASH ALLOWANCES

1.2.1 Refer to GC 4.1.

1.2.2 Include in the Contract Price a stipulated sum of **\$ 77,500** (Seventy-Seven thousand & Five Hundred Dollars and no cents).

1.2.3 This is an aggregate (sum) of the following individual items:

1.2.3.1 **‘Asbestos Abatement’ ~ Cash Allowance:** - All costs associated with obtaining a certified subcontractor that is professionally trained & certified in asbestos removal, to perform all required asbestos abatement procedures required to facilitate the project scope of Work, including all related cleaning & disposal costs. \$7,500.00

1.2.3.2 **‘Division 25 ~ BMS Controls Contractor’ ~ Cash Allowance:** - All costs associated performing the specialized Reliable BMS Control work of Div.25, and interconnecting new upgraded controls to the building's existing Reliable BMS Controls System that currently controls & monitors the majority of the SSM Library already. \$ 70,000.00

1.2.4 Cash Allowances, unless otherwise specified, cover the net cost to the Contractor of services, products, construction machinery and equipment, freight, handling, disposing, unloading, storage, installation, and other authorized expenses incurred in performing the Work.

1.2.5 The Contract Price, and not the cash allowance, includes the Contractor's overhead and profit in connection with such Cash Allowance.

1.2.6 Expenditure from the Cash Allowances may be made only upon receipt of an authorized Change Order.

1.2.7 At Consultant's discretion, any remaining cash allowance monies may be reallocated, with no additional amount added to the Contract Price for OH&P.

1.2.8 Unexpended Portion of the Cash Allowances shall revert to the Owner on completion of the project.

1.2.9 Inspection and Testing: Shall be carried out only on the instructions of the Consultant.

1.2.10 HST is not included in the Cash Allowance.

1.3 CONTINGENCY ALLOWANCE

1.3.1 Refer to GC 4.2.

- 1.3.2 **CONTINGENCY ALLOWANCE:** - Include in the Contract Price a stipulated sum contingency allowance of **\$10,000** (Ten Thousand Dollars and no cents).
- 1.3.3 Do not include in the Contract Price, additional sums for products, installation, overhead or profit.
- 1.3.4 Expenditures under the contingency allowance will be authorized in accordance with the procedures required and evaluated in GC Part 6.
- 1.3.5 Expenditure from the Contingency Allowances may be made only upon receipt of an authorized Change Order.
- 1.3.6 Unexpended Portion of the Contingency Allowances shall revert to the Owner on completion of the project.
- 1.3.7 HST is not included in the Contingency Allowances.
- 1.4 DEBRIEFING**
- 1.4.1 Once an Agreement is executed by the successful Bidder(s) and the Owner, the other Proponents will be notified in writing of the award of the Contract to the successful Bidder(s).
- 1.4.2 Proponents have 60 days from the issue date of the award notification to request a debriefing. Proponents are to forward a written request for debriefing to the RFP Coordinator.
- 1.5 DISPUTE RESOLUTION**
- 1.5.1 In the event of any dispute or claim arising between the Owner and the successful Proponent as to their respective rights and obligations under the contract, either party may give the other written notice of such dispute or claim.
- 1.5.2 The notification of dispute or claim shall be made in writing within ten (10) calendar days of the dispute or cause of action arising and state the nature of the dispute giving full details and history of the events leading to the dispute or claim.
- 1.5.3 Both parties agree that they will use their best efforts and work together in good faith first, to resolve the matter internally by escalating (if necessary) to higher levels of management.
- 1.5.4 If the dispute or claim cannot be resolved to the satisfaction of both parties, even after being escalated to the highest level of management within their respective organizations, the parties may between themselves agree to submit the particular matter to mediation or arbitration, in accordance with the laws of Ontario prior to resorting to litigation. Any agreed mediation or arbitration process shall be binding and held in strict confidence in order to protect and safeguard both parties confidential information.
- 1.5.5 Each party shall continue performing its obligations during the resolution of any dispute
- 1.5.6 Notwithstanding the above, the non-performance and cancellation of contract clauses as set out

in this document are not subject to Dispute Resolution.

1.6 PROJECT COORDINATION

- 1.6.1 Coordinate progress of the Work including progress schedules, submittals, use of site, temporary utilities, construction facilities, and safety.

1.7 CUTTING AND PATCHING

- 1.7.1 Inspect existing conditions, including elements subject to damage or movement during cutting and patching.
- 1.7.2 After uncovering, inspect conditions affecting performance of work.
- 1.7.3 Beginning of cutting and patching means acceptance of existing conditions.
- 1.7.4 Submit written request in advance of cutting or alteration which affects:
 - 1.7.4.1 Structural integrity of any element of the Project.
 - 1.7.4.2 Integrity of weather exposed or moisture resistant elements.
 - 1.7.4.3 Efficiency, maintenance, or safety of any operational element.
 - 1.7.4.4 Visual qualities of sight exposed elements.
 - 1.7.4.5 Work of Owner or separate contractor.
- 1.7.5 Where new work connect with existing and where existing work is altered, all necessary cutting and fitting required to make satisfactory connections with the existing work shall be performed under this contract so as to leave the entire work in a finished and workmanlike condition.
- 1.7.6 Make good all concrete, masonry, plaster, ceiling tile, drywall, flooring and other materials and/or finishes which are damaged or disturbed during progress of installations or alterations under the contract.
- 1.7.7 Where existing work is to be made good, the new work shall match exactly the old work in material, form, construction, and finish; unless otherwise noted or specified.
- 1.7.8 Wherever it becomes necessary to cut or interfere in any manner with existing apparatus for short periods of time, the work shall be done at such times as agreed upon between Owner/Consultant and Contractor.
- 1.7.9 Drilling of existing surfaces shall be carefully done, leaving a clean hole no larger than required. Cut rigid materials using power saw or core drill. Pneumatic or impact tools are not allowed.
- 1.7.10 Fit work airtight to pipes, sleeves, ducts, conduits, and other penetrations through surfaces. Provide weather-proof caulking as required.
- 1.7.11 At penetration of fire-rated wall, ceiling, or floor construction, completely seal voids with fire rated material, specified and/or approved firestopping system as applicable. Allow for sealing void to

full thickness of the construction element.

1.7.12 The work of the various trades shall be properly coordinated, taking into account also the existing installations to assure the best arrangement of pipes, conduits, ducts, and mechanical, electrical, and other equipment in the available space. If required, in critical locations, interference and/or installation drawings shall be prepared showing the work of the various trades, as well as the existing installation, and shall be submitted to the Consultant for approval before the commencement of work.

1.7.13 Remove and replace defective and non-conforming work.

1.7.14 Perform work to avoid damage to other work.

1.7.15 Prepare surfaces to receive patching and finishing.

1.7.16 Restore work with new products in accordance with Contract Documents.

1.7.17 Refinish surfaces to match adjacent finishes; for continuous surfaces refinish to nearest intersection; for an assembly, refinish entire unit.

1.8 PROJECT MEETINGS

1.8.1 To enable orderly review during progress of the work, and to provide for systematic discussions of problems, regular periodic project site meetings shall be held throughout the construction period.

1.8.2 Meetings will be scheduled to include an Owner's Representative.

1.8.3 Agenda Item: To the maximum extent possible, advise the Consultant at least 24 hours in advance of project meetings of all items to be added to the agenda.

1.8.4 Site Meeting Minutes: The General Contractor will compile and prepare Minutes of each project meeting, and will send draft copy to Consultant for review/approval, prior to the Contractor distributing to Owner, and other subtrades. The Consultant will chair all site meetings.

1.8.5 Meeting Schedule: Except as noted below for Pre-Construction Meeting, project meetings will be held at minimum every 2 weeks, once on-site construction has begun. Coordinate as necessary to establish mutually acceptable schedule for meetings.

1.8.6 Meeting Locations: Normally meetings will be held at the job site.

1.8.6.1 There may be an occasion whereby Site Meetings might be held 'virtually', using Microsoft Teams.

1.8.7 Pre-Construction Site Meeting: Every attempt will be made for Pre-Construction Kickoff Site Meeting to be scheduled within 7-10 days after the award of contract.

1.8.7.1 Consultant will prepare the Minutes of the Pre-Construction Kickoff Site Meeting.

1.9 SHOP DRAWINGS AND SUBMITTALS

1.9.1 All shop drawings shall be submitted 'electronically'. No multiple sets of hard copies permitted.

1.9.2 Work affected by the submittal shall not proceed until review is complete.

1.9.3 Contractor to review & stamp submittals and shop drawings prior to submission to the Consultant. This review represents that necessary requirements have been determined and verified, or will be, and that each submittal or shop drawing has been checked and coordinated with the requirements of the Work and the Contract Documents.

1.9.3.1 Non-compliance of this important step will result in shop drawings being returned to Contractor without Consultant review.

1.9.4 Verify field measurements and affected adjacent Work are coordinated.

1.10 SAMPLES

1.10.1 Submit for review, samples as requested in respective specification Sections.

1.10.2 Deliver samples prepaid to Consultant's business address.

1.11 OPERATING MAINTENANCE MANUALS

1.11.1 Two weeks prior to Substantial Performance of the Work, submit to the Consultant, **two bound hard copies** of operating and maintenance manuals; as well as **one USB thumb drive** with all O&MM documentation uploaded & saved electronically.

1.11.2 Bind contents in a three-ring, hard-covered binder. Organize contents into applicable categories of work, parallel to the project specification Sections.

1.11.3 Include with manuals, project warranty (based upon date of Substantial Completion), list of all extended warranties from various Sections, all equipment shop drawings, miscellaneous Operational & Maintenance documentation, marked-up in RED As-Built Drawings, Final ESA Inspection Certificate, screen-shots of new BMS Control Graphics, and other project specific related information.

1.12 RECORD DOCUMENTS

1.12.1 Identify one set of drawings and specifications as "Project Record Copy". Maintain in new condition and make available for inspection on site by Consultant.

1.12.2 Accurately and neatly record in Red Ink, all deviations from Contract Documents caused by site conditions and/or issued changes.

1.12.3 Record locations and inverts of all concealed components of mechanical and electrical services.

1.12.4 On completion of Work and prior to final inspection, submit record documents to Consultant.

1.12.5 A minimum value of **\$2,000** will be retained as part of **Project Closeout** requirements, until the Contractor submits a marked-up in red set of As-Built Drawings, and Operating & Maintenance Manuals (Project Data Booklets).

1.13 SCHEDULES

1.13.1 Contractor to submit a Project Construction Schedule, within 15 days of contract award, unless otherwise permitted.

1.13.2 Maintain the schedule with monthly updates, and/or as required.

1.14 QUALITY CONTROL

1.14.1 Give timely notice requesting inspection if Work is designated for special tests, inspections, or approvals by Consultant instructions, or the law of the Place of the Work.

1.14.2 If the Contractor covers or permits to be covered, Work that has been designated for special tests, inspections, or approvals before such is made, uncover such Work at contractors own expense, have the inspections or tests satisfactorily completed, and make good such Work.

1.14.3 Independent inspection and testing agencies will be engaged by the Consultant for the purpose of inspecting or testing portions of Work. Costs shall be allocated as set out in Cash Allowances in this Section - or directly by the Owner. Contractor will be responsible to coordinate all Testing.

1.14.4 Provide equipment required for executing inspection and testing by the appointed agencies.

1.15 CONSTRUCTION FACILITIES AND TEMPORARY PROVISIONS

1.15.1 **Weather enclosures:** (As applicable)

1.15.1.1 Provide weather proof water-tight enclosures to unfinished door and window openings, tops of shafts, and other openings such as in floors and roofs.

1.15.1.2 Close off floor areas where walls are not finished; seal off other openings; enclose building interior work area for temporary heat.

1.15.1.3 Provide **heated** W.P. enclosures to enable any exterior finishing work that is not completed over the course of the summer/fall, and whereby heat is required for proper installation (i.e. Masonry stone work).

1.15.2 Dust tight screens: (As applicable)

- 1.15.2.1 Provide dust tight screens or partitions to localize dust generating activities, and for the protection of workers & public, and finished areas of Work.
- 1.15.2.2 Isolate HVAC ventilation systems as required.
- 1.15.2.3 Maintain and relocate protection until such Work is complete.
- 1.15.2.4 Take all precautions not to impede means of egress.

1.15.3 Dewatering:

- 1.15.3.1 Provide temporary drainage and pumping facilities to keep excavation areas, trenches, and construction site free from standing water.
- 1.15.3.2 All costs associated with dewatering shall be carried by the Contractor in base bid.

1.15.4 Site storage and loading:

- 1.15.4.1 Confine the Work and the operations of employees to limits indicated by the Contract Documents. Do not unreasonably encumber the premises with Products.
- 1.15.4.2 Do not load or permit to be loaded, any part of the Work with a weight or force that will endanger the Work.
- 1.15.4.3 Contractor to provide their own locked Trailer Storage or locked Sea-Can Storage units. Location to place these units to be approved by Owner.
- 1.15.4.4 Provide secured fenced-off areas for items & materials that are unable to be secured in Storage trailer or Sea-Can storage units.

1.15.5 Power: (As applicable)

- 1.15.5.1 Key access to existing main Electrical Room to be arranged by Owner & Contractor.
- 1.15.5.2 Provide and pay for 'temporary power' required during construction for temporary lighting, operating power tools, etc.
- 1.15.5.3 As applicable, arrange for connection with appropriate utility company. Pay all costs for installation, maintenance, and removal.
- 1.15.5.4 Temporary Power connection may be made to the existing electrical service as long as there is no reduction in the existing service and its characteristics. Power cost will be approximated from the Owner's building power bills, and negotiated accordingly.

1.15.6 Temporary telecommunications: (As applicable)

- 1.15.6.1 Provide and pay for temporary telephone, fax modem, and ethernet data connections necessary for own use.

1.15.7 Sanitary Washroom facilities:

- 1.15.7.1 Contractor will be permitted to use the existing Library Public Washrooms during the course of construction.
- 1.15.7.2 Key access to washrooms to be arranged by Owner & Contractor.
- 1.15.7.3 Contractor will be required to regularly help maintain and keep the washrooms used, in clean condition. This will be monitored throughout the project.
- 1.15.7.4 If Washrooms are found to not being maintained and kept clean by contractor, then use of these washroom facilities may be revoked, and the Contractor will have to provide portable washroom facilities at their own expense.

1.15.8 Equipment, tools, and materials storage:

- 1.15.8.1 Provide and maintain lockable weatherproof storage units for tools, equipment, and materials.
- 1.15.8.2 Locate materials not required to be stored in weatherproof units on site, in a manner to cause the least interference with Work activities and to normal operations of Owner.

1.16 PROJECT CLEANLINESS

- 1.16.1 Remove waste material and debris from the site and deposit in waste containers at the end of each working day. Separate materials as required.
- 1.16.2 It is preferred that waste materials are removed from site at end of each Shift by use of dump work trailers.
- 1.16.3 Otherwise, if garbage bins are required on site, coordinate bin locations with Owner in advance. Contractor will be responsible to rectify any damage inflicted by these garbage bins.

1.17 PRODUCT AND MATERIAL QUALITY

- 1.17.1 Products, materials, equipment and articles (referred to as Products throughout the specifications) incorporated in the Work shall be new, not damaged or defective, and of the best quality compatible with specifications for the purpose intended. If requested, furnish evidence as to type, source, and quality of Products provided.

- 1.17.2 Defective Products will be rejected, regardless of previous inspections. Inspection does not relieve responsibility, but it is a precaution against oversight or error. Remove and replace defective Products at own expense and be responsible for delays and expenses caused by rejection.
- 1.17.3 Should any dispute arise as to the quality or fitness of Products, the decision rests strictly with the Consultant based upon the requirements of the Contract Documents.
- 1.17.4 Wherever possible throughout the Contract Documents, the minimum acceptable quality of workmanship has been defined by manufacturer's name and catalogue number, reference to recognized industry and government standards, or description of required attributes and performances.
- 1.17.5 Handle and store Products in a manner to prevent damage, adulteration, deterioration, and soiling, and in accordance with manufacturer's instructions when applicable.
- 1.17.6 Store packaged or bundled Products in original and undamaged condition with the manufacturer's seals and labels intact.
- 1.17.7 Store products subject to damage from weather in weatherproof enclosures.
- 1.17.8 Unless otherwise indicated in the specifications, install or erect Products in accordance with manufacturer's instructions. Do not rely on labels or enclosures provided with Products. Obtain written instructions directly from manufacturers.
- 1.17.9 Notify the Consultant in writing, of conflicts between the specifications and manufacturer's instructions, so that the Consultant may establish the course of action.
- 1.17.10 Improper installation or erection of Products, due to failure in complying with these requirements, authorizes the Consultant to require removal and re-installation at no increase in Contract Price.

1.18 SYSTEMS DEMONSTRATION

- 1.18.1 Prior to final inspection, demonstrate operation of each system to the Owner and Consultant.
- 1.18.2 Make an allowance for minimum **one 2.0 hour** long on-site session, unless otherwise specified.
- 1.18.3 Instruct personnel in the operation, adjustment, and maintenance of equipment and systems, using provided operation and maintenance data as the basis for instruction.

1.19 FORM OF CONTRACT

- 1.19.1 The form of Contract will most likely be CCDC 2-2020 - 'Stipulated Price Contract'.
- 1.19.2 Unless amended or altered in Supplementary General Conditions, all of CCDC-2 2020, including provisions for amounts and form of Insurance shall apply to this Contract.

1.20 INSPECTION AND TAKEOVER PROCEDURES

- 1.20.1 Prior to application for certificate of Substantial Performance, carefully inspect the Work, and ensure it is complete, that major and minor construction deficiencies are complete, defects are corrected, and the building is clean and in condition for Occupancy.
- 1.20.2 Contractor to create own deficiency list for the Work, and then perform a re-inspection to ensure outstanding deficiencies previously noted, are now complete.
- 1.20.3 Only after above has taken place, shall contractor notify Consultant in writing, of satisfactory completion of the Work, and request an inspection.
- 1.20.4 During the Consultant Inspection, a list of deficiencies and defects noted by Consultant shall be tabulated. Contractor to correct same in a timely fashion.
- 1.20.5 When Consultant considers deficiencies and defects have been corrected and it appears requirements of the Contract have been performed, Contractor to make application for certificate of Substantial Performance.
- 1.20.6 Follow the procedures as outlined in OAA/OGCA Document 100-2018, and in the Construction Lien Act, current version.

End of Section

1 GENERAL

1.1 RELATED WORK DESCRIBED ELSEWHERE

- | | | |
|-------|--|------------------|
| 1.1.1 | General Requirements | Section 01 05 10 |
| 1.1.2 | Energy Management & Control Systems General Requirements | Section 25 05 01 |
| 1.1.3 | Electrical General Requirements | Section 26 05 01 |

1.2 SCOPE OF WORK

- 1.2.1 Reference Separate Price Option SPO#1, and Cash Allowances.
- 1.2.2 Provide all labour, equipment, materials and services required for removing, modifying, installing, testing, and putting into operation all Mechanical HVAC Systems of Division 23, including:
- replace existing old pneumatic control dampers, with new electronic type control dampers.
 - installation of new motorized control dampers (MD's to be supplied & installed by Div.23, and damper actuators c/w BMS wiring & controls by Div.25);
 - replace existing old pneumatic 2-way motorized control valves, with new electronic type 3-way motorized control valves, c/w associated new modified/new hydronic piping & new isolation valves.
 - provide thermal pipe insulation/wrap on all new & modified hydronic piping.
 - installation of new motorized 3-way control valves & actuators (MV's to be supplied & installed by Div.23, and wired & controlled by Div.25).
 - modify existing Reheat Boxes in Level One (Admin Office Area), and replace old pneumatic 2-way control valves, with new 3-way electronic control valves (by Div.23), c/w new BMS stat & wiring (by Div.25).
- 1.2.3 NOTE: The Div.25 Contractor will be responsible for the following:
- supply & install new Reliable BMS Controls and BMS control wiring; and tie into building's existing Reliable Building Management Control System, c/w associated upgraded BMS Graphics.
 - remove all old, abandoned, and/or redundant pneumatic controls and tubing;
 - remove two the two Air Compressors and a Dryer c/w associated pneumatic control systems, tubing, & accessories [that are located in the southeast corner of the Boiler Room], and salvage equipment (2-Air Compressors + 1-Dryer) with Owner.
 - remove the two old pneumatic control panels in the Boiler Room: the original beige Siemen's Control Panel located on the north wall of the Boiler Room (that serves the Main Library AHU and Office area AHU); and a second blue Siemen's Control Panel that is centrally located on the West wall of the Boiler Room, that appears to monitor Outside Air Temperature, Return Air Temperature. Mixed Air Temperature, and Supply Air Temperature.
 - although it is preferred that all new Reliable BMS Control wiring is concealed from view, located in ceiling plenums, and/or 'fished' within existing walls; where it is not possible, Div.25 to provide painted EMT conduit or low profile wiremold to conceal new BMS Control Wiring.
- 1.2.4 Div.23 to allow to add and modify/rework existing hydronic piping as required, in order to supply & install new electronic 3-way motorized control valves for all indicated HW heating M.V. locations. Where ever there are existing pneumatic controls, they are to be completely removed and new electronic motorized valves c/w new Reliable BMS controls shall be installed.

- 1.2.5 Div.23 to allow to add and modify/rework existing ductwork as required, in order to supply & install new electronic motorized control dampers, at all locations indicated on drawings. Where ever there are existing pneumatic controls, they are to be completely removed and new electronic control dampers c/w new Reliable BMS controls shall be installed.
- 1.2.6 Pneumatic Control Damper Replacement:
- 1.2.6.1 Replace the seven (7 only) zoned supply air pneumatic motorized dampers on the The Main Library (Ventrol) AHU#1 (located at East side of the Boiler Room), with new electronic type motorized control dampers c/w electronic actuators, and to be controlled by new Reliable BMS Controls. These existing pneumatic zone dampers feed various areas of the Library c/w old pneumatic zone damper thermostats that are also going to be replaced by new BMS stats by Div. 25. Modify existing supply air ductwork to suit new zone damper installations. Review and verify duct sizes on site.
- 1.2.6.2 Replace the two (2 only) zoned supply air pneumatic motorized dampers on the Basement Office Area AHU#2 (located at West side of the Boiler Room), with new electronic type motorized control dampers c/w electronic actuators, and to be controlled by new Reliable BMS Controls. These two existing zone dampers feed the Library Office area c/w old pneumatic zone damper thermostats that are also going to be replaced by new BMS stats by Div. 25. Modify existing supply air ductwork to suit new zone damper installations. Review and verify duct sizes on site.
- 1.2.6.3 Replace the one (1 only) exhaust air pneumatic motorized damper on the Mechanical Penthouse Exhaust Fan (that is interlocked with Office Area AHU), with new electronic type motorized control damper c/w electronic actuator, and modified & wired to be controlled by new Reliable BMS Controls. Modify existing exhaust air ductwork to suit new zone damper installation. Review and verify ductwork size on site.
- 1.2.7 Pneumatic Motorized Control Valve Replacement:
- 1.2.7.1 Replace the one 75mm pneumatic 3-way modulating control valve serving the Main Library (Ventrol) AHU#1 main hot water coil, with a new modulating 3-way control valve c/w new electronic modulating actuator and Reliable BMS controls. Make allowances to temporarily remove existing thermal pipe insulation/wrap, and then re-install new thermal insulation c/w white PVC vinyl jacketing after new 3-way valve is installed.
- 1.2.7.2 Replace the old pneumatic motorized 2-way heating control valve c/w associated pneumatic thermostat & tubing, in the Level One (southwest corner ~ Administration Office area); with new 3-way electronic motorized control valves (by Div.23), c/w new BMS thermostat & BMS wiring (By Div.25). Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valve, and then re-install new thermal pipe insulation/wrap.
- 1.2.7.3 Replace the three (3 only) old pneumatic motorized 2-way heating control valves c/w associated pneumatic thermostats, in the Level One ~ Workroom, Program Room, and Staff Room; with new 3-way electronic motorized control valves (by Div.23), c/w new BMS

MECHANICAL HVAC GENERAL REQUIREMENTS

thermostats & wiring (By Div.25). Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valves, and then re-install new thermal pipe insulation/wrap.

- 1.2.7.4 Replace the one (1 only) old pneumatic motorized 2-way heating control valve c/w associated pneumatic thermostat, in the East Stairwell; with new 3-way ON/OFF electronic motorized control valve (by Div.23), c/w new BMS thermostat and BMS wiring (By Div.25). Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valve, and then re-install new thermal pipe insulation/wrap.
- 1.2.7.5 Replace the three (3 only) old pneumatic motorized 2-way heating control valves [located in the main Library - Level Two (north zone) along the North wall c/w existing Reliable thermostatic control]; with new 3-way ON/OFF electronic motorized control valves (by Div.23), and interconnect to the existing Reliable BMS thermostat using new BMS control wiring (by Div.25). Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valves, and then re-install new thermal pipe insulation/wrap.
- 1.2.7.6 Replace the two (2 only) old pneumatic motorized 2-way heating control valves [located in the main Library - Level Two (centre zone) along the East wall c/w existing Reliable thermostatic control]; with new 3-way ON/OFF electronic motorized control valves (by Div.23), and interconnect to the existing Reliable BMS thermostat using new BMS control wiring (by Div.25). Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valves, and then re-install new thermal pipe insulation/wrap.
- 1.2.7.7 Replace the two (2 only) old pneumatic motorized 2-way heating control valves [located in the main Library - Level Two (south zone) along the North wall c/w existing Reliable thermostatic controls]; with new 3-way ON/OFF electronic motorized control valves (by Div.23), and interconnect to the existing Reliable BMS thermostat using new BMS Control wiring (by Div.25). Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valves, and then re-install new thermal pipe insulation/wrap.
- 1.2.7.8 Replace the four (4 only) old pneumatic motorized 2-way heating control valves [located in the East Study Area - Level Two c/w existing pneumatic thermostatic control & tubing]; with new 3-way ON/OFF electronic motorized control valves (by Div.23) c/w new Reliable BMS thermostat and new BMS control wiring (by Div.25). Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valves, and then re-install new thermal pipe insulation/wrap.
- 1.2.8 'Reheat Box' - Pneumatic Control Modifications:
- 1.2.8.1 Modify the six (6 only) existing pneumatically controlled Reheat Boxes that are associated with AHU#2 (Lower Level Office Admin Office Area), and replace the old pneumatic motorized 2-way heating control valves c/w associated pneumatic thermostats; with new 3-way electronic motorized control valves (by Div.23), c/w electronic ON/OFF electronic actuators, and controlled by new Reliable BMS control thermostats & wiring (by Div.25).

Make allowances to temporarily remove existing thermal pipe insulation/wrap, add & modify piping to suit new 3-way valve, and then re-install new thermal pipe insulation/wrap.

- 1.2.8.2 Note: Information of these existing 'Reheat Boxes' have been taken from the Owner's existing construction drawings, and have not been field verified. Contractor to make allowances to review & verify extents of existing Reheat Boxes on site.
- 1.2.9 It is known that this building does have some asbestos content, most of which is contained mainly to insulation on piping & pipe fittings, insulated ductwork, etc. It is expected that some concealed piping within the walls or old Hot Water Radiators, will more than likely have some asbestos insulation content. As applicable, Contractor to use caution when removing existing piping, and when tie-in into existing piping is required. **All costs associated with any 'Asbestos Abatement' shall be covered via Cash Allowance.**
- 1.2.10 Asbestos Abatement Removals and Air Testing procedures, for all Mechanical work, shall be completed and comply with the **Occupational Health and Safety Act, Ontario Regulation 278/05**, and as amended and as per local Building Dept requirements; pertaining to asbestos removal.
- 1.2.11 All cutting and patching of all openings up to and including 150 mm (6"), and for all openings up to and including 100 mm (4") in Precast Structural Concrete (where applicable), shall be by respective Section, Coordinate with General Contractor for all other required openings.
- 1.2.12 Sealing of all fire-rated walls, floors, ceilings shall be preformed with respective materials and approved Systems suitable for penetration. Refer to architectural and all other drawings for locations of all fire rated walls, floors, ceilings, and assemblies. Penetration through fire rated walls, ceilings and floors shall be sealed with ULC Listed Materials and Systems for application, all as per General Contractor, Consultant, OBC and local Inspection Department approval.
- 1.2.12.1 Acceptable Product: 3M Firemaster (Thermal Ceramics) Listed Products and Systems suitable for application; Hilti Firestopping Systems; and/or Equivalent.
- 1.2.13 Submit **Shop Drawings of products and methods of all 'Firestopping Products'** to be used, and respective approved "Firestop System(s)", which will be used per application. It is preferred that the same firestopping product will be used consistently throughout the building, by all Sections and General Contractor.
- 1.2.14 **NOTE:** - All piping & wiring (line & BMS low voltage) shall be "Return Air (FT6) Plenum rated".

1.3 EXAMINATION

- 1.3.1 Tenderers are advised to carefully examine all Drawings and Specification sections, and be satisfied that work can be satisfactorily carried out without changes to building, as required and as shown on these Drawings. Report at once any defect or interference affecting work of these Sections, and do not proceed until satisfactory conditions are corrected.
- 1.3.2 Before any planning or installation of Mechanical HVAC systems, all related Divisions shall meet

MECHANICAL HVAC GENERAL REQUIREMENTS

and coordinate with General Contractor to determine spacing and routing of all piping, ductwork, conduits and wiring.

- 1.3.3 Tenderers are encouraged to review site, and examine all existing conditions which will affect performance of work required, as specified in these sections, and/or as shown on these Drawings.

1.4 MECHANICAL LOCATION

- 1.4.1 Allowances must be carried by each Contractor for Alterations necessary in the arrangements of apparatus, ducting, pipes and equipment that must be incorporated, which may differ from proposed schematic drawing layouts. Any Alterations necessary in arrangements of apparatus, ducting, pipes and equipment, that have been installed prior to proper study of existing conditions and approval, and must be performed to accommodate conditions encountered, shall be done without additional cost to Owner.
- 1.4.2 Where dimensions locate services and/or equipment, no other location may be selected and used without Consultant's approval.

1.5 SHOP DRAWINGS

- 1.5.1 Submit all shop drawings and technical information in "electronic" format via email.
- 1.5.2 Clearly indicate all applicable equipment, piping and connectors, together with valves, strainers, control assemblies, thermostatic controls, auxiliaries and hardware and recommended ancillaries which are mounted, wired and piped ready for final connection to building system, its size and recommended bypass connections.
- 1.5.3 Clearly show piping and where valves will be shipped loose by packaged equipment supplier, showing their final location in field assembly.
- 1.5.4 Clearly show control equipment shipped loose, by packaged equipment supplier, showing their final location in field assembly.
- 1.5.5 Clearly show complete internal panel piping and wiring and required external, both as schematics and as actually assembled.
- 1.5.6 Clearly show dimensions, internal and external construction details, recommended method of installation with proposed structural steel support, sizes and location of mounting bolt holes; include mass distribution drawings showing point loads.
- 1.5.7 Drawings shall be checked and stamped as being correct by manufacturer and by contractor, before submission.
- 1.5.8 If the above requirements are not complied with, shop drawings will be rejected by Consultant and returned forthwith.
- 1.5.9 Submit manufacturer's detailed composite wiring diagrams for control system showing factory

installed wiring and equipment on packaged equipment or required for controlling devices or ancillary, or accessory controllers.

1.5.10 For pumps and fans, submit shop drawings of curves for review.

1.5.11 Unless otherwise noted, make packaged equipment manufacturer's data report available to Consultant.

1.5.12 Submit **Shop Drawings of products and methods of all 'Firestopping Products'** to be used, and respective approved "Firestop System(s)", which will be use per application.

1.6 STANDARDS OF MATERIALS

1.6.1 Contractor to comply and follow the '**Municipal Buy Ontario' Procurement Directive**, whereby preference is given to **products and services** originating in Ontario and other Canadian provinces. Refer to Specifications section ~ Information to Bidders, as well as the Domestic Supply Chain Plan table; for further information and/or requirements.

1.6.2 The materials and equipment used in construction of this building shall meet requirements of American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE) Standard 90.1-2010 - Energy Standard For Buildings Except Low-Rise Residential Buildings; CAN/CSA-B149.1-00 Natural Gas and Propane Installation Code; and all related requirements of latest edition of Ontario Electrical Safety Code.

1.6.3 In addition to complying with all pertinent codes and regulations, comply with all pertinent recommendations contained in "Duct Manual and Sheet Metal Construction for Ventilating and Air Conditioning Systems," latest edition, as published by Sheet Metal and Air Conditioning Contractors' National Association (SMACNA).

1.6.4 New materials and equipment are specifically described and named in this specification for purpose of establishing a standard of materials and workmanship.

1.6.5 New materials required for performance of work shall be best of their respective kinds and of a uniform pattern throughout work.

1.6.6 Where a manufacturer's name is used and is noted as '**Shall be**', Tender Price shall be based on use of materials or equipment for name mentioned. Alternates to listed equipment shall be included as an Alternate to Base Price, and inserted in appropriate section of the Bid Form.

1.6.7 All equipment listed as '**Acceptable Product**', means that the item named and specified by catalogue number meets Specification in all respects regarding performance, quality of material and workmanship, similar to existing school equipment, and is acceptable to Consultant.

1.6.7.1 All proposed alternate equipment that is to be considered as an Equivalent product, must meet all the same standards as the listed 'acceptable product', and it is the responsibility of the contractor/supplier to verify and prove to Consultant that any proposed alternate equipment is equal, for it to be considered. This must occur before the deadline for submission.

1.6.7.2 No alternate products will be reviewed/assessed by Consultants for equivalency **within 5 working days** of Tender Close. Unless accepted as an Equivalent, all Alternates to listed equipment shall be included as an Alternate to Base Price, and inserted in appropriate section of the Bid Form.

1.6.7.3 Tender Price shall be based upon Acceptable base products, or accepted Equivalent products, only.

1.6.8 SINGLE SOURCE: For ease of maintenance and parts replacement, to the maximum extent possible use equipment of a single manufacturer. The Consultant reserves the right to reject any materials list which contains equipment from various manufacturers if suitable materials can be secured from fewer manufacturers, and to require source of materials to be unified to maximum extent possible.

1.6.9 OTHER MATERIALS: All other materials, not specifically described but required for a complete and proper installation, shall be as selected by Contractor subject to approval of Consultant.

1.7 EQUIPMENT REQUIREMENTS AND INSTALLATION

1.7.1 Permit equipment maintenance and disassembly by use of unions or flanges to minimize disturbance to connecting piping and duct systems and without interference from building structure or other equipment.

1.7.2 Provide accessible means for lubricating equipment including permanent lubricated "lifetime" bearings.

1.7.3 Equipment, floor plates and ceiling plates shall line-up with building walls wherever possible.

1.7.4 Provide isolation shut-off valves at ALL mechanical equipment to accommodate servicing, maintenance, and replacement.

1.7.5 Interlock all new Air Conditioning systems with the Heating system, to avoid the Systems from 'fighting' each other.

1.8 RESPONSIBILITY FOR TRIAL USAGE

1.8.1 Obtain written permission to start and test new permanent equipment and systems prior to acceptance by Consultant.

1.8.2 Consultant may use new equipment and systems for test purposes prior to acceptance. Supply labour, material and instruments required for testing.

1.8.3 Protect equipment and systems openings from dirt, dust and other foreign materials during trial usage.

1.9 ELECTRIC MOTORS, EQUIPMENT, AND CONTROLS

- 1.9.1 All mechanical HVAC equipment supplied under this Division, must match building electrical service KAIC requirements, and shall not have less than minimum 10 KAIC rating.
- 1.9.2 Electrical work to conform to Division 26, and related BMS Control work to conform to Div 25.
- 1.9.3 Supplier and Installer responsibility is outlined or indicated as in each respective Equipment Schedules listed in Specifications and as in each respective Drawing. Submit related power information from final Equipment Shop Drawings to respective Divisions for physical footprint, power and control requirements.
- 1.9.4 Power line voltage wiring, breakers, disconnects, equipment starters, and EMT conduits are supplied and installed by Division 26. Division 23 to coordinate requirements with Div. 25 and Div. 26.
- 1.9.5 All low voltage BMS Control wiring, BMS control EMT conduit & wiremold, and control relays are supplied and installed by Division 25.
- 1.9.6 This contractor shall provide all necessary information to Divisions 25 & 26 for type, voltage, amperage, wiring diagrams and shop drawings to ensure proper wiring of equipment prior to installation of equipment.

1.10 MOTORS

- 1.10.1 This Contractor shall provide motors for all related Mechanical Equipment. Minimum acceptable nominal full-load motor efficiency for single-speed polyphase motors shall meet the rating as in ASHRAE 90.1-2010.
- 1.10.2 If delivery of specified motor will delay delivery or installation of an equipment, install a motor for temporary use. Final acceptance of equipment will not occur until specified motor is installed.

1.11 TESTS

- 1.11.1 Provide the following supplementary requirements to test specified:
 - 1.11.1.1 Give 24 hour notice of date when tests will be made.
 - 1.11.1.2 Do not insulate or conceal work until tested and approved. Follow construction schedule and arrange for tests.
 - 1.11.1.3 Conduct tests in presence of Consultant and/or Building inspector.
 - 1.11.1.4 Bear costs including retesting and making good.
- 1.11.2 Hydraulically test all water supply systems at 1-1/2 times systems operating pressure or minimum 860 kPa.

1.11.3 Maintain test pressures without loss for 4 hours, unless otherwise specified.

1.11.4 As applicable, test all related heating, cooling, diesel fuel, gas piping and Acid Fume Exhaust Systems, etc. to latest Code requirements and as per local Building Inspector.

1.12 PAINTING

1.12.1 Apply at least one coat of corrosion resistant primer paint to supports, materials, and equipment fabricated from ferrous metals.

1.12.2 Apply corrosion resistant exterior paint protection to all exposed piping.

1.13 DIELECTRIC COUPLINGS

1.13.1 Provide wherever pipes of dissimilar metals are joined.

1.13.2 Provide insulating unions for pipe sizes NPS 50mm (2") and under, and flanges for pipe sizes over NPS 50mm (2").

1.13.3 Cast brass adapters may be used where approved by Consultant.

1.13.4 Provide felt or rubber gaskets to prevent dissimilar metals contact.

1.14 INSTRUCTION OF OPERATING STAFF

1.14.1 This Contractor shall provide certified personnel to instruct operating staff on operation of all modified and new mechanical HVAC equipment installed under this Section. Provide appropriate maintenance specialist personnel to instruct operating staff on maintenance and adjustment of all mechanical HVAC equipment and any changes or modification in equipment made under terms of guarantee.

1.14.2 Provide instruction during regular work hours prior to acceptance and turn over to operating staff for regular operation.

1.14.3 Allow for a minimum of **one ~ 2.0 hour** long session to provide Owner on-site instructions, which shall be conducted during regular work hours, prior to acceptance and turn over to operating staff for regular operation.

1.14.4 Use operation and maintenance data manual for instruction purposes. On completion of instruction, turn one manual over to Mechanical Consultant, and the other two copies to the Owner.

1.15 IDENTIFICATION OF EQUIPMENT

1.15.1 Div.23 Contractor to provide lamacoid labels mechanically fastened to all the new HVAC

equipment, that clearly identifies the respective unit.

- 1.15.2 Provide on each piece of equipment a metal nameplate, mechanically fastened with raised or recessed letters.
- 1.15.3 Include registration plates, e.g. pressure vessel, Underwriters' Laboratories and CSA approval, as required by respective agency and as specified. Indicate size, equipment model, manufacturer's name, serial number, voltage, cycle, phase and power of motors, all factory supplied.
- 1.15.4 Locate nameplates so that they are easily read. Do not insulate or paint over plates.
- 1.15.5 Provide labelling and valve tags for all mechanical system isolation valves and motorized control valves; and post corresponding 'Valve Tag' chart in Boiler Room. Insert copies of the Valve Tag chart in the Project Data Booklets.
- 1.15.6 Prepare an As-Built Drawing(s) of all new valve locations c/w corresponding valve tag, plasticize drawing(s) and post in Boiler Room beside new Valve Tag Chart. Insert copies of these As-Built Drawings in the Project Data Booklets.

1.16 IDENTIFICATION OF PIPING

- 1.16.1 Label all piping installed under this Division (after all Thermal Insulation and wrap has been installed) to indicate content and direction of flow.
- 1.16.2 When applicable, include operating pressure or vacuum for piping carrying steam, gas, compressed air or vacuum.
- 1.16.3 Locate labels as follows:
 - At every end of every pipe run, adjacent to valve or item of equipment serviced.
 - At valves, tees and changes of direction.
 - On each exposed pipe passing through wall, partition or floor (one on each side of such wall, partition or floor).
 - At intervals of 15 m (50'-0") along every exposed pipe run exceeding 15 m (50'-0") in length.
 - At every access point on concealed piping.
- 1.16.4 Locate labels so they are visible from 1.5 m (5'-0") above adjacent floor or platform.
- 1.16.5 Treat any surface which is "dusty" or "chalky" with a sodium silicate solution before application of labels. After application of labels, apply a clear lacquer, as approved by Consultant, over labels, and at least 25 mm (1") beyond perimeter of labels.
- 1.16.6 Provide labels of plastic coated tape with self-adhesive backing surface, and for installation on insulated pipe, provide adhesive suitable for this application, or Coil-Mark type similar to Smillie McAdams Summerlin.
- 1.16.7 Where outside diameter of pipe (or insulation) exceeds 75 mm (3"), provide labels with a minimum width of 64 mm (2-1/2") and 50 mm (2") high letters. Where outside diameter of pipe

(or insulation) is 75 mm (3") or less, provide labels of 29 mm (1-1/8") width and 25 mm (1") high lettering. Length of labels as dictated by legend.

1.16.8 Conform with CAN/CGSB-24.3 or/and latest edition for primary label colour, and with legend and direction arrows in black. Print legend in full wherever feasible, or a recognized abbreviation of service involved.

1.16.9 Before ordering identification labels, submit to Consultant for approval, a full list of all services to be labelled and colour and legend it is proposed to use for each service.

1.17 MANUFACTURED ITEMS

1.17.1 Catalogue or published ratings shall be those obtained from tests carried out by manufacturer or those ordered by him from Independent Testing Agency signifying adherence to codes and standards in force.

1.18 DELIVERY AND STORAGE

1.18.1 Seal all openings to prevent entry of foreign matter. Store with accessories and hardware in areas protected from the weather, moisture and possible damage.

1.18.2 Handle to prevent damage to interior or exterior surfaces.

1.18.3 Provide touch up paint to match factory finishes.

1.19 ACCESS DOORS

1.19.1 This Contractor shall carry all costs associated to supply & install their respective access doors, (fire rated or not), for furred ceilings or spaces for servicing equipment and accessories; or for inspection of safety, operating or fire devices.

1.19.2 This subtrade may want to consider coordinating and negotiating the installation and associated painting of these access doors, with other Divisions responsible for erecting walls, ceilings, and/or painting.

1.19.3 Access doors shall be flush mounted 600 mm x 600 mm for body entry, and 300 mm x 300 mm for hand entry, unless otherwise noted. Doors shall open 180°, have rounded safety corners, concealed hinges, and anchor straps.

1.19.4 Access doors to be secured with key-latch and keyed-alike (where indicated); otherwise they are to be secured using standard screwdriver latches.

1.19.5 Access doors shall be prime coated steel, unless indicated otherwise, such as request for stainless steel access doors in Washrooms.

1.19.6 Doors shall be of approved manufacturer with published literature, and for fire rated ceilings, access doors shall be fire rated type.

1.19.7 Provide fire rated access doors at locations where required to maintain fire rating of walls, floors and ceilings.

1.19.8 Acceptable Product: Zurn, Enpoco, Anco-Lehage.

2 PRODUCTS

2.1 MOTORIZED 3-WAY CONTROL VALVES

2.1.1.1 This Div.23 Contractor is to allow to '**supply & install**' all new 3-way motorized control valves, that are to replace old 2-way pneumatic control valves. Coordinate requirements and compatibility with the Div.25 Contractor (BMS).

2.1.1.2 Division 23 is required and responsible to coordinate with Division 25 with respect to compatibility & control voltage requirements for all motorized valve actuators, with the building's existing Reliable BMS Control System.

2.1.1.3 Div.23 Contractor to provide new isolation valves, and low point drain down valve c/w threaded cap, for future servicing, at each location.

2.1.1.4 Div.25 to supply & install new (and/or reuse existing) BMS thermostats to control all new 3-way heating valves.

2.1.1.5 Coordinate and follow manufacturer's recommended piping arrangement for each 3-way valve, paying particular attention to inlet/outlet ports and the type of valve.

2.1.1.6 Provide new compact 3-way HW heating **Zone Tight** zone control valve, linear **ON/OFF**, diverting [1 input / 2 outputs]; **Normally Open / Fail Open**; 24VAC; spring return actuator; forged brass body; chrome plated brass ball, brass stem; EPDM O-rings; maximum pressure differential of 40psi; <35 dBA noise level rating; 0% leakage; manual over-ride; adjustable CV provisions; and 5-year warranty.

2.1.1.7 Acceptable Products: Belimo (3/4"dia) Zone Tight #Z3075Q-J c/w #CQKB24-LL; or Belimo (1" dia) Zone Tight #Z3100Q-J c/w #CQKB24-LL; or equivalent.

2.1.2 AHU#1 (MAIN LIBRARY) ~ 3-WAY MODULATING CONTROL VALVE

2.1.2.1 Div.23 Contractor to supply & install a replacement +/- 75mm dia, 3-way modulating, spring return, stainless steel (ball & stem), mixing valve for AHU#1 (located in Boiler Room); complete with 24V; minimum 130 Cv; body pressure rating of 400 psi; 100 psi close-off pressure; and 5-year warranty.

2.1.2.2 Replace badly corroded sections of 75mm steel piping and isolation valves at 3-way valve location, as indicated on drawings. Review & verify full extents on site.

MECHANICAL HVAC GENERAL REQUIREMENTS

2.1.2.3 Division 23 is required and responsible to coordinate with Division 25 with respect to compatibility & control voltage requirements for new modulating motorized valve actuator, with the building's existing Reliable BMS Control System.

2.1.2.4 Acceptable Product: Belimo ~ Mixing/Diverting Characterized Control Valve #B278 c/w #ADRX24-MFT fail-safe actuator; or equivalent.

2.1.3 Coordinate and follow manufacturer's recommended piping arrangement for each 3-way valve, paying particular attention to inlet/outlet ports and the type of valve.

2.2 ISOLATION & CONTROL VALVE ~ IDENTIFICATION

2.2.1 Location Identification: Provide clear "P-touch" labels using clear tape with small uppercase black typewritten lettering, clearly identifying each respective isolation valve, or motorized valve.

2.2.2 Valve tags/labels: Provide 'identification tags' on all isolation valves, and motorized valves.

2.2.3 Valve Chart:

2.2.3.1 Prepare a 'Valve Chart' for all new valves, and permanently post in the Boiler Room, within a protective glass/picture frame(s).

2.2.3.2 Provide a copy of the 'Valve Chart', and insert in each copy of the Project Data Booklets.

2.3 HYDRONIC THERMAL PIPE INSULATION

2.3.1 For Heating and Hot Water Heating Systems (200°F and less), all piping from 38mm (1.5") to 200 mm (8") ~ use 50 mm (2") thick materials, and all piping less than 38mm (<1.5") ~ use 38mm (1.5") thick materials, of preformed rigid glass fibre sections with factory attached glass fabric-reinforced craft aluminum jacket with white vinyl over-spray finish and with longitudinal laps.

2.3.2 Sealing strip for butt joints is a 75 mm (3") wide vapour seal tape, glass fibre-reinforced craft aluminum foil with vinyl over-spray finish.

2.3.2.1 Acceptable Product: Manson Alley-K 650 AP; or equivalent.

2.3.3 Finish:

2.3.3.1 **All insulated hydronic piping** that will be exposed; shall be covered and protected with approved **white PVC vinyl jacketing** using necessary fastenings on approximately 100 mm (4") centres. Cover longitudinal and circumferential joints with finishing tape neatly applied.

2.3.3.2 Over insulated fittings, valve bodies, valve bonnets, strainers and flanges, apply PVC jacket or performed PVC fitting covers to provide complete vinyl jacket system.

2.3.3.3 Secure cover with appropriate fastenings and jacket finishing tape. Vinyl PVC jacket shall be ultra-violet ray resistant.

2.3.4 Workmanship:

2.3.4.1 Do not apply coverings until approved by Consultant. Insulation shall be clean and dry when installed and during application of any finish.

2.3.4.2 Work shall be performed by licensed journeymen.

2.3.4.3 Insulation and coverings on hot equipment to be applied while surface is hot. Contractor to provide any required temporary heat.

2.3.4.4 Cold surfaces to be dry and ferrous surfaces are to be coated with a rust penetrating protective paint before applying insulation and vapour barriers.

2.3.4.5 Vapour barriers and insulation to be complete over the full length of pipe or surface, without penetration for hangers, standing duct seams, and without interruption at sleeves, pipes and fittings.

2.3.4.6 Install insulation with smooth and even surfaces, with round shapes laid to true circular and concentric shape, shaped to blend with fitting insulation and adjacent covering; with full length sections and tight to insulated object.

2.3.4.7 Insulate fittings, flanges and valves with fibrous glass insulation of thickness required and finish with a pre-moulded vinyl PVC cover, securely fastened and sealed with Foster 85-75 or Bakor 230-39 to form a vapour proof joint.

2.3.4.8 Apply insulation materials, accessories and finishes in accordance with manufacturer's recommendations.

2.3.5 Labelling:

2.3.5.1 Provide new identification labelling c/w direction of flow for new/modified piping, after thermal insulation/wrap has been installed.

3 WARRANTY

3.1.1 The Warranty period shall commence on established day of Substantial Completion of the overall project.

3.1.2

3.1.3 All equipment under this section shall be complete with a minimum 2 full year parts & labour warranty (including all travel costs) during the Warranty period; unless otherwise indicated.

3.1.4 All motorized control valves and actuators to be complete 5-year warranty.

END OF SECTION

ENERGY MANAGEMENT & CONTROL SYSTEMS GENERAL REQUIREMENTS**1 GENERAL****1.1 RELATED WORK SPECIFIED ELSEWHERE**

- | | | |
|-------|--------------------------------------|------------------|
| 1.1.1 | General Requirements | Section 01 05 10 |
| 1.1.2 | Mechanical HVAC General Requirements | Section 23 05 01 |
| 1.1.3 | Electrical General Requirements | Section 26 05 01 |

1.2 EXISTING LIBRARY B.M.S. CONTROLS

- 1.2.1 The existing Library currently has **Reliable ProMach Open BMS Controls**, that were recently installed a few years ago. For consistency and ease of service & maintenance, it is the intention for this project, to continue to use the same BMS Control System for these renovations and upgrades.
- 1.2.2 All costs associated with the Division 25 scope of work, shall be carried in Cash Allowance.
- 1.2.3 The General Contractor shall be responsible to coordinate and schedule all related Div.25 BMS controls work associated with this project, with the Reliable BMS Controls subcontractor; all as indicated on the drawings, and/or as described herein.

1.3 SCOPE OF WORK

- 1.3.1 This Div.25 Contractor to provide all required labour, equipment, materials, I/O BMS control points, DDC Controller interfaces, control wiring, BMS thermostats, software, programming, setup, and services required for all BMS Control Work associated with these SSM Library BMS Controls and Mechanical/Electrical Upgrades; all as indicated on drawings, described within the specifications; and including (but not necessarily limited to) the following:
- 1.3.1.1 Supply & install new Reliable BMS Controls and BMS control wiring; and tie into building's existing Reliable Building Management Control System, c/w associated upgraded BMS Graphics. Refer to Specification Section 23 05 01 - 1.2, for further details and requirements.
- 1.3.1.2 Div.23 to supply & install new motorized control valves/actuators, to replace old pneumatic control valves. This Div.25 contractor to provide new BMS control wiring, new BMS thermostat, and interconnect these replacement motorized control valves with the existing Reliable BMS Controls System.
- 1.3.1.3 Remove all exposed old, abandoned, and/or redundant pneumatic controls and tubing.
- 1.3.1.4 Remove two the two Air Compressors and a Dryer c/w associated pneumatic control systems, tubing, & accessories [that are located in the southeast corner of the Boiler Room], and salvage equipment (2-Air Compressors + 1-Dryer) with Owner.
- 1.3.1.5 Remove the two old pneumatic control panels in the Boiler Room: the original beige

ENERGY MANAGEMENT & CONTROL SYSTEMS GENERAL REQUIREMENTS

Siemen's Control Panel located on the north wall of the Boiler Room (that serves the Main Library AHU#1 and Office area AHU#2); and a second blue Siemen's Control Panel that is centrally located on the West wall of the Boiler Room, that appears to monitor Outside Air Temperature, Return Air Temperature, Mixed Air Temperature, and Supply Air Temperature. (Refer to Schematic Drawings for further information). Modify and incorporate all these controls for these two interior air handling units; and interconnect, control, & monitor them with the Reliable BMS Controls System.

- 1.3.1.6 Supply & install new duct pressure sensors, and new CO2 air quality sensors, for the two existing AHU#1 & AHU#2, as indicated on schematic drawings. Program the BMS Controls to unit will modulate each Air Handling Unit's fresh air motorized damper, to maintain not more than 700 ppm differential from ambient (+/- 350 ppm) conditions. Based upon system pressure, use relief air damper and/or exhaust air damper, to prevent over-pressurization of the building.
- 1.3.1.7 Provide Mechanical Penthouse exhaust fan interlock with AHU, as indicated on drawings.
- 1.3.1.8 Div.25 to supply & install new zone damper actuators, that are to be installed on the new replacement zone dampers (by Div.23 contractor). This Div.25 contractor to then provide new BMS control wiring and interconnect these replacement zone control dampers with the existing Reliable BMS Controls System.
- 1.3.1.9 Although it is preferred that all new Reliable BMS Control wiring is concealed from view, located in ceiling plenums, and/or 'fished' within existing walls; where it is not possible, Div.25 to provide painted EMT conduit or low profile wiremold to conceal new BMS Control Wiring.
- 1.3.1.10 Provide required BMS control programming, and provide BMS control graphics for all installations and/or modifications associated with this project.
- 1.3.1.11 Provide **custom graphics** BMS controls, that includes all new input and output points for all new BMS controlled equipment and/or systems added under this project.
 - 1.3.1.11.1 At minimum, provide overall floor plans; and individual System schematic representations c/w associated I/O points.
 - 1.3.1.11.2 All BMS control graphics to be downloaded to Web browser. User should be able to 'point & click' on tabs within graphics to access or change BMS Control information/ settings, all dependent on security access code level.
- 1.3.1.12 Contractor to program BMS control system, such that all 'major alarms' (i.e. Equipment failure, large zone temperature swings; etc.) to notify appropriate on-call personnel, indicating status and nature of alarm. Final list of what is considered 'major alarms', shall be determined during Owner demo/training session. If alarm is not acknowledged, BMS system will notify next in line contact, until alarm is acknowledged.
- 1.3.1.13 This Contractor shall supply & install all new remote temperature & pressure sensors, and thermostats; and supply & install all required new BMS low voltage control wiring (FT6 plenum rated), any required universal open DDC controllers, BACnet interface devices,

ENERGY MANAGEMENT & CONTROL SYSTEMS GENERAL REQUIREMENTS

and all related BMS control transformers.

- 1.3.1.14 This contractor shall setup, program, & control all the new replacement electronic motorized control valves c/w new replacement BMS controls.
- 1.3.1.15 All hydronic heating is to be deactivated by BMS during summer time to avoid heating fighting cooling.
- 1.3.1.16 Ensure that the new BMS Control System is enabled for remote monitoring from any 'authorized' computer work station within the Library, and can be accessed via security password for remote monitoring via the Web.
- 1.3.2 All cutting and patching of all openings up to and including 150 mm (6") shall be by respective Section. General Contractor shall be responsible for all other wall, floor, or roof openings greater than 150mm diameter.
- 1.3.3 Sealing of walls, floors, ceilings shall be preformed with respective materials and approved Systems suitable for penetration. Penetration through fire rated walls, ceilings, floors, and fire walls, shall be sealed with approved ULC Listed Materials and Systems for application, and/or all as per Consultant, NBC, OBC, and local Inspection Department approval.
- 1.3.3.1 Acceptable Product: 3M Firemaster (Thermal Ceramics) Listed Products and Systems suitable for application; or Hilti Firestopping; or equivalent.
- 1.3.4 Submit **Shop Drawings of products and methods of all 'Firestopping Products'** to be used, and respective approved "Firestop System(s)", which will be use per application.
- 1.3.5 **NOTE:** - This Div. 25 contractor is required to review all Mechanical / Electrical Drawings and Specifications of all Sections, and develop final detailed Bill of Materials and scope of work required for this Section.

1.4 **STANDARDS OF MATERIALS**

- 1.4.1 The materials and equipment used in construction of this building shall meet requirements of American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE) Standard 90.1-2010 - Energy Standard For Buildings Except Low-Rise Residential Buildings and all related requirements of latest edition of Ontario Electrical Safety Code.
- 1.4.2 New materials and equipment are specifically described and named in this specification for purpose of establishing a standard of materials and workmanship.
- 1.4.3 New materials required for performance of work shall be best of their respective kinds and of a uniform pattern throughout work.

1.5 **EQUIPMENT REQUIREMENTS AND INSTALLATION**

ENERGY MANAGEMENT & CONTROL SYSTEMS GENERAL REQUIREMENTS

- 1.5.1 Permit equipment maintenance and disassembly by use of unions or flanges to minimize disturbance to connecting piping and duct systems and without interference from building structure or other equipment.
- 1.5.2 Provide accessible means for lubricating equipment including permanent lubricated "lifetime" bearings.
- 1.5.3 Equipment, floor plates and ceiling plates shall line-up with building walls wherever possible.

1.6 EXAMINATION

- 1.6.1 Note that requirements of latest editions of the following are to be adhered - Ontario Building Code, American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE), Standard 90.1-2010 - Energy Standard For Buildings Except Low-Rise Residential Buildings.
- 1.6.2 Div. 25 is advised to carefully examine all Drawings and Specification Sections, and be satisfied that work can be satisfactorily carried out without changes to building, as required and as shown on these Drawings. Report at once any defect or interference affecting work of these Sections, and do not proceed until satisfactory conditions are corrected.
- 1.6.3 Div.25 must visit site of Project, and examine all existing conditions which will affect performance of work required, as specified & described in this Section, and/or as shown on Drawings. Failure not to properly investigate & review existing site conditions, shall be solely at the risk of this contractor.

1.7 INSTRUCTION OF OPERATING STAFF

- 1.7.1 This Contractor shall provide certified personnel to instruct operating staff on operation of all Automatic Control Equipment. Provide maintenance specialist personnel to instruct operating staff on maintenance and adjustment of each piece of HVAC Control Equipment and any changes or modification in equipment made under terms of guarantee.
- 1.7.2 Provide demonstration to Consultant, and provide Demo/instruction to Building Maintenance Staff during regular work hours. Allow a minimum of **two 2.0 hour** sessions.
- 1.7.3 Contractor to make allowance for a BMS Controls **Demonstration Session** with Consultant, near project completion, including demonstration of remote monitoring features. Once any BMS control issues and/or setup issues discovered during initial run-through are rectified, this session shall be followed up with another BMS Controls **Training and Demonstration Session** with Owner's maintenance Staff, including demonstration of remote ethernet monitoring features.
- 1.7.4 Demonstration to Consultant, and Owner Demo/instruction to Building Maintenance Staff shall occur during regular work hours.
- 1.7.5 Use operation and maintenance data manual for instruction purposes. On completion of instruction and/or requested revisions, contractor shall turn one manual over to Consultant, and

turn over the other two sets of manuals to Owner.

1.8 BMS CONTROLS LABELLING AND IDENTIFICATION

- 1.8.1 Provide clear "P-touch" labels using black typewritten lettering, clearly identifying the location and the respective BMS control point, and/or BMS control device.
- 1.8.2 Provide "P-touch" labelling of all new BMS Control I/O points, within BMS Control Panel.
- 1.8.3 Provide clear "P-touch" labels using black typewritten lettering, on all new room / area BMS thermostatic controls; clearly identifying the particular Zone and/or control point.

2 PRODUCTS

2.1 GENERAL

2.1.1 DUCT MOUNTED - PRESSURE SENSORS

- 2.1.1.1 Duct mounted Low Pressure Transducer to measure positive, negative or differential pressure in the ranges of + or - 0.5" W.C. to 1.0" W.C. The unit shall have field selectable pressure ranges and output signal types.

- 2.1.1.1.1 Acceptable Product: Greystone #LP2-A00; or equivalent.

2.1.2 CEILING PLENUM - PRESSURE SENSORS

- 2.1.2.1 The ULP Ultra Low Pressure Transducer to measure differential pressure in the ranges of + or - 0.5" W.C. to 1.0" W.C. Combination of precision high sensitivity silicon sensing capabilities and the latest ASIC technology with Dynamic Self Compensation to substantially reduce offset errors due to changes in temperature, stability to warmup, long term instability and position sensitivity.

- 2.1.2.1.1 Acceptable Product: Greystone #ULPA-A04; or equivalent.

2.1.3 DUCT TEMPERATURE SENSOR

- 2.1.3.1 Duct type probe temperature sensor, 100 to 150mm long, -20 to 105oC operating range, ABS enclosure, 0-1010K sensor type, and FT6 plenum rated cable.

- 2.1.3.1.1 Acceptable Product: Greystone # TE511-B-7-B/C-2E-3; or equivalent.

2.1.4 PIPE TEMPERATURE SENSOR

- 2.1.4.1 Pipe type probe temperature sensor c/w LCD Readout, -20 to 105oC operating range, SS

ENERGY MANAGEMENT & CONTROL SYSTEMS GENERAL REQUIREMENTS

probe, ABS enclosure, spring loaded, 7-10K sensor type, and FT6 plenum rated cable.

2.1.4.1.1 Acceptable Product: Greystone # 511-7B2A; or equivalent.

2.1.5 OUTDOOR TEMPERATURE SENSOR

2.1.6 Provide exterior rated outdoor temperature sensor complete with enclosure.

2.1.7 CURRENT SENSOR

2.1.7.1 Measure & monitor current flow to equipment, 0 to 5VDC and 0 to 10 VDC analog output, split-core (or solid-core where applicable), maximum sensing current voltage of 600VAC, amperage range of 0 to 250 amps, and complete with 5-year warranty.

2.1.7.1.1 Acceptable Product: A.C.I. #A/SCTE50 series; or equivalent.

2.1.8 BMS THERMOSTATS

2.1.8.1 Unless otherwise indicated, all thermostats shall have a LCD digital display, complete with night setback over-ride button, as well as the ability to raise or lower temperature setpoint by +/- 1.5°C (only).

2.1.8.2 Standard Users altering the temperature setpoints greater than 1.5°C difference will be 'locked out', and only enabled via the BMS Control System.

2.1.8.3 Confirm any stat locations in question with Consultant.

3 COMMUNICATION

3.1.1 Control products, communication media, connectors, repeaters, hubs, and routers shall comprise a BACnet internetwork. Controller and operator interface communication shall conform to ANSI/ASHRAE Standard 135-2004, BACnet.

3.1.2 Install new wiring and network devices as required to provide a complete and workable control network.

3.1.3 Use existing Ethernet backbone for network segments marked "existing" on project drawings, as applicable.

3.1.4 Each controller shall have a communication port for temporary connection to a laptop computer or other operator interface. Connection shall support memory downloads and other commissioning and troubleshooting operations.

3.1.5 Internetwork operator interface and value passing shall be transparent to internetwork architecture.

ENERGY MANAGEMENT & CONTROL SYSTEMS GENERAL REQUIREMENTS

- 3.1.5.1 An operator interface connected to a controller shall allow the operator to interface with each internetwork controller as if directly connected. Controller information such as data, and status shall be viewable and editable from each internetwork controller.
- 3.1.5.2 Inputs, outputs, and control variables used to integrate control strategies across multiple controllers shall be readable by each controller on the internetwork. An authorized operator shall be able to edit cross-controller links by typing a standard object address or by using a point-and-click interface.
- 3.1.6 Controllers with real-time clocks shall use the BACnet Time Synchronization service. System shall automatically synchronize system clocks daily from an operator-designated controller via the internetwork. If applicable, system shall automatically adjust for daylight saving and standard time.

3.2 POWER SUPPLIES AND LINE FILTERING

- 3.2.1 Power Supplies. Control transformers shall be UL listed. Furnish Class 2 current-limiting type or furnish over-current protection in primary and secondary circuits for Class 2 service in accordance with NEC requirements. Limit connected loads to 80% of rated capacity.
 - 3.2.1.1 DC power supply output shall match output current and voltage requirements. Unit shall be full-wave rectifier type with output ripple of 5.0 mV maximum peak-to-peak. Regulation shall be 1.0% line and load combined, with 100-microsecond response time for 50% load changes. Unit shall have built-in over-voltage and over-current protection and shall be able to withstand 150% current overload for at least three seconds without trip-out or failure.
 - 3.2.1.2 Unit shall operate between 0°C and 50°C (32°F and 120°F). EM/RF shall meet FCC Class B and VDE 0871 for Class B and MILSTD 810C for shock and vibration.
 - 3.2.1.3 Line voltage units shall be UL recognized and CSA listed.
- 3.2.2 Power Line Filtering.
 - 3.2.2.1 Provide internal or external transient voltage and surge suppression for workstations and controllers. Surge protection shall have: Dielectric strength of 1000 V minimum; Response time of 10 nanoseconds or less; Transverse mode noise attenuation of 65 dB or greater; Common mode noise attenuation of 150 dB or greater at 40-100 Hz.
- 3.2.3 Voltage Transformers.
 - 3.2.3.1 AC voltage transformers shall be UL/CSA recognized, 600 Vac rated, and shall have built-in fuse protection.
 - 3.2.3.2 Transformers shall be suitable for ambient temperatures of 4°C-55°C (40°F-130°F) and shall provide ±0.5% accuracy at 24 Vac and 5 VA load.
 - 3.2.3.3 Windings (except for terminals) shall be completely enclosed with metal or plastic.

4 EXECUTION

- 4.1 Division 25 shall supply & install, and wire all B.M.S. controls and instrumentation systems to provide complete and functional Heating, Ventilating, & Air Conditioning systems; for all old pneumatically controlled units and equipment that still remain within the SSM Library.
- 4.2 This contractor shall be responsible to provide all required BMS controllers, I/O expansion modules, and BacNet interface modules to meet general design intentions and the sequence of operations for the various listed Systems.
- 4.3 Provide all necessary programming required to suit sequence of operation, and represent all BMS input/output control points for all modified or new equipment.
- 4.4 Final setpoints and BMS programming to be determined at later date during Demo/Training & Commissioning session with Owner/Consultant.
- 4.5 All BMS Control wiring shall be FT6 return air plenum rated. All control wiring to be concealed from view wherever possible, installed above in T-bar ceiling space, and 'fished' down existing walls. Only as last resort (approved by Consultant), shall contractor install control wiring in painted EMT conduit (or small low profile wiremold).
- 4.6 This Contractor to make allowances to touch-up and make good wall finishes to match existing, at locations where new BMS controls replace existing older controls.

5 WARRANTY

- 5.1 The Warranty period shall commence on established day of Substantial Completion of the overall project.
 - 5.1.1 All BMS Control equipment supplied & installed under this section shall be complete with a minimum 2 full year parts & labour warranty during the Warranty period.

END OF SECTION

1 GENERAL

1.1 RELATED WORK DESCRIBED ELSEWHERE

- | | | |
|-------|--|------------------|
| 1.1.1 | General Requirements | Section 01 05 10 |
| 1.1.2 | Mechanical General Requirements | Section 23 05 01 |
| 1.1.3 | Energy Management & Control Systems General Requirements | Section 25 05 01 |

1.2 SEPARATE PRICE OPTIONS:

- 1.2.1 **S.P.O.#1:** To supply & install new 60A/3P sub-panel 'BP-1' to feed existing boiler system components with generator backup power; as well as supply & install new generator backup power electrical feeds to all indicated pieces of equipment or systems (with the exception of the new generator backup power electrical feeds for the Building Management System Controls and BMS Control Panels, which is a part of the Base Bid); including all associated wiring & conduit modifications, electrical removals, new circuit breakers, and re-labelling of modified electrical panels.

1.3 SCOPE OF WORK

- 1.3.1 Reference Separate Price Option SPO#1, and Cash Allowances.
- 1.3.2 This Contractor shall provide all labour, materials and equipment to complete all of the removals, modifications, and relocations of Electrical work associated with these upgrades; - all as shown on the Drawings and/or as specified herein; which includes but is not necessarily limited to, the work indicated in the following paragraphs.
- 1.3.3 Division 26 Contractor is responsible to apply & pay for ESA Electrical Permit.
- 1.3.4 Provide all required teck cabling, conduit systems & wiring, circuit breakers, grounding systems, and related accessories, all as outlined on Drawings, and/or as specified herein.
- 1.3.5 All new electrical work shall match same standard as existing electrical installations within this building. All exposed wiring shall be protected in EMT conduit, or neatly secured teck cabling. All electrical wiring in T-bar ceiling spaces shall be BX cabling type. All wiring/conduit to be run true parallel & perpendicular to building lines, and no 'as-the-crow-flies' wiring practices will be accepted.
- 1.3.6 Modify existing electrical panels, remove indicated electrical feeds to equipment, and re-feed that equipment from a new circuit fed off the existing generator backup power panel 'BP'. This electrical work is broken down into two categories: Base Bid, and SPO#1.
- 1.3.6.1 Base Bid:
a) Provide one new 15A/1P circuit breaker on existing panel 'BP', to feed the existing Carrier BMS Control Panel that is currently powered from panel 'D', using circuit breaker: D-29 (control power).

- b) Provide one new 15A/1P circuit breaker on existing panel 'BP', to feed the new Level One BMS Controls (BMS Motorized Controls ~ Valves & Dampers).
- c) Provide one new 15A/1P circuit breaker on existing panel 'BP', to feed the new Level Two & Mechanical Penthouse, BMS Controls (BMS Motorized Controls).
- d) Disconnect & remove existing electrical feed provisions for the existing pneumatic controls Air Compressors (2) and Dryer (1). Remove existing power feeds back to source & make safe. Re-label these respective panel circuit breakers as 'Spare'.

1.3.6.2 Separate Price Option#1:

- a) Supply & install new 60A-120/208V-3Ph-4W-24CCT sub-panel 'BP-1', fed from existing generator backup power panel 'BP', to feed existing boiler system components.
- b) Provide two new 15A/2P circuit breakers on new sub-panel 'BP-1', to feed the existing Boilers that are currently fed from existing panel 'D', using circuits: D-31/33 and D-35/37.
- b) Provide one new 15A/1P circuit breaker on new sub-panel 'BP-1', to feed the existing Boiler pumps controls that are currently fed from existing panel 'D', using circuit: D-29.
- c) Provide two new 15A/2P circuit breakers on new sub-panel 'BP-1', to feed the two existing Boiler pumps (BP1 & BP2), currently fed from existing panel 'D', using circuits: D-39/41 and D-40/42.
- d) Provide two new 15A/3P circuit breakers on existing panel 'BP', to feed the two Main Loop Pumps (LP1 & LP2), that are currently fed from existing power panel 'AA#1', using circuit breakers: AA#1-19/21/23, and AA#1-13/15/17.
- e) Provide two new 15A/3P circuit breakers on existing panel 'BP', to feed the two Secondary Loop Pumps (SLP1 & SLP2), that are currently fed from power panel 'AA#2', using circuit breakers: AA#2-13/15/17, and AA#2-19/21/23.

- 1.3.7 Since the majority of this building is occupied, all construction work is to be scheduled and approved by Consultant and Owner.
- 1.3.8 All power outages are to be scheduled and performed after normal weekday operating hours of the SSM Public Library.
- 1.3.9 Use proper rated wiring and approved fire stopping systems, as required.
- 1.3.10 Use Flexible type cabling to all vibrating, motor driven equipment, such as Pumps, or other movable equipment. Use approved and armour-protected water-tight sealed Teck 90 cabling & connectors/fittings, where required.
- 1.3.11 All cutting and patching of all openings up to and including 150 mm (6") shall be by respective Section. Coordinate with General Contractor for all other larger required openings. Sealing of

ELECTRICAL GENERAL REQUIREMENTS

walls, floors, ceilings shall be pre-formed with respective materials and approved Systems suitable for the penetration. Penetration through fire rated walls, shall be sealed with ULC Listed Materials and Systems for the application, all as per General Contractor, Consultant, O.B.C., and local Inspection Department approval.

1.3.11.1 Acceptable Product: 3M Firemaster (Thermal Ceramics) Listed Products and Systems suitable for the application; or Hilti Firestopping; or equivalent.

1.3.11.2 Each Section shall submit **Shop Drawings of products and methods of all 'Firestopping Products'** to be used, and respective approved "Firestop System(s)", which will be used per application.

1.4 EXAMINATION

1.4.1 Tenderers are advised to carefully examine all Drawings and Specifications and be satisfied that work can be satisfactorily carried out without changes to building, as required and as shown on these Drawings.

1.4.2 Report at once any defect or interference affecting work of these Sections, and do not proceed until satisfactory conditions are corrected.

1.5 CODES

1.5.1 Refer to Ontario Electrical Safety Code based upon CSA C22.1-02 or latest Edition.

1.5.2 Work in accordance with these drawings and specifications, meet the latest requirements of Canadian Electrical Code and latest applicable Municipal and O.B.C. regulations. The code, regulations, statute, by-law or this specification having most stringent requirement applies.

1.5.3 Note that requirements of latest edition of the Ontario Building Code are to be adhered to, which includes requirements of American Society of Heating, Refrigeration and Air-Conditioning Engineers (ASHRAE) Standard 90.1-2010 - Energy Standard For Buildings Except Low-Rise Residential Buildings; and latest NFPA & Ontario Fire Code requirements.

1.6 STANDARDS OF MATERIALS

1.6.1 The materials and equipment used in construction of this building shall meet requirements of Ontario Building Code and ASHRAE Standard 90.1-2010.

1.6.2 New materials and equipment are specifically described and named in this specification for purpose of establishing a standard of materials and workmanship.

1.6.3 New materials required for performance of work shall be best of their respective kinds and of a uniform pattern throughout the work.

1.7 SHOP DRAWINGS

- 1.7.1 Shop drawings are to be in “electronic” format, and shall be submitted by email.
- 1.7.2 Show on shop drawings, details of construction, dimensions, capacity, weight and electrical performance characteristics of equipment or material. Where applicable, include wiring, single line, and schematic diagrams.
- 1.7.3 Each Section shall submit **Shop Drawings of products and methods of all ‘Firestopping Products’** to be used, and respective approved “Firestop System(s)”, which will be use per application.

1.8 OPERATION AND MAINTENANCE DATA

- 1.8.1 Include in the manuals, information based on the following requirements:
 - 1.8.1.1 Operation and maintenance instructions to be sufficiently detailed with respect to design elements, construction features, component function and maintenance requirements to permit effective start-up, operation, maintenance modification and expansion of any portion or feature of installation.

1.9 DEFINITIONS

- 1.9.1 The following are definitions of terms and expressions used in the specification:
 - 1.9.1.1 "Inspection Authority" means Electrical Safety Authority (ESA).
 - 1.9.1.2 "Electrical Code" means Canadian Electrical Code CSA C22.1-02 or code in force at project location.
 - 1.9.1.3 "Indicated" means as shown on contract drawings or as noted in contract documents.

1.10 E.S.A. PERMIT AND INSPECTION

- 1.10.1 Contractor required to obtain all necessary electrical permits and inspections for all electrical work associated with this project.
- 1.10.2 Obtain a Final Certificate of Acceptance from Electrical Safety Authority (ESA) on completion of work and submit copy to Consultant, as well as include in Project Data Booklets.
- 1.10.3 Consultant will carry out inspections and prepare deficiency list for action by Contractor, during, and upon completion of project.

2 PRODUCTS

2.1 GENERAL

- 2.1.1 Equipment and material to be new CSA certified or special Hydro approval, manufactured to minimum standards quoted, but incorporating additional specified requirement.
- 2.1.2 Manufacturer's nameplates and CSA labels to be visible and legible after equipment is installed.
- 2.1.3 Control panels and component assemblies to be shop manufactured.
- 2.1.4 Use regular material and equipment available from regular production of manufacturer.

2.2 BREAKERS

- 2.2.1 Use common-trip breakers with single handle for multiple applications.
- 2.2.2 All new breakers shall match existing breakers, such as type, kAIC rating, etc.; unless otherwise indicated. Review and verify extents on site.
- 2.2.3 ACCEPTABLE MANUFACTURERS: Eaton, Cutler/Hammer, Square 'D', Siemens, FPE, or equivalent to match existing.

3 EXECUTION

3.1 INSTALLATION

- 3.1.1 Minimum bonding wire size shall comply to Ontario Electrical Safety Code (OESC) - Table 16.
- 3.1.2 Provide mounting and supports required for safe installation to Consultant's satisfaction, as per manufacturer's recommendations, and all to meet latest requirements of E.S.A.

3.2 CLEANING

- 3.2.1 Contractor will also be required to store their materials neatly and out of the way at the end of each shift.
- 3.2.2 Contractor will be responsible to clean up all construction refuse caused by their respective work on a daily basis, prior to end of shift.

3.3 FIELD CONDITIONS

- 3.3.1 Exact dimensions and locations of equipment shall be checked and verified in the field. Without additional charge or expense to the owner, make necessary changes to accommodate structural conditions.
- 3.3.2 Notify the Consultant immediately and secure their authority in writing for such revisions before

proceeding. Changes and alterations required by an inspector of authority shall be carried out without additional cost to the Owner.

3.4 WORKMANSHIP

3.4.1 First class workmanship only will be accepted, and will be deemed to include safety, efficiency, durability and neatness of detail.

3.4.2 When electrical work is being carried out, this must be done under the direction of at least one licensed journeymen electrician who shall at all times be on the job site.

4 WARRANTY

4.1.1 The Warranty period shall commence on established day of Substantial Completion of the overall project.

4.1.2 All equipment supplied and installed under this section shall be complete with a minimum 1 full year parts & labour warranty (including travel costs) during the Warranty period.

END OF SECTION

BMS CONTROLS AND MISC.
MECHANICAL & ELECTRICAL UPGRADES

JAMES L. McINTYRE CENTENNIAL LIBRARY
50 EAST ST. SAULT STE. MARIE, ONTARIO

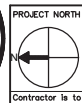
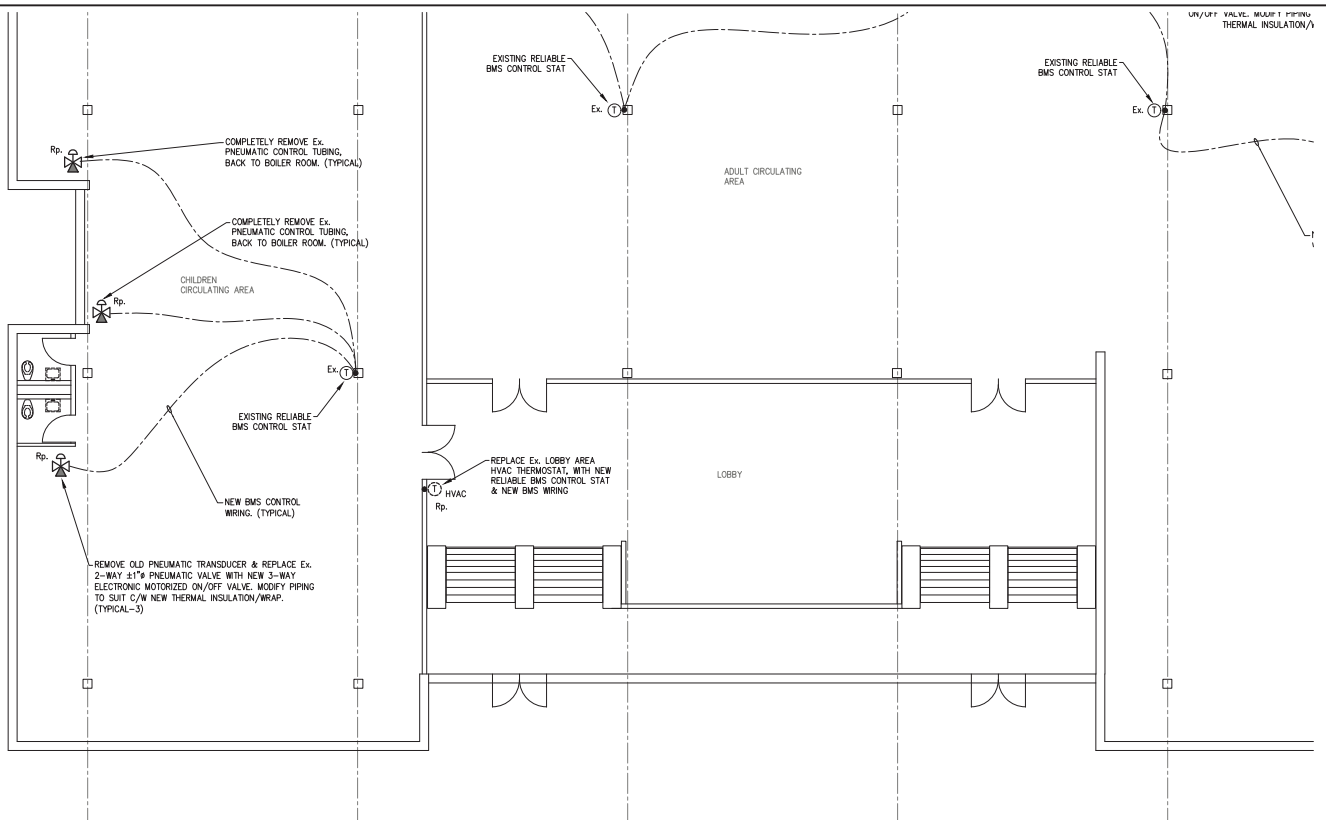
FILE#2026PWE-ENG-BS-01-T

PROJECT NO.#: P1350



**NOR MECH
ENGINEERING**

1141 OLD GARDEN RIVER ROAD,
Sault Ste. Marie, Ontario
TEL: (705) 942-0114
FAX: (705) 942-0181
E-MAIL: david@normecheng.ca



NOR MECH ENGINEERING INC.
 1141 Old Garden River Road
 Sault Ste. Marie, Ontario P6A 6J8

TITLE: PARTIAL UPPER LEVEL PLAN -
 REMOVALS/REVISED & NEW - BMS CONTROLS

SCALE: 3/32"=1'-0" DATE: JULY/2026 DRAWN: T.S.

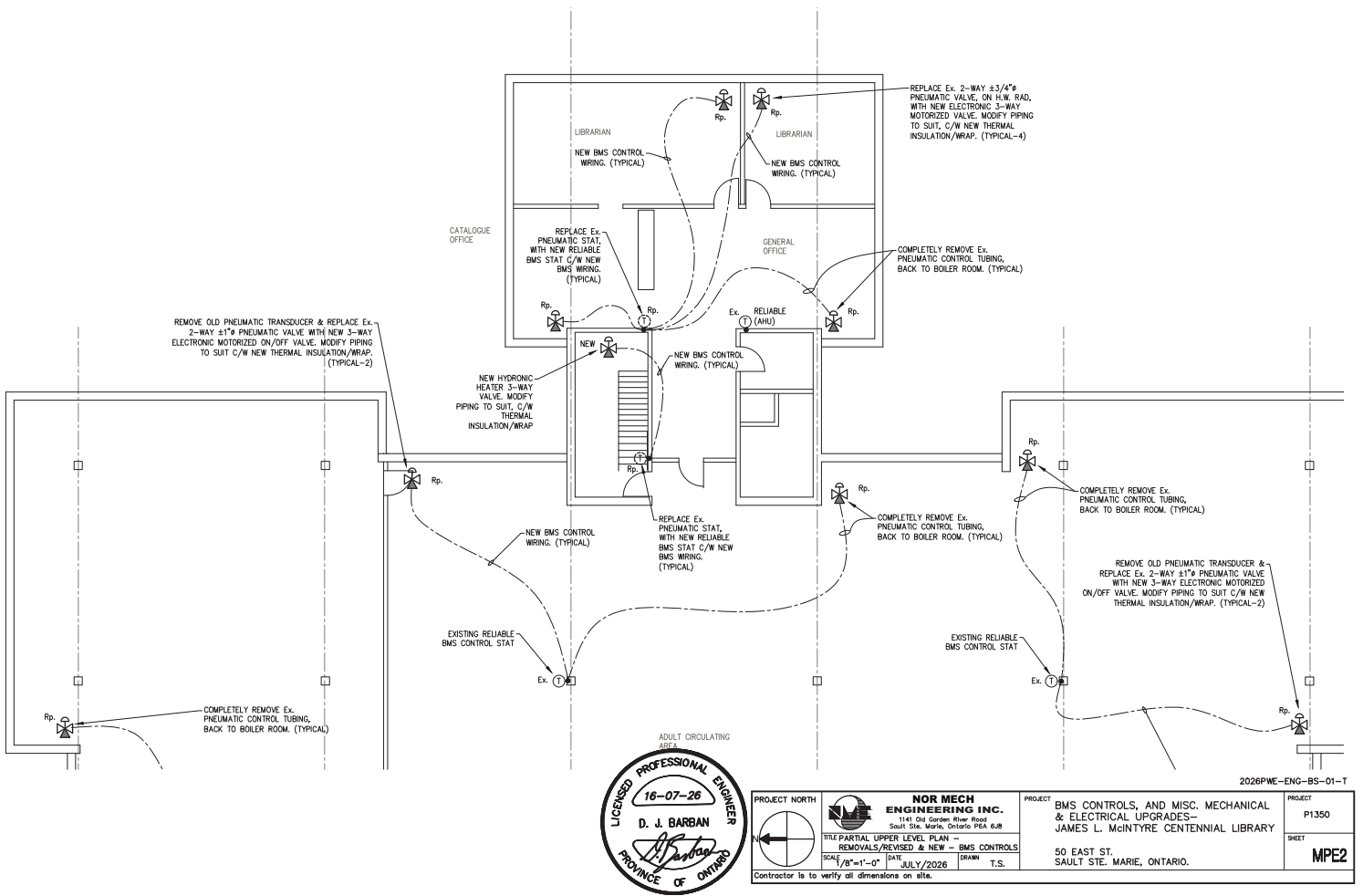
Contractor is to verify all dimensions on site.

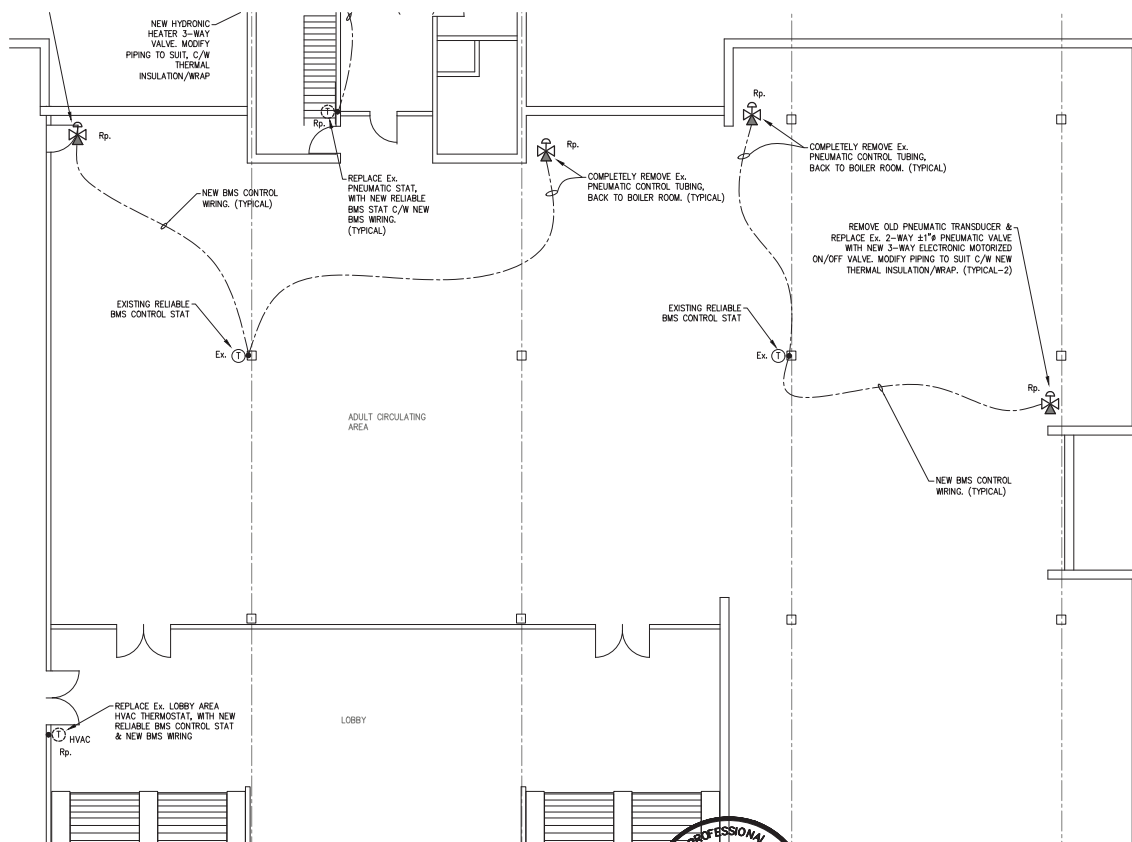
PROJECT: BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES - JAMES L. MCINTYRE CENTENNIAL LIBRARY

50 EAST ST.
 SAULT STE. MARIE, ONTARIO.

2026PWE-ENG-B5-01-T

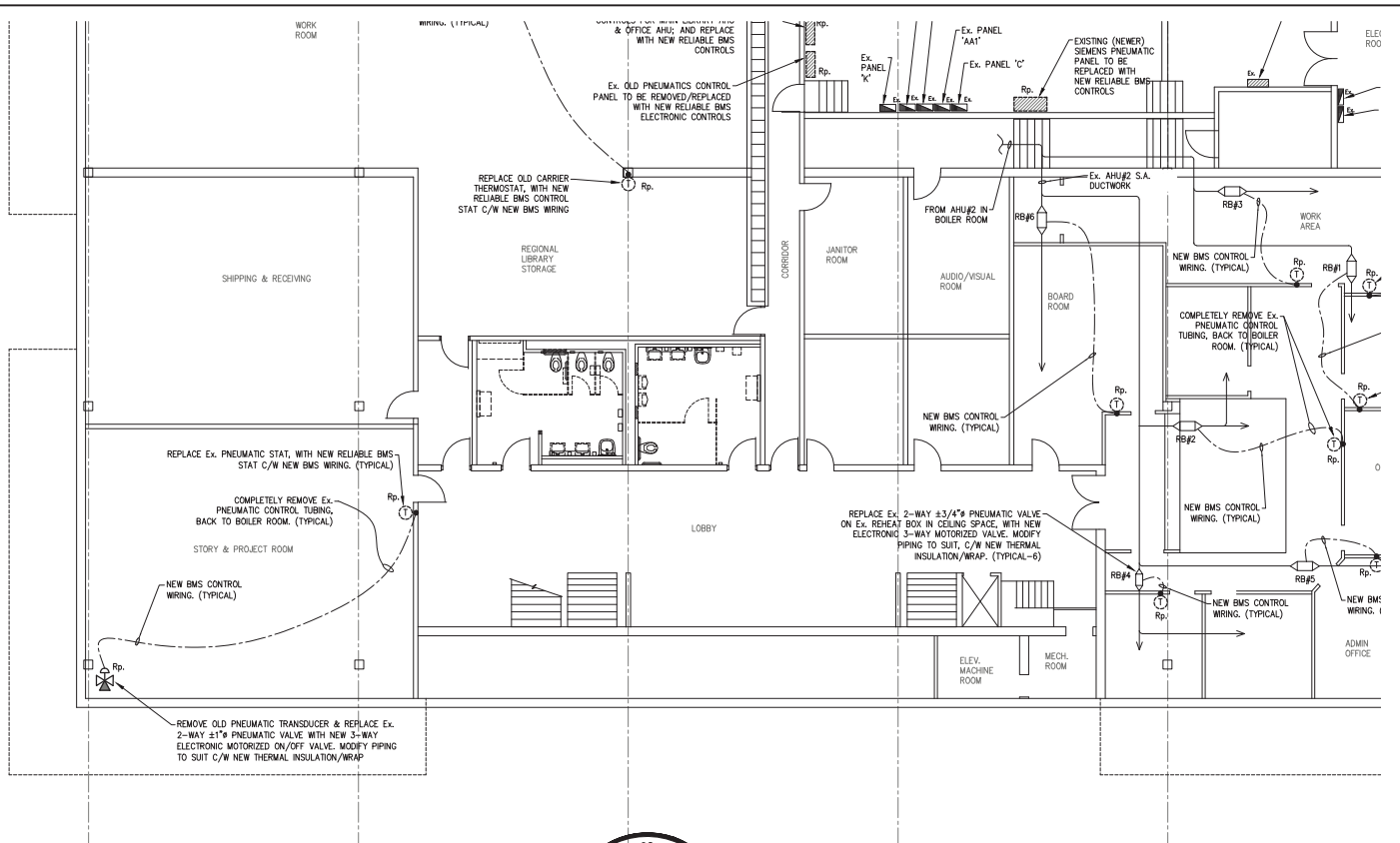
PROJECT: P1350
 SHEET: MPE1





PROJECT NORTH 		NOR MECH ENGINEERING INC. 1141 Old Garden River Road Sault Ste. Marie, Ontario P6A 6J8		PROJECT BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES—JAMES L. MCINTYRE CENTENNIAL LIBRARY	
TITLE PARTIAL UPPER LEVEL PLAN — REMOVALS/REVISED & NEW — BMS CONTROLS		SCALE 3/32"=1'-0"		DATE JULY/2026	
Contractor is to verify all dimensions on site.		DRAWN T.S.		SHEET MPE3	

2026PWE-ENG-B5-01-T



NOR MECH ENGINEERING INC.
 1141 Old Garden River Road
 Sault Ste. Marie, Ontario P6A 6J8

TITLE: PARTIAL BASEMENT LEVEL PLAN -
REMOVALS/REVISED & NEW - BMS CONTROLS

SCALE: 1/8"=1'-0"
DATE: JULY/2026
DRAWN: T.S.

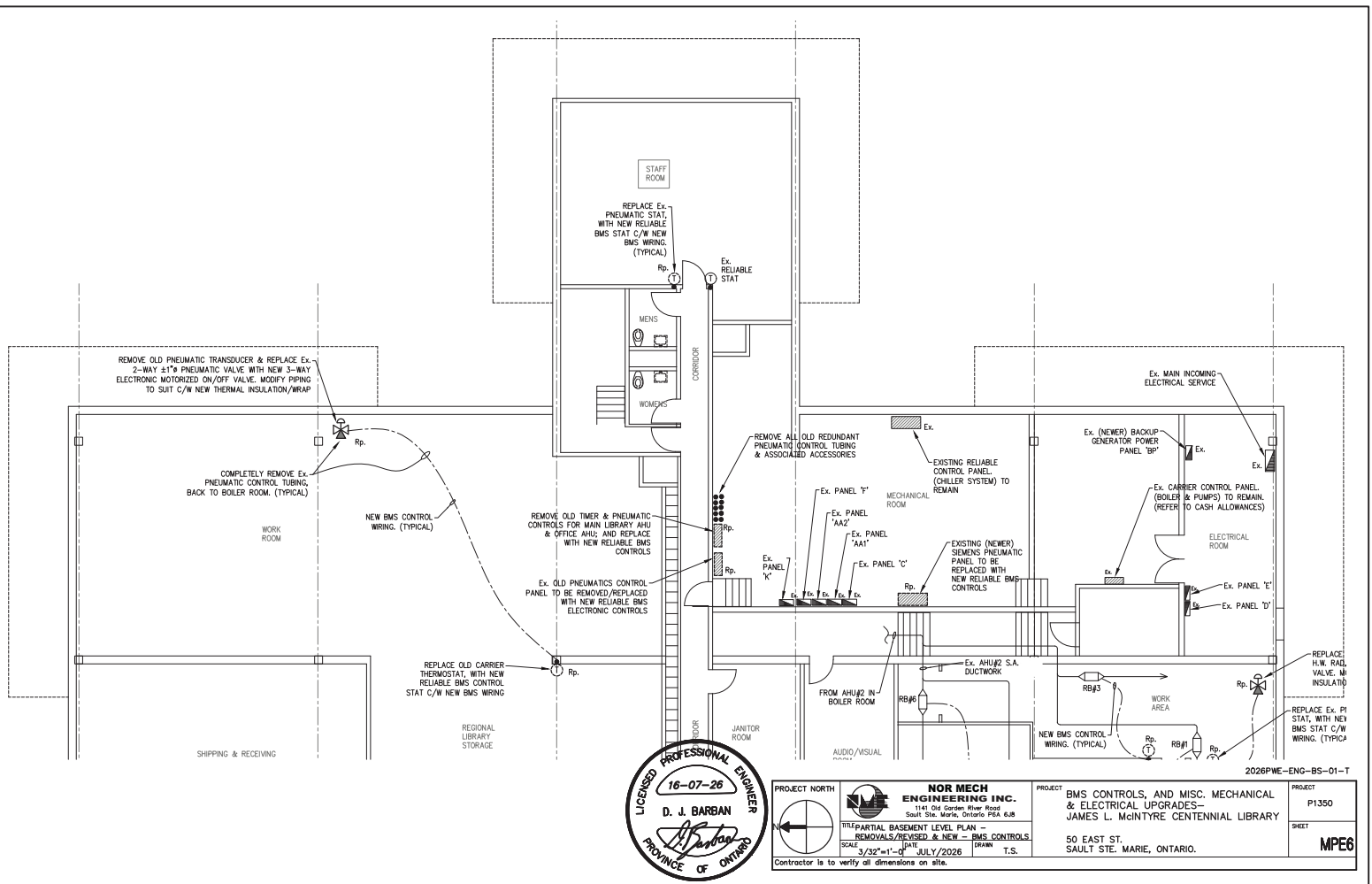
Contractor is to verify all dimensions on site.

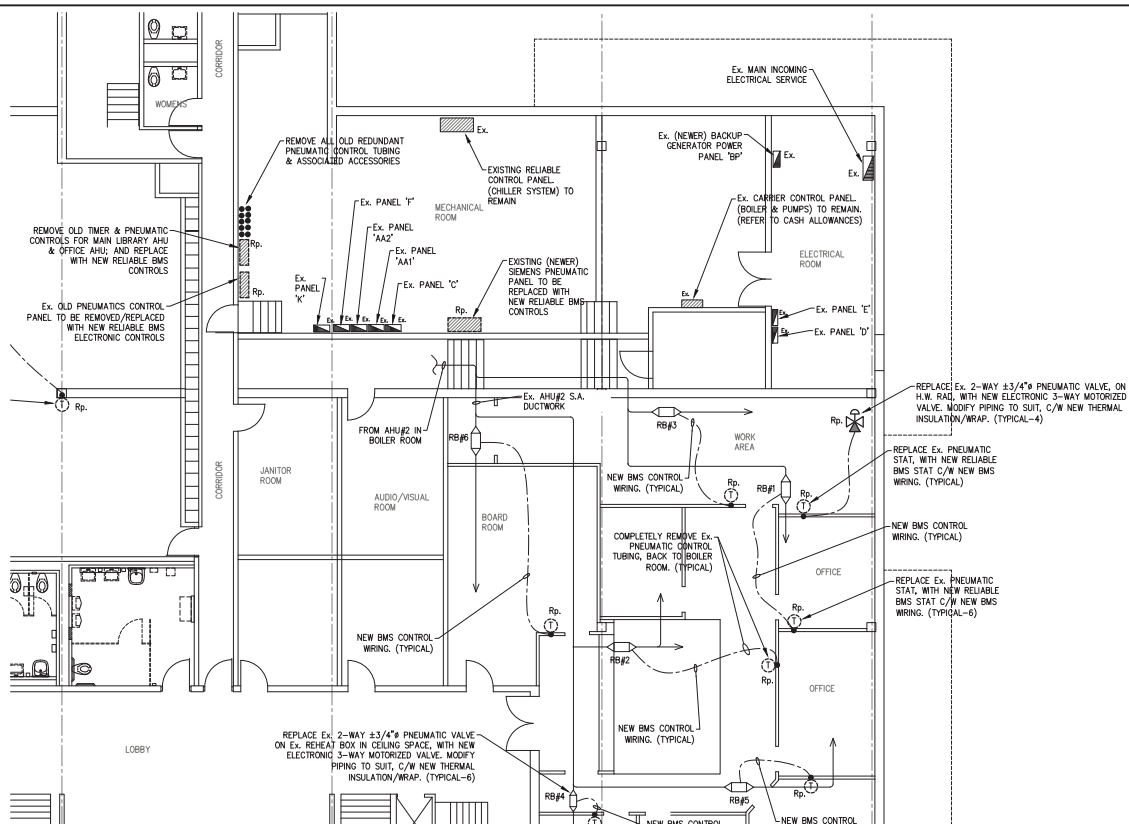
PROJECT: BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES - JAMES L. MCINTYRE CENTENNIAL LIBRARY

50 EAST ST.
 SAULT STE. MARIE, ONTARIO.

2026PWE-ENG-B5-01-T

PROJECT: P1350
SHEET: MPES





NOR MECH ENGINEERING INC.
1141 Old Garden River Road
Sault Ste. Marie, Ontario P6A 6J8

TITLE: PARTIAL BASEMENT LEVEL PLAN -
REMOVALS/REVISED & NEW: - BMS CONTROLS

SCALE: 3/32"=1'-0"
DATE: JULY/2026
DRAWN: T.S.

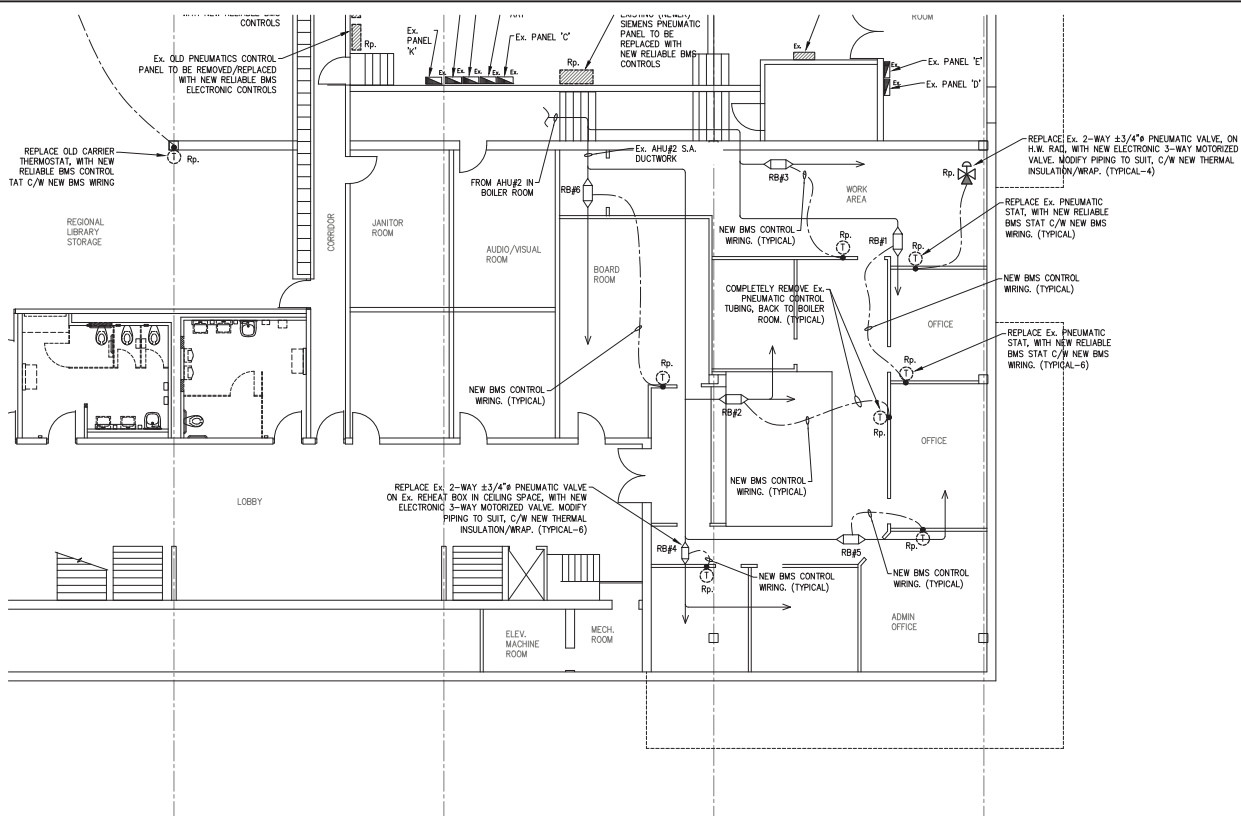
Contractor is to verify all dimensions on site.

PROJECT: BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES - JAMES L. MCINTYRE CENTENNIAL LIBRARY

50 EAST ST.
SAULT STE. MARIE, ONTARIO.

PROJECT: P1350
SHEET: MPET

2026PWE-ENG-B5-01-T



NOR MECH ENGINEERING INC.
 1141 Old Garden River Road
 Sault Ste. Marie, Ontario P6A 6J8

TITLE: PARTIAL BASEMENT LEVEL PLAN -
 REMOVALS/REVISED & NEW - BMS CONTROLS

SCALE: 3/32"=1'-0" DATE: JULY/2026 DRAWN: T.S.

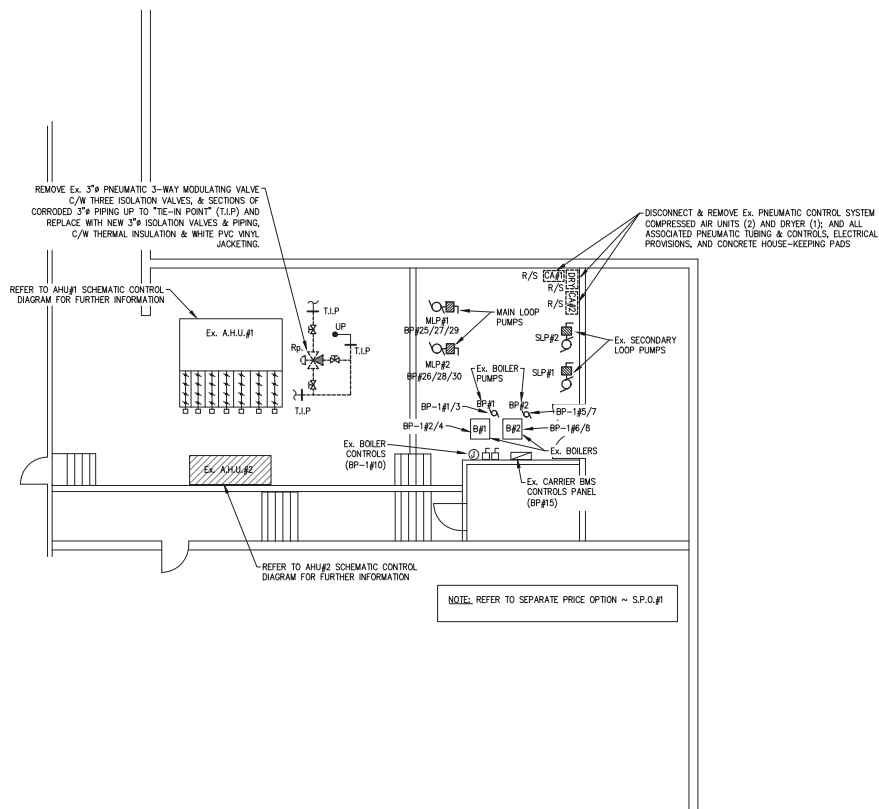
Contractor is to verify all dimensions on site.

PROJECT: BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES - JAMES L. MCINTYRE CENTENNIAL LIBRARY

50 EAST ST.
 SAULT STE. MARIE, ONTARIO.

PROJECT: P1350
 SHEET: MPE8

2026PWE-ENG-B5-01-T



NOR MECH ENGINEERING INC.
1141 Old Garden River Road
Sault Ste. Marie, Ontario P6A 6J8

TITLE: BOILER ROOM PLAN - REMOVALS/REVISED & NEW - BMS CONTROLS
SCALE: 3/32"=1'-0" DATE: JULY/2026 DRAWN: T.S.

PROJECT: BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES - JAMES L. MCINTYRE CENTENNIAL LIBRARY
50 EAST ST.
SAULT STE. MARIE, ONTARIO.

PROJECT: P1350
SHEET: MPE9

2026PWE-ENG-B5-01-T

DESCRIPTION	LOAD	BRKR	CCT No	PH	CCT No	BRKR	LOAD	DESCRIPTION
BOILER PUMP#1	●	15	1	A	2	15	●	BOILER#1
		2P	3	B	4	2P		
BOILER PUMP#2	●	15	5	C	6	15	●	BOILER#2
		2P	7	A	8	2P		
SPARE CIRCUIT BREAKER	●	15	9	B	10	15	●	BOILER CONTROLS
			11	C	12			
			13	A	14			
			15	B	16			
			17	C	18			
			19	A	20			
			21	B	22			
			23	C	24			
NEW PANEL: "BP-1"			NOTES: ● NEW BREAKER					
VOLTS: 120/208V	CIRCUITS: 24	FLUSH	☐					
PHASE: 3ø	FEEDER: 4#4 RW90 TECK	SURFACE	☒					
WIRE: 4W	LOCATION: MAIN ELECTRICAL ROOM	SPRINKLERPROOF	☒					
MAINS: 100A RATED	FED FROM: PANEL 'BP'	FEED THRU' LUGS	☐					
M.B. 60A FUSED	DOOR: HINGED/LOCKABLE	MAIN BRKR	☒					
		IG BUS	☐					

REFER TO SEPARATE PRICE OPTION (S.P.O.#1)

DESCRIPTION	LOAD	BRKR	CCT No	PH	CCT No	BRKR	LOAD	DESCRIPTION
RELIABLE CONTROLS - SUMP ROOMS		15	1	A	2	20		HALL COMPUTER PLUG
FIRE ALARM SHUT DOWN		15	3	B	4			MAIN SUMP PUMPS
FIRE ALARM PANEL		15	5	C	6	3P		(3#10 RW90 TECK)
ELEVATOR SUMP PUMP PLUG (#12/2)		15	7	A	8	15		RELIABLE BMS CONTROLS
			9	B	10	15		RELIABLE BMS CONTROLS
			11	C	12	15	●	CARRIER BMS CONTROL PANEL
			13	A	14	60		
			15	B	16		●	SUB-PANEL 'BP1'
			17	C	18	3P		
SECONDARY LOOP PUMP#1 (S.P.O.#1)	●	15	19	A	20	15	●	SECONDARY LOOP PUMP#2 (S.P.O.#1)
		3P	21	B	22	3P		
			23	C	24	3P		
MAIN LOOP PUMP#1 (S.P.O.#1)	●	15	25	A	26	15	●	MAIN LOOP PUMP#2 (S.P.O.#1)
		3P	27	B	28	3P		
			29	C	30	3P		
EX./REVISED PANEL: PANEL "BP"			NOTES: ● NEW BREAKER					
VOLTS: 120/208V	FEEDER: EXISTING	EXISTING	☒					
PHASE: 3ø	LOCATION: MAIN ELECTRICAL ROOM	SURFACE	☒					
WIRE: 4W	FED FROM: A.T.S.	SPRINKLERPROOF	☐					
MAINS: 125A	BREAKERS: BOLT-ON	FEED THRU' LUGS	☐					
CCTS: 30	DOOR: HINGED/LOCKABLE	MAIN BRKR	☐					
		IG BUS	☐					



PROJECT NORTH



NOR MECH

ENGINEERING INC.

141 Old Garden River Road

Sault Ste. Marie, Ontario P6A 6J8

TITLE ELECTRICAL PANEL SCHEDULES

SCALE N.T.S.

DATE JULY/2026

DRAWN T.S.

PROJECT

BMS CONTROLS, AND MISC. MECHANICAL

& ELECTRICAL UPGRADES-

JAMES L. MCINTYRE CENTENNIAL LIBRARY

50 EAST ST.

SAULT STE. MARIE, ONTARIO.

PROJECT

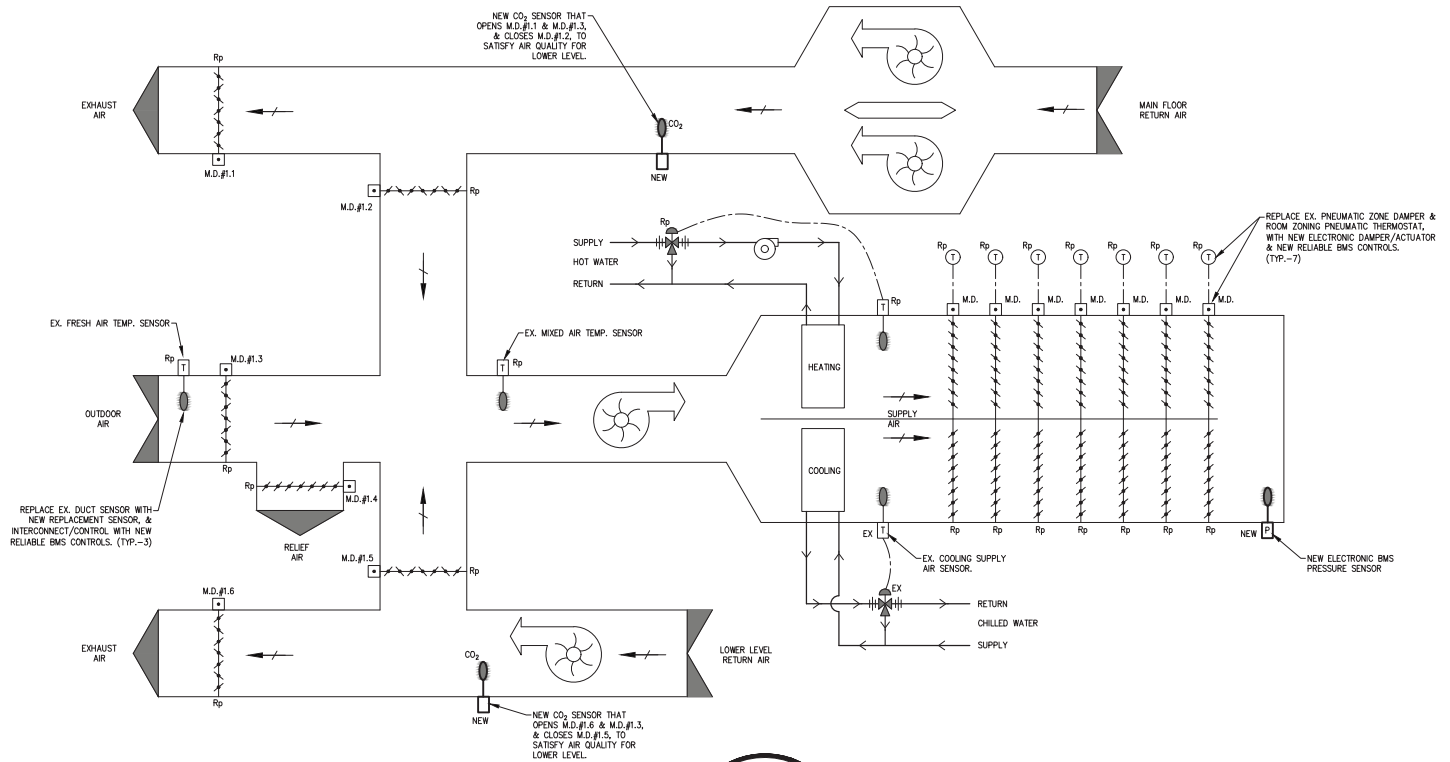
P1350

SHEET

MPE10

2026PWE-ENG-B5-01-T

MAIN LIBRARY HEATING & AIR-CONDITIONING UNIT ~ (AHU#1)



NOR MECH ENGINEERING INC.
141 Old Garden River Road
Sault Ste. Marie, Ontario P6A 6J8
TITLE: EXISTING/REVISED AHU#1 SCHEMATIC
SCALE: N.T.S. DATE: JULY/2026 DRAWN: T.S.

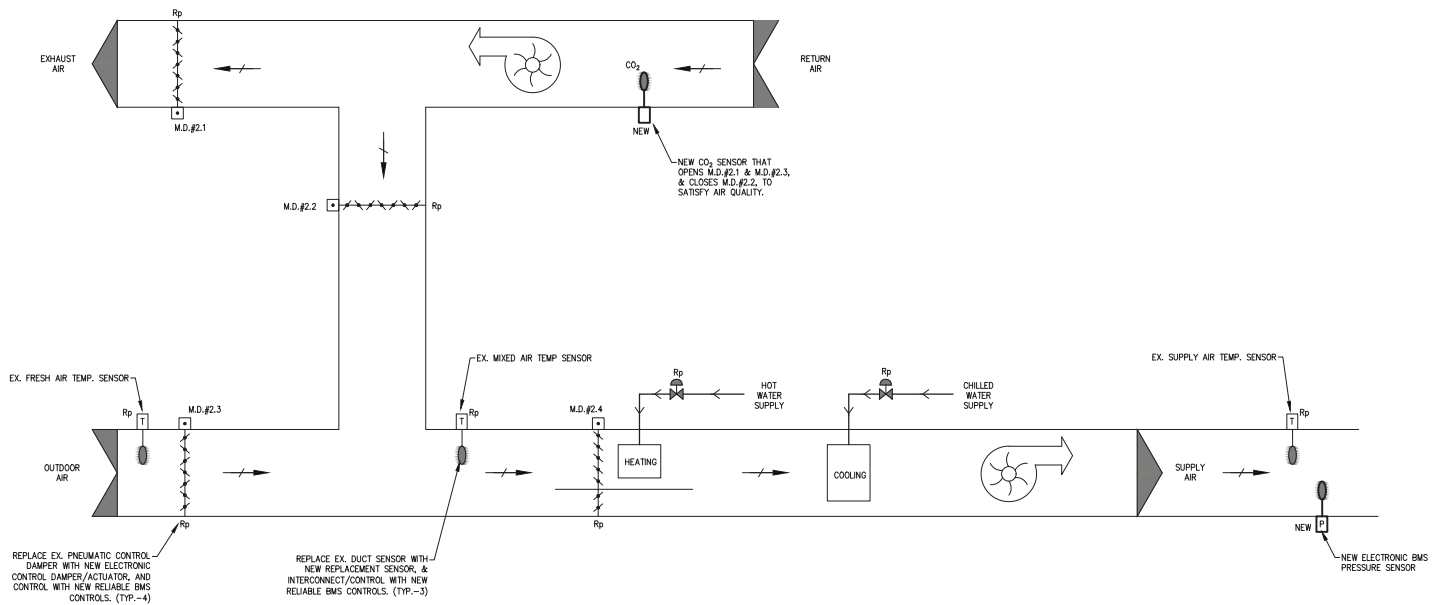
PROJECT: BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES - JAMES L. MCINTYRE CENTENNIAL LIBRARY
50 EAST ST.
SAULT STE. MARIE, ONTARIO.

2026PWE-ENG-B5-01-T

PROJECT: P1350
SHEET: MPE11

Contractor is to verify all dimensions on site.

ADMIN. OFFICE HEATING & AIR-CONDITIONING UNIT ~ (AHU#2)



NOR MECH ENGINEERING INC.
1141 Old Garden River Road
Sault Ste. Marie, Ontario P6A 6J8

PROJECT: BMS CONTROLS, AND MISC. MECHANICAL & ELECTRICAL UPGRADES - JAMES L. MCINTYRE CENTENNIAL LIBRARY

TITLE: EXISTING/REVISED AHU#2 SCHEMATIC
SCALE: N.T.S. DATE: JULY/2026 DRAWN: T.S.

50 EAST ST.
SAULT STE. MARIE, ONTARIO.

2026PWE-ENG-B5-01-T
PROJECT: P1350
SHEET: MPE12

Contractor is to verify all dimensions on site.



2025 Annual Asbestos Containing Materials Reassessment

Centennial Library
50 East Street
Sault Ste. Marie, Ontario

Prepared for:

The Corporation of the City of Sault Ste. Marie
Civic Centre
99 Foster Drive, 4th Floor
Sault Ste. Marie, Ontario
P6A 5X6

Attention:

Mr. David McAuley
Health & Safety Coordinator
d.mcauley@cityssm.on.ca

Prepared by:

RiskCheck Inc.
55 St. Clair Avenue West, Suite 205
Toronto, Ontario
M4V 2Y7

November 27, 2025
Project No. 32174



EXECUTIVE SUMMARY

RiskCheck Inc. (RiskCheck) was retained by The Corporation of the City of Sault Ste. Marie, (The City, Client) to conduct the 2025 Annual Asbestos Containing Materials (ACM) Reassessment in the building known as Centennial Library located at 50 East Street in Sault Ste. Marie, Ontario (subject building).

The 2025 Annual ACM Reassessment was requested by The City for long-term management of ACM in the subject building and to meet the requirements of Ontario Regulation (O. Reg.) 278/05 – Designated Substance – Asbestos on Construction Projects and in Buildings and Repair Operations (as amended by O. Reg. 450/19).

Fieldwork was conducted on November 3, 2025, and included a visual inspection of previously identified ACM in the accessible areas of the subject building to identify changes that have occurred to the conditions and quantities of the known ACM, and to document any previously unidentified ACM that was observed.

Summary of Findings:

The following ACM were identified to be present in the subject building:

- Orange door knob;
- Parging cement pipe and duct insulation;
- Texture coat on ceiling finishes;
- Vibration dampers;
- Vinyl floor tiles; and
- Wrap packing on piping.

Asbestos-containing parging cement pipe fitting 1 Each (Ea.) on water meter within Receiving Room was observed to be taped and in fair condition.

Parging cement insulation on the ductwork was observed to be exposed and in fair condition within the lower-level Mechanical Room/Sump Room of the subject building. Asbestos-containing parging cement on duct system adjacent to reliable control panel was also observed to be in fair condition (minor holes) within the penthouse Mechanical Room of the subject building (The insulation was exposed where the sensor was installed).

All other asbestos containing materials were observed to be in good condition. Refer to Appendix A for details regarding quantities and specific locations of ACM.

ACM may also be present in building materials that were inaccessible to sample as listed in Appendix E of this report.

Summary of Recommendations:

Based on the results of the 2025 Annual ACM Reassessment, the following recommendations are provided:

- 1) This 2025 Annual ACM Reassessment report should be read in conjunction with previous ACM related reports for the subject building.
- 2) It is recommended that the asbestos containing parging cement pipe fitting (1 Ea.) that was observed in the Receiving Room be repaired following Type 2 Glove Bag asbestos work procedures per O. Reg. 278/05 (as amended).
- 3) It is recommended that the damaged asbestos containing parging cement duct insulation was observed in the penthouse Mechanical Room, and lower lever Mechanical Room of the subject building be repaired following Type 2 Glove Bag asbestos work procedures per O. Reg. 278/05 (as amended).
- 4) Additional ACM may be present outside the accessible areas and materials of the subject building. If concealed materials are observed during renovation/demolition activities, it is recommended to sample the materials and submit for analysis of asbestos content.
- 5) Any disturbance or removal of ACM must be completed by trained and qualified personnel following appropriate asbestos abatement work procedures as defined in O. Reg. 278/05 (as amended).
- 6) Known ACM must continue to be managed through the on-site Asbestos Management Program (AMP) for the subject building.
- 7) Reassess the asbestos containing materials and update the asbestos record at least once in a 12-month period.
- 8) Perform an intrusive Designated Substances Survey prior to any renovation or demolition work.

TABLE OF CONTENTS

	Page No.
1.0 INTRODUCTION AND SCOPE.....	1
1.1 SCOPE OF WORK.....	1
2.0 BACKGROUND INFORMATION	1
2.1 BUILDING DESCRIPTION	1
2.2 ACCESSIBLE AREAS	2
2.3 PREVIOUS ENVIRONMENTAL RECORDS REVIEW.....	2
3.0 FINDINGS	3
3.1 PREVIOUSLY IDENTIFIED ACM	3
3.2 ADDITIONAL IDENTIFIED ACM	4
4.0 RECOMMENDATIONS.....	4
5.0 TERMS AND LIMITATIONS.....	5

APPENDICES

Appendix A – 2025 Annual Asbestos Containing Materials Summary Table

Appendix B – Representative Site Photographs

Appendix C – Site Figures

Appendix D – Applicable Legislation, Guidelines

Appendix E – Project Methodology

Appendix F – Limitations, Terms and Conditions of Retainer

1.0 INTRODUCTION AND SCOPE

RiskCheck Inc. (RiskCheck) was retained by The Corporation of the City of Sault Ste. Marie, (The City, Client) to conduct the 2025 Annual Asbestos Containing Materials (ACM) Reassessment in the building known as Centennial Library located at 50 East Street in Sault Ste. Marie, Ontario (subject building).

The 2025 Annual ACM Reassessment was performed by Mr. Steve Little of RiskCheck on November 3, 2025. The RiskCheck representative was unaccompanied during the site visit.

The 2025 Annual ACM Reassessment was requested by The City for long-term management of ACM in the subject building and to meet the requirements of Ontario Regulation (O. Reg.) 278/05 – Designated Substance – Asbestos on Construction Projects and in Buildings and Repair Operations (as amended by O. Reg. 450/19). The purpose of the reassessment was to identify any changes that may have occurred to the conditions and quantities of the known ACM that were previously identified in the subject building, update the supporting documents, and document any newly identified ACM that may have been observed.

1.1 Scope of Work

The 2025 Annual ACM Reassessment conducted by RiskCheck consisted of the following:

- Review of previous environmental reports (including previous surveys, drawings, abatement reports etc.) pertaining to the subject building provided to RiskCheck by the Client;
- Visual inspection and/or inquiry with the site contact as to the condition of known ACM based on locations and quantities previously reported;
- Update the 2024 ACM Reassessment summary table and figures where necessary;
- Obtain representative site photographs of previously and newly identified presumed, confirmed, or damaged ACM; and
- Preparation of a report summarizing the findings of items above and providing recommendations as necessary regarding the ongoing management of ACM identified at the subject building.

2.0 BACKGROUND INFORMATION

2.1 Building Description

Component	Subject Building Features
Building Use:	Library.
Number of Buildings	One (1).
Number of Levels:	Two storeys, lower level is partially below grade and upper level is above grade.

Component	Subject Building Features	
Approximate Building Area:	<u>Square Metres (m²)</u> : 3,115	<u>Square Feet (ft²)</u> : 33,525
Year of Construction:	1965	Known Additions / Renovations: Unknown
Flooring Finishes:	Carpet, concrete, laminate, vinyl floor tiles, and wood.	
Wall Finishes:	Concrete block and drywall.	
Ceiling Finishes:	Acoustic lay-in ceiling tiles, drywall, metal slats, and texture coat.	
Building Structure:	<u>Floor</u> : Concrete.	
	<u>Wall Frame</u> : Concrete (e.g., columns).	
	<u>Ceiling Frame</u> : Concrete (e.g., beam, deck).	
Building Exterior Facade:	Brick, glazing and metal panels.	
Roofing Type:	Unknown (not within scope).	
Heating, Ventilation and Air Conditioning (HVAC):	Boiler units providing hot water to air handling units, perimeter radiators, and suspended heaters; and chiller unit providing chilled water to air handling units.	

The subject building was occupied by The City Library at the time of the site visit.

2.2 Accessible Areas

RiskCheck relied on The City to provide access to locked or limited-access areas of the subject building on the date of the site visit. All areas of the subject building with previously identified ACM were accessible at the time of the 2025 Annual ACM Reassessment.

ACM may be present in other areas of the subject building not made accessible to the RiskCheck site representative during the site visit.

2.3 Previous Environmental Records Review

As part of the 2025 Annual ACM Reassessment, RiskCheck reviewed the following reports:

- “2018 Annual Asbestos Containing Materials Reassessment, Centennial Library, 50 East Street, Sault Ste. Marie, Ontario” report, prepared for The City by RiskCheck, dated October 12, 2018;
- “2019 Annual Asbestos Containing Materials Reassessment, Centennial Library, 50 East Street, Sault Ste. Marie, Ontario” report, prepared for The City by RiskCheck, dated October 31, 2019;
- “2020 Annual Asbestos Containing Materials Reassessment, Centennial Library, 50 East Street, Sault Ste. Marie, Ontario” report, prepared for The City by RiskCheck, dated October 30, 2020;

- “2021 Asbestos Containing Materials Reassessment, Centennial Library, 50 East Street, Sault Ste. Marie, Ontario” report, prepared for The City by RiskCheck, dated September 30, 2021;
- “2022 Asbestos Containing Materials Reassessment, Centennial Library, 50 East Street, Sault Ste. Marie, Ontario” report, prepared for The City by RiskCheck, dated November 30, 2022;
- “2023 Asbestos Containing Materials Reassessment, Centennial Library, 50 East Street, Sault Ste. Marie, Ontario” report, prepared for The City by RiskCheck, dated October 6, 2023; and
- “2024 Annual Asbestos Containing Materials Reassessment, Centennial Library, 50 East Street, Sault Ste. Marie, Ontario” report, prepared for The City by RiskCheck, dated September 9, 2024.

ACM previously observed in the subject building include:

- Parging cement pipe and duct insulation;
- Texture coat on ceiling finishes;
- Vibration dampers;
- Vinyl floor tiles; and
- Wrap packing on piping.

3.0 FINDINGS

3.1 Previously Identified ACM

At the time of the 2025 Annual ACM Reassessment site visit, ACM that were previously identified and recorded to be present in the subject building were generally observed to be generally in good condition and in similar quantities when compared to the previous environmental reports listed in Section 2.3, with the following exceptions:

Locations	Description	Estimated Quantity	Condition	Recommendation
Lower Level – Mechanical Room/Sump Room	Parging Cement on Duct System	<1 ft ²	Fair	Repair damaged and exposed duct insulation (over fiberglass) following Type 2 asbestos procedures.
Receiving Area-Water Meter	Parging Cement Pipe Fitting	1 Each (Ea.)	Fair	Repair following Type 2 asbestos procedures.
Penthouse – Adjacent to Reliable Control Panel	Parging Cement on Duct System	1 ft (4 small holes)	Fair	Repair following Type 2 asbestos procedures.

It should be noted that additional ACM could exist in visually inaccessible areas or areas of the subject building that were not made accessible to the RiskCheck site representative.

Based on the site observations during the 2025 Annual ACM Reassessment and the review of the analytical results (where applicable), the inventoried ACM present within the subject building were in good condition.

3.2 Additional Identified ACM

During the 2025 Annual ACM Reassessment site visit, additional suspect and presumed ACM were observed in areas of the subject building that were either previously not made accessible to the RiskCheck representative or not previously documented (by others) to be present, as follow:

Locations	Description	Estimated Quantity	Condition	Recommendation
Lower Level – Staff Room	Gold antisweat on the underside of kitchen sink	4 ft ²	Good	Presumed ACM

The approximate quantities and locations of the building materials suspect and/or presumed to contain asbestos are summarized in Appendix A. Selected photographs of the additional suspect and/or presumed asbestos containing materials are included in Appendix B. Site figures indicating the approximate locations of suspect and/or presumed ACM are provided in Appendix C as Figure Nos. 1 to 2.

4.0 RECOMMENDATIONS

Based on the results of the 2025 Annual ACM Reassessment, the following recommendations are provided:

- 1) This 2025 Annual ACM Reassessment report should be read in conjunction with previous ACM related reports for the subject building.
- 2) It is recommended that the asbestos containing parging cement pipe fitting (1 Ea.) that was observed in the Receiving Room be repaired following Type 2 Glove Bag asbestos work procedures per O. Reg. 278/05 (as amended).
- 3) It is recommended that the damaged asbestos containing parging cement duct insulation was observed in the penthouse Mechanical Room, and lower lever Mechanical Room of the subject building be repaired following Type 2 Glove Bag asbestos work procedures per O. Reg. 278/05 (as amended).
- 4) Additional ACM may be present outside the accessible areas and materials of the subject building. If concealed materials are observed during renovation/demolition activities, it is recommended to sample the materials and submit for analysis of asbestos content.
- 5) Any disturbance or removal of ACM must be completed by trained and qualified personnel following appropriate asbestos abatement work procedures as defined in O. Reg. 278/05 (as amended).

- 6) Known ACM must continue to be managed through the on-site Asbestos Management Program (AMP) for the subject building. The AMP should be inclusive of asbestos and regulatory background, asbestos records, procedures to notify building occupants and contractors, work procedures, and training requirements for workers.
- 7) As part of the on-going management of ACM within the subject building and to maintain compliance with O. Reg. 278/05 (as amended); the ACM must be inspected to determine if the conditions of the ACM have changed and if they may require repair or removal and the asbestos record must be updated at least once in a 12-month period.
- 8) This assessment was not conducted for renovation or demolition purposes. In the event of renovation or demolition activities, an intrusive Hazardous Building Materials Survey of the proposed renovation/demolition areas shall be required to determine the presence/absence of designated substances and hazardous building materials in those areas prior to any construction related disturbance of the building materials, to maintain compliance with O. Reg. 490/09 – Designated Substances (as amended by O. Reg. 189/19).

5.0 TERMS AND LIMITATIONS

This report was prepared for the exclusive use of The Corporation of Sault Ste. Marie (The City, Client). The report may not be relied upon by any other person or entity without the express written consent of RiskCheck Inc. (RiskCheck) and The City. Any use that a party makes of this report, or any reliance on decisions made based on it, is the sole responsibility of such parties. RiskCheck accepts no responsibility for damages, if any, suffered by any party as a result of decisions made or actions based on this report.

The information and conclusions contained in this report are based upon work undertaken by trained professional and technical staff in accordance with generally accepted engineering and scientific practices current at the time the work was performed.

RiskCheck makes no other representation whatsoever, including those concerning the legal significance of its findings, or as to the other legal matters addressed incidentally in this report, including but not limited to the application of any law to the facts set forth herein. With respect to regulatory compliance issues, regulatory statutes are subject to interpretation. These interpretations may change over time, thus The City should review such issues with appropriate legal counsel. The asbestos containing materials locations and conclusions provided are based on information obtained from visual inspection and limited sampling carried out, at the specific test locations, and information obtained from the building personnel. The results can only be extrapolated to an undefined area around the test locations. It is possible that additional, concealed hazardous building materials may become evident during demolition/renovation activities.

Any quantities or areas (including but not limited to damaged areas, mould affected areas, asbestos or lead containing materials) provided in this report are order-of-magnitude values or estimates and should not be considered as exact values. Should there be a requirement for abatement (e.g., asbestos, lead, or mould), the estimated quantities or areas noted are not to be used for tender documents or providing quotations or for any other business decisions without prior consent from RiskCheck. A more detailed site investigation may be required to verify the quantity and/or areas of materials and site conditions that may affect the overall project cost. Furthermore, it is important to note that the conditions of the

potential hazardous building materials may have changed since the time of the RiskCheck site visit or investigation. RiskCheck will not be held responsible for any deviations in the estimated quantities or areas documented.

The conclusions presented represent the best judgement of the assessor based on the limited carried out. Due to the nature of the material investigated and the limited data available, the assessor cannot warrant against undiscovered asbestos containing materials that may still exist behind solid walls or ceilings, concealed by other enclosures/barriers, or under stored/heavy items, which would not have been visible during the inspection activities.

A copy of our Limitations, Terms and Conditions of Retainer is appended to this report as Appendix F and applies to all work performed.

We trust this report meets your current requirements. Should you have any questions or require clarification or additional information, please do not hesitate to contact the undersigned.

Respectfully submitted,

RISKCHECK INC.



Azadeh Mazaheri, M.Sc.
Project Coordinator, Hazardous Materials
amazaheri@riskcheckinc.com
Report Author



Steven Little, Dipl. Env., WRT, C-NRPP: CRT202079
Director, Environmental
slittle@riskcheckinc.com
Report Reviewer



Dennis Hsu, M.A.Sc., P.Eng.
Manager, Due Diligence
dhsu@riskcheckinc.com
Technical Reviewer

Distribution: (1 PDF Copy) Mr. David McAuley, The Corporation of the City of Sault Ste. Marie

APPENDIX A

2025 ANNUAL ASBESTOS CONTAINING MATERIALS SUMMARY TABLE

2025 ASBESTOS CONTAINING MATERIALS SUMMARY TABLE

CITY OF SAULT STE. MARIE			CONSTRUCTION DATE: 1965				
ACM REASSESSMENT SURVEY						RiskCheck Inc.	
LOCATION: 50 EAST ST. - CENTENNIAL LIBRARY						25 St. Clair Avenue West, Suite 205	
SURVEY DATE: NOVEMBER 3, 2025						Toronto, Ontario, M4V 1N5	
						Tel: (416) 640-2444	
						*CONDITION CODE:	
						G = Good	
						F = Fair (repairs required)	
						P = Poor (immediate repair or removal is required)	
		Y = YES					
		N = NO					
		P = Presumed					
FLOOR	SUITE DESCR.	ASBESTOS DETECTED?	SYSTEM (S)	HAZARD	FRIABLE?	CODE	COMMENTS
Lower	Stairwell by Staff Room	Y	Chilled Water (CHW)	Parging Cement Fittings	Yes	G	Ten (10) fittings. Manage in place.
Lower	Staff Room	Y	Ceiling	Texture Coat	Yes	G	Approximately 875 ft ² . Manage in place.
Lower	Staff Room	P	Sink	Gold Mastic	No	G	Newly observed during 2025 site visit. Presumed to contain asbestos. Manage in Place.
Lower	Work Room	Y	Rainwater Leader (RWL)	Parging Cement Fittings	Yes	G	Three (3) fittings. Manage in place.
Lower	Work Room	Y	Hot Water Heating (HWH)	Parging Cement Fittings	Yes	G	Sixteen (16) fittings. Manage in place.
Lower	Boiler Room	Y	HWH	Parging Cement Fittings	Yes	G	Ten (10) fittings. Manage in place. Boilers and some related piping replaced - 2010.
Lower	Boiler Room	Y	CHW	Parging Cement Fittings	Yes	G	Eight (8) fittings. Manage in place.
Lower	Boiler Room	Y	Domestic Cold Water (DCW)	Parging Cement Fittings	Yes	G	Four (4) fittings. Manage in place.
Lower	Boiler Room	Y	Domestic Hot Water (DHW)	Parging Cement Fittings	Yes	G	Six (6) fittings. Manage in place.
Lower	Boiler Room	P	Duct	Vibration Damper	No	G	Two (2) vibration dampers . Manage in place.
Lower	Mechanical Room/Sump Room	P	Duct	Parging Cement Fittings	Yes	F	Minor Exposed Areas. Repair following Type 2 asbestos precautions.
Lower	Staff Hall 2	Y	Ceiling	Texture Coat	Yes	G	Approximately 225 ft ² . Manage in place.
Lower	Staff Hall 2	P	Flooring	12"x12" Vinyl Floor Tiles	No	G	Brown with light streaks vinyl floor tiles (approximately 100 ft ²). Manage in place.
Lower	Projection Room	P	Flooring	12"x12" Vinyl Floor Tiles	No	G	Brown with light streaks vinyl floor tiles (approximately 112 ft ²). Manage in place.
Lower	Projection Room	Y	Ceiling	Texture Coat	Yes	G	Approximately 2,000 ft ² . Manage in place.
Lower	Receiving	Y	Domestic Water (DW)	Parging Cement Fittings	Yes	G	Thirty-six (36) fittings. Manage in place.
Lower	Receiving	Y	HWH	Parging Cement Fittings	Yes	G	Fourteen (14) fittings. Manage in place.
Lower	Receiving	Y	Water Meter	Parging Cement Fittings	Yes	F	Repair following Type 2 asbestos precautions.<1ft ²
Lower	Janitor Rm.	P	Duct	Vibration Damper	No	G	One (1) vibration damper. Manage in place.
Lower	Janitor Rm.	Y	DW	Parging Cement Fittings	Yes	G	Three (3) fittings. Manage in place.
Lower	Conservation Room	Y	Ceiling	Texture Coat	Yes	G	Approximately 300 ft ² . Manage in place.
Lower	Staff Hall 1	P	Flooring	12"x12" Vinyl Floor Tiles	No	G	Brown with light streaks vinyl floor tiles (approximately 380 ft ²). Manage in place.
Lower	Staff Hall 1	Y	Ceiling	Texture Coat	Yes	G	Approximately 400 ft ² . Manage in place.
Lower	Story Room	Y	Ceiling	Texture Coat	Yes	G	Approximately 1200 ft ² . Manage in place.
Lower	Lower Lobby	Y	Ceiling	Texture Coat	Yes	G	Approximately 800 ft ² . Manage in place.
Upper	Janitor Rm.	P	Flooring	12"x12" Vinyl Floor Tiles	No	G	Brown with light streaks vinyl floor tiles (approximately 40 ft ²). Manage in place
Upper	Open Areas	Y	Ceiling	Texture Coat on High Ceiling	Yes	G	Approximately 4,400 ft ² . Manage in place.
Upper	Corner Areas	Y	Ceiling	Texture Coat on Low Ceiling	Yes	N/A	Historic contact damage was observed. The four (4) corners located on the upper library level were reportedly abated from July 16 to August 24, 2024. For air monitoring results and recommendations, refer to other reports not provided to RiskCheck.
Upper	Hallway to Govt Docs	Y	Ceiling	Texture Coat	Yes	G	Approximately 200 ft ² , some water-staining. Manage in place.
Upper	Lobby	Y	Ceiling	Texture Coat	Yes	G	Approximately 490 ft ² . Manage in place.
PH	Penthouse	Y	Duct	Parging Cement	Yes	G	Manage in place.

2025 ASBESTOS CONTAINING MATERIALS SUMMARY TABLE

PH	Penthouse	Y	Duct	Parging Cement	Yes	F	Damaged jacketing where a sensor was installed. Repair following Type 2 asbestos precautions.
PH	Penthouse Adjacent to Reliable Control Panels	Y	Duct	Parging Cement	Yes	F	Repair following Type 2 asbestos precautions.(4 small holes)
PH	Penthouse	P	Duct	Vibration Damper	No	F	Minor holes were observed on ductwork. Repair (seal) following Type 2 asbestos work procedures.
PH	Penthouse	Y	Piping	Wrap Packing	Yes	G	Manage in place.
PH	Penthouse	P	Duct	Vibration Damper	No	Unknown	Previously identified fibrous vibration dampers presumed to contain asbestos were not observed during the 2024 site visit. An abatement report was not made available to RiskCheck.
PH	Penthouse	Y	HWH	Parging Cement Fittings	Yes	G	Twelve (12) fittings. Manage in place.
PH	Penthouse	Y	CHW	Parging Cement Fittings	Yes	G	Eleven (11) fittings. Manage in place.
PH	Penthouse	Y	DW	Parging Cement Fittings	Yes	G	Ten (10) fittings. Manage in place.
Exterior	Exterior	P	Wall and Door	Orange Door Knob and Panels	No	G	The material was reportedly determined to be asbestos containing by another consultant, according to the client; however, this report was not provided to RiskCheck at the time of the site visit. Manage in place.

APPENDIX B

REPRESENTATIVE SITE PHOTOGRAPHS

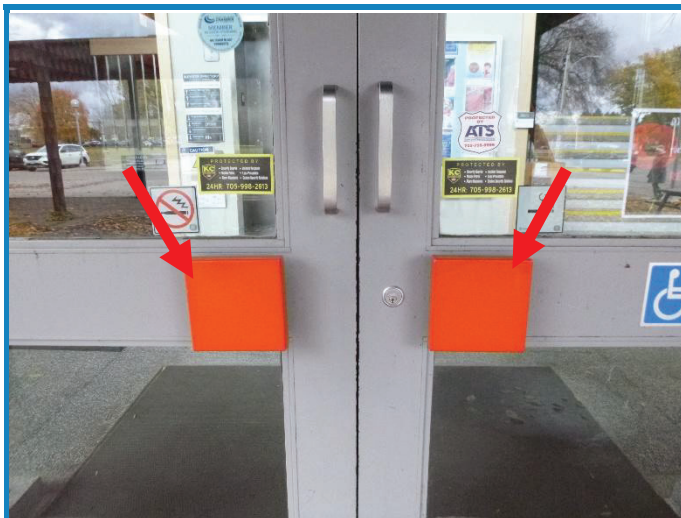


Photo 1: View of the presumed asbestos containing orange doorknob (see arrows) observed throughout the exterior of the subject building



Photo 2: Typical view of the asbestos containing texture coat ceiling (see arrow) observed throughout the subject building.



Photo 3: View of the damaged paring cement duct insulation (see arrow) observed within the penthouse Mechanical Room of the subject building.

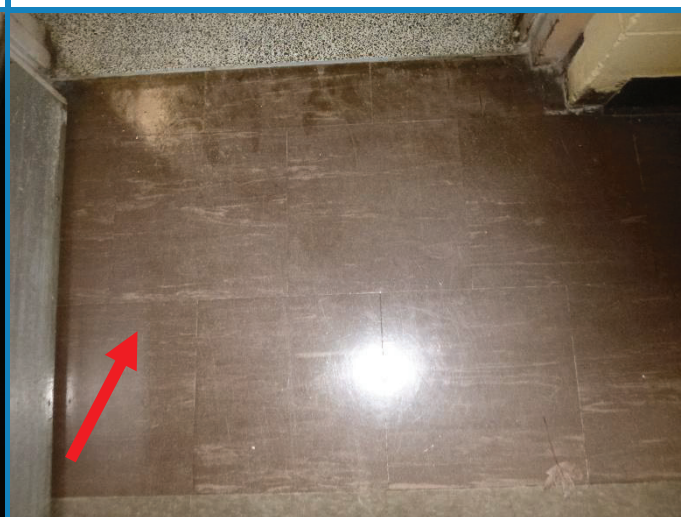


Photo 4: Close-up view of the asbestos containing 12"x12" brown with light streaks vinyl floor tiles (see arrow) observed throughout the subject building.



Photo 5: Typical view of asbestos containing paring cement insulation (see arrows) observed on pipe fittings observed throughout the subject building.



Photo 6: View of the asbestos containing paring cement insulation (see arrow) observed to be taped and in fair condition on water meter within Receiving area of the subject building.



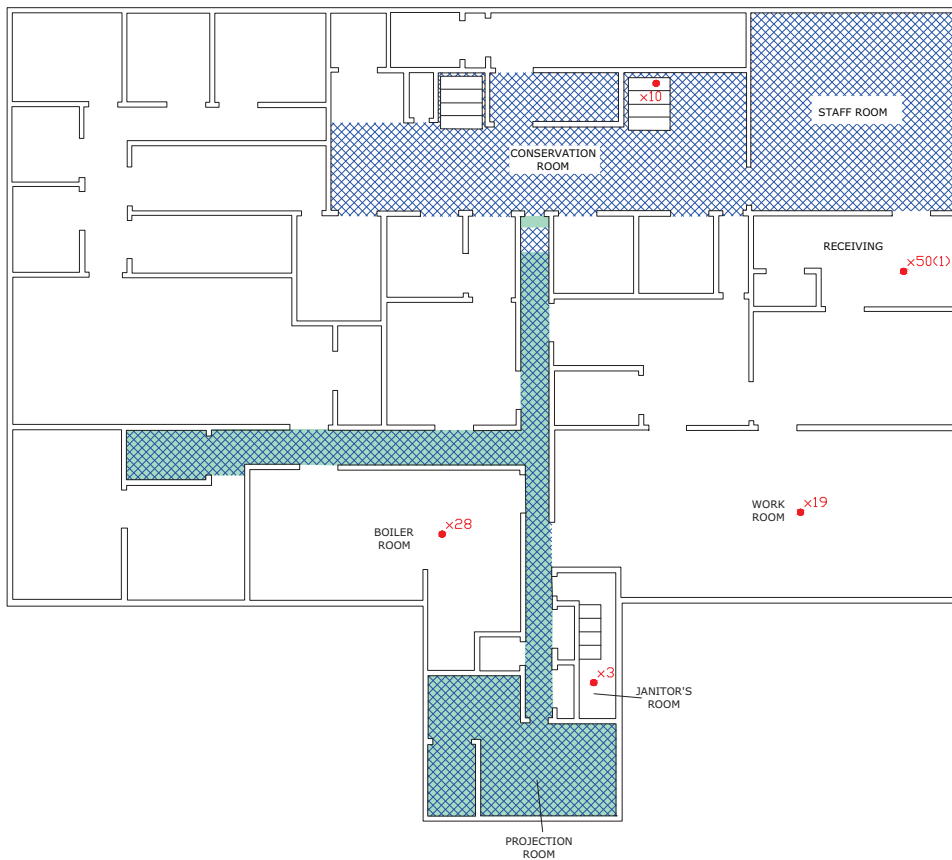
Photo 7: View of the gold anti-sweat mastic (see arrow) that is presumed to contain asbestos was newly observed underside of the kitchen sink of staff room in lower level of the subject building.



Photo 8: View of the presumed asbestos containing vibration dampers (see arrow) observed in the lower level boiler room.

APPENDIX C

SITE FIGURES



LEGEND	
	ASBESTOS CONTAINING VINYL FLOOR TILES
	ASBESTOS CONTAINING TEXTURE FINISHES
	ASBESTOS CONTAINING PARGING CEMENT DUCT INSULATION
	ASBESTOS CONTAINING PIPE FITTING w QUANTITY (DMG)

THE FOLLOWING ASBESTOS CONTAINING MATERIALS MAY BE PRESENT IN THE ASSESSED AREAS BUT HAVE NOT BEEN HATCHED ON THE DRAWING:

- PRESUMED ASBESTOS CONTAINING ORANGE DOOR KNOBS
- PRESUMED ASBESTOS CONTAINING ORANGE WALL PANELS
- PRESUMED ASBESTOS CONTAINING VIBRATION DAMPERS
- PRESUMED ASBESTOS CONTAINING GOLD ANTI-SWEAT SINK MASTIC
- PIPE WRAP PACKING
- PARGING CEMENT PIPE FITTINGS

NOT ALL KNOWN OR SUSPECTED HAZARDOUS BUILDING MATERIALS HAVE BEEN DEPICTED ON THE DRAWING. PLEASE REFER TO THE REPORT AND PREVIOUS REPORTS FOR A COMPLETE LIST OF KNOWN AND SUSPECTED HAZARDOUS BUILDING MATERIALS.

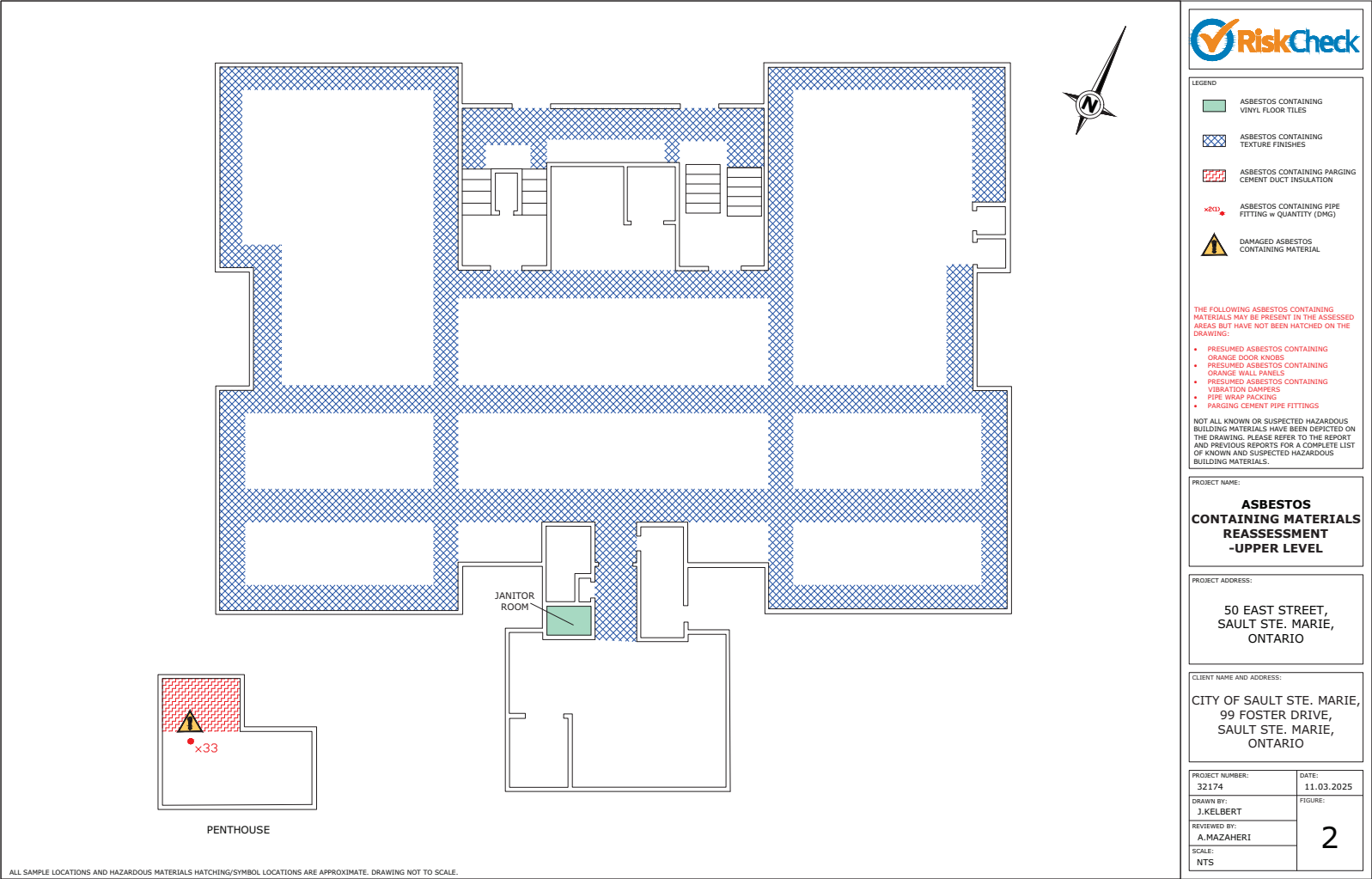
PROJECT NAME:
ASBESTOS CONTAINING MATERIALS REASSESSMENT -LOWER LEVEL

PROJECT ADDRESS:
**50 EAST STREET,
SAULT STE. MARIE,
ONTARIO**

CLIENT NAME AND ADDRESS:
**CITY OF SAULT STE. MARIE,
99 FOSTER DRIVE,
SAULT STE. MARIE,
ONTARIO**

PROJECT NUMBER: 32174	DATE: 11.03.2025
DRAWN BY: J.KELBERT	FIGURE: 1
REVIEWED BY: A.MAZAHERI	
SCALE: NTS	

ALL SAMPLE LOCATIONS AND HAZARDOUS MATERIALS HATCHING/SYMBOL LOCATIONS ARE APPROXIMATE. DRAWING NOT TO SCALE.



APPENDIX D

APPLICABLE LEGISLATION, GUIDELINES

ASBESTOS

Ontario Regulation (O. Reg.). 278/05 – *Designated Substance – Asbestos on Construction Projects and in Buildings and Repair Operations* (as amended by O. Reg. 450/19), stipulates additional requirements regarding materials that are known or suspected to contain asbestos. Under O. Reg. 278/05, Asbestos Containing Materials (ACM) must be identified, documented, and maintained in good condition at a property. ACM must be re-inspected annually to determine the condition of the materials. Prior to any construction or renovation work, a document summarizing the presence of all ACM must be made available to contractors and subcontractors. The regulation applies to all constructors, employers and workers engaged in construction, repair, and maintenance.

According to O. Reg. 278/05, any material that contains 0.5% or more asbestos by dry weight is an ACM.

O. Reg. 278/05 – *Designated Substance – Asbestos on Construction Projects and in Buildings and Repair Operations* (as amended) governs the disturbance of ACM during construction related projects (e.g., renovation or demolition activities) and is enforceable through the Ontario Ministry of Labour (MOL). O. Reg. 278/05 categorizes all ACM abatements under Type 1, Type 2, Type 3, or glove-bag operations depending on the location, quantity, type, and friability of the ACM that may be disturbed. Each abatement operation is governed under stringent requirements and procedures to appropriately work with and handle known ACM. The MOL must be notified in writing of any project involving Type 3 asbestos abatement.

WASTE DISPOSAL

General – Waste Management, R.R.O. 1990, Reg. 347 (as amended) made under the *Environmental Protection Act*, R.S.O. 1990, is the applicable regulation encompassing hazardous waste management in Ontario. This regulation also includes various requirements such as hazardous waste registration, manifests, storage, transport, and record keeping.

APPENDIX E

PROJECT METHODOLOGY

GENERAL

Prior to conducting the 2025 Annual ACM Reassessment field work, the RiskCheck site representative reviews previous existing assessment reports (including previous ACM assessments, drawings, ACM abatement reports, etc.) pertaining to the **subject building**, provided by the Client regarding known existing ACM or newly identified ACM.

During the 2025 Annual ACM Reassessment field work, RiskCheck visually inspects and assesses the current condition, quantity, accessibility, and friability of all visually accessible and known ACM previously identified in the **subject building**. Based on the evaluation of the ACM, RiskCheck prepares the appropriate actionable response to either continue with operational surveillance and monitoring or recommend abatement procedures (e.g., repair or removal).

RiskCheck conducts each ACM reassessment on room-by-room basis where known ACM may be previously documented (e.g., tenant areas, corridors, mechanical rooms, building exterior, etc.) and if permitted access can perform a cursory review of previously inaccessible areas that may contain additional ACM to be included in the site-specific ACM inventory. All work is conducted in accordance with RiskCheck internal Standard Operating Procedures.

During the fieldwork, the RiskCheck representative obtains detailed notes via a standardized checklist form (tailored specifically for this project) along with photographs as required, to document the condition of ACM identified at the **subject building**. Photographs obtained of damaged ACM are summarized and provided as a visual aid to the Client for abatement activities (if required).

LIMITATIONS OF PROJECT SCOPE OF WORK

The scope of work for this project is limited to the terms and limitations outlined within the proposal for this project.

ASBESTOS

Asbestos is a general name for several varieties of highly fibrous naturally occurring minerals. Commercially significant types include Chrysotile, Amosite, and Crocidolite. Asbestos is a naturally occurring mineral that was widely manufactured into products for home and industrial applications due to its physical and chemical properties (e.g., thermal, chemical, and electrical resistance, flexibility, and strength). Asbestos presents a health risk when it is inhaled and has been associated to various respiratory diseases.

It should be noted that the general use of friable (breakable by hand) ACM (including pipe insulation, boiler/tank insulation and spray applied fireproofing) in construction applications generally ceased in the mid to late 1970s. However, some building materials with asbestos content are recognized to exist in buildings constructed as late as 1986. In addition, it should be noted that asbestos is still utilized in the development of some non-friable materials including asbestos containing cement products (e.g., Transite rainwater leaders and Transite panels). Therefore, RiskCheck utilized valuable information including the subject building construction date and known renovation areas/periods to determine the sampling strategy for the site.

Representative sample locations of potential ACM were identified based on determining the reported age of the subject building and specific renovation time periods and locations within the subject building and associated components, if available. Suspect ACM bulk samples were obtained in compliance with the requirements of O. Reg. 278/05, which states a minimum number of samples are to be obtained and analyzed (1, 3, 5, or 7 depending on quantity, application, and friability) from each area of homogeneous material for the material to be considered non-asbestos. This protocol is further outlined in the table below.

A homogeneous sampling area is defined by the United States Environmental Protection Agency (USEPA) as containing material that is uniform in texture and appearance, was installed at one time and is unlikely to consist of more than one type or formulation of material. The surveyor used information obtained on site by visual examination, available information on the phases of the construction and information on renovations to the subject building obtained from the Client to determine the extent of each homogeneous area and the number of samples required.

**ASBESTOS BULK MATERIAL SAMPLING REQUIREMENTS
(ADOPTED FROM O. REG. 278/05 (AS AMENDED))**

Item	Type of material	Size of area of homogeneous material	Minimum number of bulk samples to be collected
1.	Surfacing material, including without limitation material that is applied to surfaces by spraying, by troweling or otherwise, such as acoustical plaster on ceilings and fireproofing materials on structural members	Less than 90 m ²	3
		90 or more m ² , but less than 450 m ²	5
		450 or more m ²	7
2.	Thermal insulation, except as described in item 3 (O. Reg. 278/05)	Any size	3
3.	Thermal insulation patch	Less than 2 linear m or 0.5 m ²	1
4.	Other material	Any size	3

Asbestos-cement products such as exterior siding/panels/soffits and piping for rainwater leaders generally referred to as Transite are identifiable through visual observation by an experienced and trained individual. Transite materials are challenging to sample because of their tendency to easily break into pieces or cause unnecessary damage to a building material. In addition, sampling of rainwater leader may result in significant damage to the subject building. Therefore, Transite materials identified in the visually accessible areas of the subject building are quantified and “presumed to contain asbestos” only.

Areas above accessible suspended ceiling systems were observed by removing ceiling tiles. Drywall or plaster ceiling or wall spaces were accessed via existing access panels only. Further information was obtained through review of design drawings, system schematic drawings and consultations about the building history with maintenance and service staff, where available. Quantities of suspect ACM have been estimated by site observation.

The suspect bulk ACM samples were obtained using appropriate wetting techniques (where applicable) and sampling tools, placed in sealable plastic bags, labelled, and couriered to an analytical laboratory under Chain-of-Custody protocol for laboratory analysis of type and percentage of asbestos.

POTENTIAL FOR ASBESTOS-CONTAINING MATERIALS IN INACCESSIBLE AREAS

Due to the limited intrusive nature of the assessment, concealed ACM is potentially present under multiple layers of floor, wall, or ceiling finishes; under heavy or fixed objects (e.g., safes, HVAC units, cabinets, shelves, etc.); inside void spaces (e.g., pipe chases, fire barriers, etc.); or in areas of low visual accessibility (e.g., limited wall or ceiling hatches in solid finishes).

Sampling of materials suspected to contain asbestos was limited to those materials where sampling would not produce a risk to building occupants, where it would not be destructive to the function of the material, and where it would not be aesthetically damaging.

Ceiling spaces/areas above accessible suspended ceiling systems (e.g., reachable using a 6-foot step ladder) were inspected by removing ceiling tiles (where possible). The wall and ceiling cavities associated with drywall, plaster and other fixed systems were accessed via existing access panels (where possible). It should be noted that only those areas and building materials accessible from a 6-foot step ladder were inspected and sampled during the site visit.

Furthermore, the materials listed below are generally excluded during an assessment due to the potential for irreparable damage to the building components from sampling and due to accessibility issues. The presence of asbestos is presumed in the materials noted below.

- Components or wiring within motors or lights
- Exterior cladding, soffit and fascia boards on building
- Mechanical packing, ropes and gaskets
- Vermiculite above solid ceilings, inside masonry or other wall assemblies
- Concrete levelling compound (for floors)
- Fire-door cores
- Refractory brick in boilers or incinerators
- Asbestos cement (Transite) pipe and panels
- Dust in ductwork
- High voltage wiring
- Underground services or piping
- Roofing materials

Where present in the subject building, the above-listed items should be presumed to contain asbestos until proven otherwise by bulk sampling and laboratory analysis.

ASBESTOS CONTAINING MATERIAL EVALUATION CRITERIA

The condition of confirmed and suspect ACM as well as the potential of disturbance of the ACM was evaluated throughout the 2025 Annual ACM Reassessment. These evaluations were based on the interpretations of published studies, existing asbestos regulations, and RiskCheck's experience involving buildings that contain friable ACM.

An ACM is considered damaged if it is sprayed material that is delaminating, mechanical insulation with damaged/missing insulation or jacketing, exposed under pad on vinyl sheet flooring, a non-friable material that has been pulverized which causes it to become friable, etc. The precedence for remedial action is based not solely on the evaluation of condition but is also based on several other factors which include:

- Accessibility or potential for direct contact and disturbance which can cause release of asbestos to the air;
- Practicality of repair (for example will damage to the ACM continue even if it is repaired); and
- Efficiency of the work (for example if a damaged ACM is to be removed in an area, it may be most practical to remove all ACM in the area even if it is in good condition).

CLASSIFICATION OF FRIABLE AND NON-FRIABLE ASBESTOS MATERIAL

ACM are divided into two comprehensive categories, friable and non-friable. The primary difference between these two categories relates to how easily the material can be broken down to release airborne fibres. As part of this 2025 Annual ACM Reassessment, confirmed and presumed ACM identified in the subject building were evaluated based on its friability. Buildings constructed post 1990s were not suspected to contain friable ACM. The criteria used to assess the friability of a material are summarized in the table below.

Friability Type	Description of Friability
Friable	Are materials that when dry, can be crumbled, pulverized, or reduced to a powder by hand or moderate pressure. ACM that are friable have a much greater potential than non-friable ACM to release airborne asbestos fibres when disturbed. The most common friable ACM used in the past are surfacing materials (usually sprayed fireproofing, texture, decorative or acoustic plaster) and thermal insulations on mechanical systems.
Non-Friable	Are materials that when dry, cannot easily be crumbled, pulverized, or reduced to a powder by hand or moderate pressure. The most common non-friable materials include vinyl floor tiles, gasket materials, Transite rainwater leader or panel, caulking tars and adhesive mastics.

CONDITION OF MATERIAL (CONFIRMED OR PRESUMED ACM)

As part of this 2025 Annual ACM Reassessment, confirmed and presumed ACM identified in the subject building were also evaluated based on its condition. The criteria used to assess the condition of a material are summarized in the table below.

Condition Rating	Description of Material Condition
Good	<u>Mechanical Insulation:</u> Insulation on fittings, tanks, valves, boilers, ducts, and other mechanical equipment, which is completely enclosed (e.g., no ACM insulation is exposed).
	<u>Spray or Trowel-Applied Material:</u> Sprayed fireproofing or texture coat showing no signs of delaminating or fall-out.

Condition Rating	Description of Material Condition
	Non-Friable Material: Non-friable materials not exhibiting significant damage or extensive wear.
Fair	Mechanical Insulation: Pipe insulation showing some signs of physical damage or shrinkage cracks along pipe runs, or undamaged insulation that is not covered.
	Non-Friable Material: Materials that show signs of physical deterioration (e.g., worn down) or breakage (e.g., cracks) but remain non-friable.
Poor (Damaged)	Mechanical Insulation: General damage to mechanical insulation or water damage exposing asbestos directly. The absence of jacketing (e.g., canvas wrap, foil tape) around mechanical insulation.
	Spray or Trowel-Applied Material: In areas of sprayed fireproofing or texture coat: delaminating and the presence of fallen material on horizontal surfaces.
	Non-Friable Material: Non-friable ACM severely damaged to the extent that asbestos fibres may be released.

ACCESSIBILITY OF MATERIAL

ACM are evaluated based on the ease of which they can be reached and physically disturbed. The accessibility of ACM is rated according to the criteria presented below in the following table which defines the various classifications of accessibility (e.g., Access Class “A” to “D”) that were utilized during the 2025 Annual ACM Reassessment:

Accessibility Rating	Description of Material Accessibility
Access (A)	Accessible to all occupants of the subject building to approximately 2.5 metres (arms-reach) above floor level. Includes specific areas where occupant activities may disturb material that is not normally within reach (e.g., sports in gymnasiums and lifting in warehouses).
Access (B)	Areas of the subject building restricted to operations and maintenance staff and accessible to approximately 2.5 metres (arms-reach) above floor level.
Access (C ₁) Visible	Visible from floor level and accessible only with a ladder or other elevating device.
Access (C ₂) Concealed	Concealed from floor level and accessible only with a ladder or other elevating device and by moving a non-fixed building component (e.g., ceiling tile or access hatch).
Access (D)	Not accessible without demolition or removal of fixed building components or building system.
Access (A _A – D _A)	Areas with air movement inside of an air plenum or with air flow directed at ACM.

ACTION RESPONSE LEVELS

Confirmed or presumed ACM identified in the subject building are assigned a specific response action level which is based on the condition and accessibility rating. These actions levels are based on a spectrum of risk from poor condition materials that are readily accessible posing the utmost risk to good condition

materials in inaccessible areas posing the least risk. Response actions levels range from immediate clean-up of friable ACM and debris to ongoing routine inspections of non-friable material in good condition.

Action levels are provided for compliance and management of the known (confirmed or presumed) or suspect ACM within a building. The following table defines the various actions levels to appropriately work with confirmed or presumed ACM.

Action Level Ratings	Description of Action Levels
Action Level (1)	Action dealing with the immediate cleanup of ACM debris likely to be disturbed.
Action Level (2)	Action dealing with Type 2 isolation of an area and performing asbestos removal for regulatory compliance.
Action Level (3)	Action dealing with Type 2 asbestos procedures for ceiling entry where friable ACM debris is present on the top side of a ceiling system.
Action Level (4)	Action dealing with the removal of asbestos that goes beyond compliance but simplifies the asbestos management.
Action Level (5)	Action dealing with the repair of asbestos.
Action Level (6)	Action dealing with ACM surveillance requirements of the regulation.

ACTION RESPONSE LEVELS MATRIX

Based on a thorough review and consideration of the ACM evaluation ratings presented above (e.g., accessibility, condition, and action response levels), RiskCheck has provided the following Action Response Level Matrix to be utilized as a guide for operational procedures when working with ACM.

The following table outlines suitable actions for confirmed or presumed ACM identified in the subject building.

Accessibility Rating	Condition of Material			ACM Debris
	Good	Fair	Poor (Damaged)	
Access (A)	Action Level (6)	Action Level (5)	Action Level (1)	Action Level (1)
Access (B)	Action Level (6)	Action Level (5)	Action Level (2)	Action Level (1)
Access (C ₁) Visible	Action Level (6)	Action Level (5)	Action Level (2)	Action Level (1)
Access (C ₂) Concealed	Action Level (6)	Action Level (5)	Action Level (3)	Action Level (3)
Access (D)	Action Level (6)	Action Level (4)	Action Level (4)	Action Level (2)
Access (All) with Air Movement	Action Level (6)	Action Level (5)	Action Level (2)	Action Level (1)

Low Risk
 Moderate Risk
 High Risk

APPENDIX F

LIMITATIONS, TERMS AND CONDITIONS OF RETAINER

RISKCHECK INC.
LIMITATIONS, TERMS AND CONDITIONS OF RETAINER

1. **Our Standard of Care** - RiskCheck Inc. (RiskCheck) will conduct/has conducted the work as specified in the scope of work, contained in the RiskCheck proposal and/or the engagement letter, and perform/performed the environmental investigations requested by the Client according to the standards of a reasonable environmental consultant ("Retainer"). Any work performed by RiskCheck is conducted in accordance with generally accepted engineering or scientific or environmental practices current in the location and at the time the work is performed. No other warranty, expressed or implied is made.
2. **Our Sources of Information** - RiskCheck will/has sought to obtain relevant information, statements, documents and analytical test results concerning the subject property from our Client, third party sources, government or regulatory publications, databases and officials, and other persons to the extent covered by our Retainer. The accuracy of the findings, opinions and conclusions expressed in the RiskCheck report and/or any deliverables ("Deliverables") are subject to any errors or omissions in, or refusals to provide, information. RiskCheck shall not be responsible for any deficiency, misstatement, or inaccuracy contained in the Deliverables as a result of relying on the above information or lack thereof.
3. **Site Inspections** - RiskCheck will complete/has completed the inspection(s) of the subject property in the manner covered by our Retainer. The purpose of our inspection is to identify obvious visible evidence of potential and/or actual sources of environmental contamination and patent irregularities in waste management practices at the subject property. Our findings during the site inspection(s) are subject to any restrictions placed upon our free access to all aspects of the subject property, and neighbouring properties, including but not limited to snow coverage and material storage. A reasonable site inspection may not identify latent or hidden contamination, evidence of potential environmental concerns or irregularities.
4. **Sample and Testing Procedures** - The sample and testing procedures described in the Deliverables, are performed at specific point locations, by experienced personnel using equipment and techniques appropriate for our Retainer. Based upon available data, RiskCheck provides expressed opinion as to the conditions, which may exist between the points investigated, and is based on the location and time of sample collection, and the type of media and parameters analyzed. As actual conditions may vary significantly between sample or test points, and with time, our Client assumes the inherent risk that some conditions may not be detected. RiskCheck shall not be responsible for any cross-contamination resulting from subsurface investigations.
5. **Legal Issues** - The Deliverables are intended to direct our Client's attention to potential and/or actual sources of environmental contamination, including but not limited to, irregular waste management practices at the subject property. Nothing in the Deliverables are intended to express any legal opinion upon environmental liabilities relating to the subject property or whether site operations legally conform with relevant legislative requirements. RiskCheck makes no other representations or warranties whatsoever, including those concerning the legal significance of our findings, or as to other legal matters noted in the Deliverables, including but not limited to, ownership of any property, or the application of any law, to the facts set forth herein.
6. **Confidentiality of Client Information** – RiskCheck agrees to hold all information obtained in the course of our Retainer and the contents of the Deliverables in strict confidence, except where disclosure is directed by our Client's expressed written consent with instructions, or by compulsion of law.

7. **Working Information/Documents** – The Deliverables shall be the property of RiskCheck's Client. All other data, sample and test results, working sheets, draft reports or other papers, documents, information or records prepared or collected by us in the course of our Retainer, shall remain the property of RiskCheck Inc. and/or successors. Our Client agrees that we shall be entitled to retain a copy of the Deliverables for RiskCheck's own files.
8. **Use of the Deliverables** – The information and opinions expressed in the Deliverables are prepared for the sole benefit of our Client. No other party may use or rely upon the Deliverables, or any portion thereof, without the express written consent of RiskCheck Inc. and/or successors. We accept no responsibility for the accuracy of the Deliverables to other parties. We give no warranty, representation, or assurance to other parties, that the findings, statements, opinions or conclusions expressed in the Deliverables are accurate or valid. RiskCheck, at its discretion, will consent to any reasonable request by our Client to approve the use of the Deliverables by other parties as "Approved Users" within one year from the date of the Deliverables.
9. **Copyright** – RiskCheck owns copyright of the Deliverables. We authorize our Client and "Approved Users" to make copies of the Deliverables only in such quantities as are reasonably necessary for its use by those parties. Our Client and Approved Users may not give, lend, sell, or otherwise make available our Deliverables, or any portion or copy thereof, to any party, without our express written consent. No person may alter or modify the Deliverables.
10. **Personal Liability** – The Client and/or "Approved User" expressly agrees that RiskCheck employees shall have no personal liability to the Client and/or "Approved User" with respect to a claim, whether in contract, tort and/or any other cause of action in law. Furthermore, the Client and/or "Approved User" agrees that it will bring no proceedings, nor take any action in any court of law, against RiskCheck employees in their personal capacity.
11. **Professional Liability** – RiskCheck will not be responsible for any consequential or indirect losses incurred by the Client and/or "Approved Users", including but not limited to, loss of income, business opportunities, business interruptions, personal injury or death.
12. **Subconsultant and Contractor Liability** – RiskCheck on certain investigations/assessments (including but not limited to subsurface investigations, laboratory services, remediation, risk assessments, abatements) will require hiring the services of individuals and companies with special expertise and/or services, which are not provided by RiskCheck. RiskCheck may retain these services on behalf of the Client, as part of the overall project, as a convenience to the Client. RiskCheck shall not be responsible for errors, omissions or negligence by those parties in carrying out their work. These will be the responsibility of the subconsultant and contractors retained for completion of the project. The Client indemnifies RiskCheck from all such claims associated with the work carried out by subconsultant and contractors.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2026-133

PROPERTY SALE: A by-law to amend By-law 2026-102, which authorizes the sale of surplus property being civic 89 Hudson Street, civic 0 Hudson Street, and civic 0 Hudson Street, legally described in PIN 31578-0239 (LT), PIN 31578-0278 (LT) and PIN 31578-0279 (LT) to Raising the Roof Chez Toit.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **SECTION 3, BY-LAW 2026-102 AMENDED**

Sections 3(a) and 3(b) of By-law 2026-102 are amended by adding “and as revised by the updated terms and conditions” after “May 10, 2026” in both said subsections to Section 3.

2. **EFFECTIVE**

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

PASSED in open Council this 31st day of August, 2026.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

\\citydata\\LegalDept\\Legal\\Staff\\COUNCIL\\BY-LAWS\\2026\\2026-133 Sale of Hudson Street Properties (Raising the Roof Chez Toit)
Amend By-law 2026-102.docx

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2026-134

ENGINEERING: A by-law to authorize the execution of the Agreement between the City and AECOM Canada ULC to award the provision of engineering services for the Landfill Cell 1 Expansion at 402 Fifth 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 August 31, 2026 between the City and AECOM Canada ULC, a copy of which is attached as Schedule "A" hereto. This Agreement is to award the provision of engineering services for the Landfill Cell 1 Expansion at 402 Fifth Line East.

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law and may be viewed electronically due to the high volume of pages.

3. **EFFECTIVE DATE**

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

PASSED in open Council this 31st day of August, 2026.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

CLIENT/ENGINEER AGREEMENT FOR *PROFESSIONAL CONSULTING SERVICES*

2024
(VERSION 4.0)

Association of Consulting Engineering Companies (Ontario)
in partnership with the Municipal Engineers Association

USER NOTICE

This document is copyrighted by the Association of Consulting Engineering Companies – Ontario (ACEC-Ontario) and the Municipal Engineers Association (MEA). All rights reserved.

This document may be used and reproduced by the public without charge for as long as the document remains available and published by ACEC-Ontario and MEA. Any revisions to this document at any time, other than by filling in the editable form fields or by way of separate document such as supplementary conditions, shall constitute infringement of ACEC-Ontario's and MEA's copyright.

Any page not marked with “© Copyright 2024 by ACEC-Ontario & MEA” in the footer does not form part of this document as it has been made available by ACEC-Ontario and MEA to the public. Neither ACEC-Ontario nor the MEA guarantee the accuracy or reliability of any amendments to this document, including in any supplementary conditions or replaced schedules or appendices.

This document does not constitute legal advice and all users are advised to obtain independent legal advice. Neither ACEC-Ontario nor the MEA accept responsibility for any errors or omissions in this document and any such liability is expressly disclaimed, including any liability for claims or damages that may result from use of this document.

TABLE OF CONTENTS	Page
AGREEMENT	1
DEFINITIONS.....	2
Article 1 – General Conditions	7
1.1 The Agreement	7
1.2 The Services	7
1.3 Changes and Additional Services	9
1.4 Client Obligations	10
1.5 Staff and Subconsultants	10
1.6 Contract Documents	11
1.7 Deliverables, Intellectual Property, Licensing	11
1.8 Confidential Information	13
1.9 Inspection, Records and Audit	14
1.10 Time for Performance and Delays	14
1.11 Suspension or Termination	15
1.12 Indemnification	16
1.13 Insurance	17
1.14 Dispute Resolution	19
1.15 Miscellaneous	21
Article 2 – Services To Be Provided.....	23
2.1 Engineer’s Services	23
2.2 Exclusions from the Engineer’s Services	23
2.3 Responsibilities of the Client	24
Article 3 – Fees And Disbursements.....	25
3.1 Basis of Payment for this Agreement	25
3.2 Invoicing and Payment	28

AGREEMENT

Dated the 31 day of August, 2026

BETWEEN

The Corporation of the City of Sault Ste. Marie

(hereinafter the “**Client**”)

AND

AECOM Canada ULC

(hereinafter the “**Engineer**”)

WHEREAS the Client intends to: *(describe Project below)*

Provide engineering services for the Sault Ste. Marie Landfill Cell 1 Expansion

(hereinafter the “**Project**”)

AND WHEREAS the Client has requested the Engineer to furnish professional Services in connection with the Project, and the Engineer desires to perform such Services.

NOW THEREFORE, in consideration of the covenants contained herein, the Client and the Engineer mutually agree as follows:

DEFINITIONS

For the purpose of this Agreement, the following definitions shall apply:

Agreement

The Agreement means this written agreement between, and as executed by, the Client and the Engineer.

Additional Services

Additional Services are services that are not included or contemplated as part of the Services to be provided under this Agreement at the time of its execution and which may be added to the Services upon the written agreement of the Client and the Engineer.

Arbitration Act

Arbitration Act means the *Arbitration Act, 1991*, S.O. 1991, C. 17, and the regulations made thereunder, as may be amended.

Budget of the Work

The Budget of the Work is the maximum amount the Client is prepared to spend on the Work, including contingency allowances, if any.

Business Day

Business Day means any day other than a Saturday, Sunday, a statutory holiday, a statutory vacation day that is observed by the construction industry in the area of the Site, a statutory holiday observed by municipalities in the Province of Ontario, a statutory holiday in the area of the Site, or a statutory holiday in the Province of Ontario.

Change

Change has the meaning given to it in Subsection 1.3.1 of this Agreement.

Claims

Claims has the meaning given to it in Subsection 1.12.1 of this Agreement.

Client

Client means the person identified as such in the Recitals hereof.

Consequential Damages

Consequential Damages means (i) any consequential, indirect, exemplary, or special damages, and (ii) damages of any kind, however caused or characterized, for loss of actual or anticipated revenue or

profits, standby time, interest expenses, overhead, business interruption, loss of reputation, loss of use, loss of business opportunity, increased capital or operating costs, or increased financing costs.

Construction Act

Construction Act means the *Construction Act*, RSO 1990, c C.30, and the regulations made thereunder, as may be amended.

Construction Contract

Construction Contract means any contract or written agreement between the Client and a Contractor for performance of all or part of the Work.

Construction Documents

Construction Documents means all documents related to performance of the Work issued by or through the Engineer or Client and which shall be incorporated by the Client into the Construction Contract. The Construction Documents include all variations and modifications thereto as issued by or approved by the Engineer.

Contract Documents

Contract Documents are those documents identified in Subsection 1.1.1 of this Agreement, as may be amended by the parties in writing from time to time.

Contractor

A Contractor is a person or entity that has contracted with the Client under a Construction Contract to perform all or part of the Work.

Cost of the Work:

Cost of the Work means the total actual cost incurred by the Client, including the actual cost of all materials, equipment, labour and contractors' overhead and profit and any applicable fees, tariffs or levies, for completion of the Work for which the Engineer prepares Deliverables under this Agreement. The Cost of the Work shall not include any fees and disbursements due to the Engineer under this Agreement, the Client's engineering and office expenses, or the cost of land. Where applicable, the following shall apply when determining the Cost of the Work:

- (i) Wherever the Client furnishes labour or other service which is incorporated in the Work, the current price of labour or other service when the Work was executed shall be used to compute the Cost of the Work.
- (ii) Whenever used materials or equipment is furnished by or on behalf of the Client, the fair market value of such materials or equipment, as though it was purchased new, shall be used to compute the Cost of the Work, subject to approval by the Client.

- (iii) In computing the Cost of the Work, no deductions shall be made on account of any penalties or damages claimed by the Client from any contractor or on account of any other sum withheld from any contractor.

For certainty, Cost of the Work excludes Value Added Taxes.

Deliverables

Deliverables are the designs, drawings, plans, models, specifications, studies, reports, photographs, sketches, graphic representations, materials, software, concepts, products, processes, surveys, calculations and other data, information and deliverables, in any form (including in hard copy or electronic form), prepared by or on behalf of the Engineer as part of the Services.

Engineer

Engineer means the person identified as such in the Recitals hereof.

Engineer's IP

Engineer's IP means all patents, trademarks, copyrights, industrial or other intellectual property rights arising or resulting from performance of the Services, including those which are developed, patentable, capable of trademark, first reduced to practice or otherwise produced by or resulting from the Services rendered by the Engineer. For certainty, Engineer's IP includes any and all intellectual property rights in the Deliverables.

Engineer's Staff

Engineer's Staff has the meaning given to it in Subsection 1.5.1 of this Agreement.

Force Majeure

Force Majeure means an event which causes a party to be delayed in performing, or unable to perform, its obligations under this Agreement in whole or in part, and which meets all of the following criteria: (a) the event and its effects are beyond such party's reasonable control; (b) such party could not reasonably have prevented, overcome or removed the event and its effects by commercially reasonable efforts and due diligence; and (c) the event and its effects do not result from such party's impecuniosity or negligence. For certainty, the following events shall constitute events of Force Majeure:

- (i) fire, unusual delay by common carriers or unavoidable casualties;
- (ii) act of God, war, civil commotion, rebellion, terrorism, revolution, insurrection, military or usurped power, hostilities (whether war be declared or not), invasion, or acts of foreign enemies;
- (iii) labour dispute, strike, lockout or picketing;
- (iv) action or inaction by a government authority;

- (v) abnormally adverse weather conditions; and
- (vi) pandemics, epidemics or other public health emergencies (including those resulting from diseases, influenzas, coronaviruses and other viruses) and related governmental actions (including quarantines, business closures and travel restrictions relating to public health emergencies).

OHSA

OHSA means the *Occupational Health and Safety Act*, RSO 1990, c. O.1, and the regulations made thereunder, as may be amended.

Other Municipality

Other Municipality means a municipality as defined under the *Municipal Act, 2001*, SO 2001, c. 25, as may be amended, that is located within the Province of Ontario and that is not the Client.

Professional Engineers Act

Professional Engineers Act means the *Professional Engineers Act*, RSO 1990, c P.28, and the regulations made thereunder, as may be amended.

Project

The Project is the total endeavour contemplated under this Agreement as identified in the Recitals hereof and of which the Services and the Work may be the whole or a part.

Recitals

The Recitals include all information set out on the first page of this Agreement.

Schedule

The Schedule means the schedule for performance of the Services set out in Subsection 1.10.1.

Services

The Services are those services to be provided by the Engineer as set out in Article 2 of this Agreement.

Shop Drawings

Shop Drawings means the drawings, diagrams, illustrations, schedules, performance charts, brochures, and other data that are to be provided by the Contractor or by others to illustrate details of portions of the Work.

Site

The Site is the site or location of the Work as identified in the Contract Documents and includes the actual work site and other locations where the checking of materials, equipment and workmanship is carried out.

Subconsultant

A Subconsultant is any person or entity that has entered into a contract or written agreement with the Engineer for performance of all or part of the Services.

Sublicense

Sublicense has the meaning given to it in Subsection 1.7.3.3 of this Agreement.

Sublicensee

Sublicensee has the meaning given to it in Subsection 1.7.3.3 of this Agreement.

Standard of Care

The Standard of Care means the degree of care, skill and diligence normally provided by a reasonable and prudent engineer providing comparable services for projects of a similar nature at the same time and in the same or similar locale as the Project, including as required by the Professional Engineers Act.

Value Added Taxes

Value Added Taxes means those taxes as shall be levied upon costs, fees and expenses, including the Engineer's compensation, by the federal or any provincial or territorial government and is computed as a percentage of such compensation, costs, fees and expenses and includes the Goods and Services Tax, the Quebec Sales Tax, the Harmonized Sales Tax, and any similar tax, the collection and payment of which are imposed by tax legislation.

Work

The Work is the total construction and related services required by the Construction Contract, but does not include the Services or the services of other consultants engaged by the Client for the Project.

ARTICLE 1 – GENERAL CONDITIONS

1.1 The Agreement

- 1.1.1 The Agreement is made up of the following terms, conditions, schedules and other documents, which form part of and are incorporated into the Agreement and which, in the event of conflict, shall have the following order of priority, from highest to lowest:

1. Supplementary Conditions, if any;
2. Recitals;
3. Definitions;
4. Article 1 – General Conditions;
5. Article 2 – Services To Be Provided;
6. Article 3 – Fees And Disbursements;

The following additional attachments, if any:

7. AECOM Proposal dated August 4, 2026

1.2 The Services

- 1.2.1 The Client hereby retains the Engineer for performance of the Services in connection with the Project, and the Engineer agrees to provide such Services in accordance with the Standard of Care and the Contract Documents, and for the compensation as set out in Article 3 to this Agreement.
- 1.2.2 The Engineer represents that it is a person or entity licensed to practice in the Province of Ontario and, as such, the Client acknowledges that the Engineer has obligations under law and pursuant to the Engineer's professional status, which include requirements to exercise judgement and ensure public safety.
- 1.2.3 The Engineer shall not be responsible for:
- .1 performance of the Construction Contract or for any Contractor or other person's failure to carry out the Work in accordance with the Construction Contract;
 - .2 performance of the Work or of any other services by any Contractor, other consultant of the Client, or other person outside the Engineer's control;

- .3 control of the means, methods, techniques, schedules, sequences or procedures of construction for the Work or Project; or
- .4 commissioning or startup of equipment for the Work or Project;

1.2.4 Where the Services include administration of a Construction Contract by the Engineer each of the following shall apply:

- .1 The Engineer shall have authority to act on behalf of the Client, but only to the extent set out in the Contract Documents. Such authority may only be modified by written consent of the Engineer and Client.
- .2 The Engineer shall have authority to:
 - (i) reject Work that is not in conformity with the Construction Contract;
 - (ii) require special inspection or testing of Work, whether or not such Work has been fabricated, installed or completed; and
 - (iii) order minor adjustments in the Work that are consistent with the intent of the Construction Contract provided such adjustments do not involve an adjustment to the Client's costs under the Construction Contract or to the schedule requirements of the Construction Contract.
- .3 The Engineer shall be included on all relevant communications, written and otherwise, between the Client and any Contractor and between the Client and any other consultants engaged on the Project.
- .4 Notwithstanding express or implied acceptance by the Engineer of the Work or services performed by a Contractor or other consultant engaged by the Client, such persons shall remain responsible to the Client for the proper performance of the Work or their services, as applicable.
- .5 The Engineer's review of Shop Drawings shall be restricted to checking general conformance with information given and the design concept expressed in the Construction Documents, and shall not be relied on for determining the feasibility or constructability of the Work detailed within the Shop Drawings or the accuracy or completeness of instructions for installation.

1.2.5 Where the Services include issuance by the Engineer of any certificate for payment under a Construction Contract, such issuance shall constitute a representation by the Engineer that, based on visits to the Site at intervals appropriate to the progress of the Work as determined by the Engineer in its professional judgment and on review of the Contractor's schedule of values and application for payment:

- .1 the Work has progressed to the value indicated;

- .2 to the best of the Engineer's knowledge, information and belief, the Work observed is in general conformity with the Construction Contract; and
- .3 the Contractor is entitled to payment in the amount certified.

For certainty, issuance of a certificate of payment shall not be a representation that the Engineer has investigated or examined the Contractor's use of the funds paid by the Client or that the Contractor has complied with its legal obligations.

- 1.2.6 The parties shall each advise the other in writing of their requirements in connection with the Project, which shall include for the Client, advising the Engineer of the Budget of the Work and any scheduling or time constraints, and for the Engineer, advising of all information, documents and data required for performance of the Services.
- 1.2.7 The Engineer shall not be liable for any changes to the Services resulting from undisclosed, undiscovered, or unknown conditions at the Site, including those resultant from the discovery of hazardous or toxic substances at the Site. Should the Engineer observe or discover any condition at the Site that materially differs from the Contract Documents, it shall promptly notify the Client in writing of such observation or discovery and the nature of the changes to the Services that may be required, and shall not proceed with the change until approved by the Client.

1.3 Changes and Additional Services

- 1.3.1 The parties acknowledge that, from time to time, circumstances may dictate a need to delete, extend, increase, vary or otherwise alter the Services as originally contemplated in this Agreement (a "**Change**"). Where a party identifies such need for Additional Services, that party shall, within seven (7) calendar days after becoming aware of the Change, notify the other party setting out the facts and circumstances giving rise to the Change. Where the parties agree that Additional Services are required, the parties shall record their agreement in writing and such Additional Services shall be performed on a "time" basis as set out in Subsection 3.1.5, or as otherwise agreed by the parties in writing.
- 1.3.2 Where the Client does not agree there has been a Change or that Additional Services are warranted, or where the Client requires the Engineer to proceed with Additional Services before agreement can be reached regarding any resultant adjustments to the Schedule or the Engineer's compensation under this Agreement, the Client may issue a written direction to the Engineer requiring the Engineer to proceed with such Additional Services. Within five (5) Business Days of receipt of such direction, the Engineer shall provide the Client with written notice of any anticipated impacts to the Engineer's remuneration or the Schedule, including estimates of such impacts.
- 1.3.3 The parties shall resolve any dispute in respect of a Change in accordance with Section 1.14, and shall otherwise continue to perform all Services and obligations which are not subject to dispute.
- 1.3.4 Where the Engineer reasonably considers emergency services to be necessary in order to meet its professional obligations, the Engineer shall promptly notify the Client and shall

undertake such services as Additional Services and the costs for such services shall be recoverable by the Engineer in accordance with this Section 1.3.

- 1.3.5 If the Engineer intends to make a claim for an increase to its compensation under this Agreement, or if the Client intends to make a claim against the Engineer for a credit or reduction to the Engineer's compensation under this Agreement, the party that intends to make such a claim shall give written notice to the other party of its intent to claim within ten (10) Business Days of becoming aware of the event or series of events giving rise to the claim. The written notice to be given pursuant to this Subsection 1.3.5 shall include all details and supporting documentation regarding the claim available at such time and the claiming party shall thereafter submit all such details and supporting documentation to the other party within five (5) Business Days of such details and supporting documentation becoming known or available, as applicable. Where the party making a claim fails to provide notice or details and supporting documentation within the time stipulated in this Subsection 1.3.5 and such failure prevents the Client or Engineer from mitigating or minimizing Claims resultant from the event or series of events giving rise to such claim or otherwise causes the other party loss or damage, then the party making the claim shall be barred from bringing the subject claim.
- 1.3.6 For certainty, in no event shall the Engineer be obligated to perform Additional Services unless it has first received written direction to do so from the Client.

1.4 Client Obligations

- 1.4.1 The Client acknowledges that it shall promptly fulfill its obligations as set out under this Agreement in order to allow the Engineer's efficient performance of its Services in accordance with the Schedule.
- 1.4.2 The Client acknowledges that, in order to avoid any delay, it shall promptly examine and respond to requests for information or decisions submitted by the Engineer.
- 1.4.3 The Client further agrees that it shall include the Engineer in any value analysis and preparation of the estimates of the Cost of the Work.
- 1.4.4 Unless otherwise set out in the Contract Documents, it shall be the responsibility of the Client to obtain and pay the costs of all required consents, approvals, licenses, and permits from authorities having jurisdiction.
- 1.4.5 Additional obligations of the Client, if any, are set out in Article 2.

1.5 Staff and Subconsultants

- 1.5.1 Prior to commencement of the Services, the Engineer shall provide the Client with a list of its staff to be employed on the Project, including the Engineer's principals and executives (the "**Engineer's Staff**"). The Engineer shall employ only competent personnel who will be under the supervision of a senior member of the Engineer's Staff. The Engineer shall give the Client written notice of any changes to the Engineer's Staff and the Client and the Engineer shall work cooperatively to address any issues associated with changes to the Engineer's Staff.

- 1.5.2 The Engineer may engage Sub-Consultants for specialized services provide that prior approval is obtained, in writing, from the Client and may add a mark-up of 5% of the cost of such Services to cover office administration costs when claiming reimbursement from the Client.
- 1.5.3 To the extent expressly specified as part of the Services, the Engineer shall coordinate the activities of other consultants engaged by the Client in respect of the Project.

1.6 Contract Documents

- 1.6.1 Subject to Section 1.7, Project drawings and documents, or copies thereof, shall be shared between the parties as needed at no cost.
- 1.6.2 The Client agrees to provide the following to the Engineer, and will ensure that it notifies the Engineer of any changes in information as available and relevant in respect of the Services and the Work:
- .1 a copy of the Contract Documents;
 - .2 information required for cost estimating, if applicable, as determined at the Client's discretion;
 - .3 the Budget of the Work; and
 - .4 all background documents available to the Client that are required by the Engineer for the execution of the Services and the Work.
- 1.6.3 The Engineer shall be entitled to rely upon the accuracy and completeness of records, information, reports, recommendations, surveys, data and specifications provided by the Client. Notwithstanding the foregoing, the Engineer confirms that it has reviewed the Contract Documents and, to the best of its knowledge, information and belief, has found no errors, omissions, inconsistencies or discrepancies. If the Engineer finds errors, omissions, inconsistencies or discrepancies in the Contract Documents or has any doubt as to the meaning or intent of any part thereof, the Engineer shall at once notify the Client in writing. The Client agrees that it shall promptly inform the Engineer by written notice if it becomes aware of any nonconformity with the requirements of the Construction Documents. Nothing in this Subsection 1.6.3 shall relieve the Engineer of responsibility for the Engineer's own errors and omissions.

1.7 Deliverables, Intellectual Property, Licensing

- 1.7.1 The Client shall give due consideration to all Deliverables submitted by the Engineer, and shall make any decisions which they are required to make in connection therewith within a reasonable time so as not to delay performance of the Services as required by this Agreement. The Client shall promptly notify the Engineer in writing in the event that the Client discovers any error, omission or inconsistency in the Deliverables.

- 1.7.2 The Engineer shall retain ownership of the Engineer's IP. The Deliverables shall be and remain the property of the Engineer. The parties acknowledge and agree that the Engineer shall retain original copies of the Deliverables and any parts of the Construction Documents created by the Engineer, which the Client has not specifically commissioned and paid for. The Client is entitled to keep a copy of the Deliverables for its records, and may only use the Deliverables and any such copies in accordance with the license rights granted under this Agreement.
- 1.7.3 Except in the event of termination of this Agreement by the Engineer pursuant to Subsection 1.11.3 and provided that the Client has paid all compensation due and owing to the Engineer under this Agreement, the Client shall have a permanent, non-exclusive and royalty-free license to:
- .1 Use and reproduce the Deliverables and any Engineer's IP therein in connection with the Work and Project, including for the purposes of constructing, using, occupying, maintaining, repairing, renovating, altering, and/or adding to the Work and the Project.
 - .2 Use and reproduce the Deliverables and any Engineer's IP therein in connection with other works and projects of the Client that are similar to the Work and Project, as determined by the Client, acting reasonably, including for the purposes of constructing, using, occupying, maintaining, repairing, renovating, altering, and/or adding to other works or projects of the Client.
 - .3 ~~Grant sublicenses (each, a "Sublicensee") to Other Municipalities (each, a "Sublicensee") for use and reproduction of the Deliverables and any Engineer's IP therein in connection with works and projects of Other Municipalities that are similar to the Work and Project, as determined by the Client, acting reasonably, including for the purposes of constructing, using, occupying, maintaining, repairing, renovating, altering, and/or adding to such works or projects of Other Municipalities. Each Sublicensee shall be subject to an agreement on terms and conditions consistent with the terms of and conditions of the license granted under Subsection 1.7.3.1 and is no more permissive than such license. For clarity, no Sublicensee shall include the right to grant further sublicense under the Deliverables or any Engineer's IP therein. The Client shall be responsible for ensuring that each Sublicensee complies with the terms and conditions of any sublicense agreement to which the Sublicensee is a party. Any act or omission of a Sublicensee which would be a breach of this Agreement if performed by the Client shall be deemed to be a breach by the Client.~~
- 1.7.4 Any and all license rights granted under Subsection 1.7.3 are subject to the following conditions which are expressly acknowledged and agreed to by the Client:
- .1 No license granted is exclusive with respect to the Engineer's IP and nothing in this Agreement shall be deemed to derogate from the Engineer's ownership and full right to use the Engineer's IP for any other site, work or project.
 - .2 Any alteration, modification or amendment to the Deliverables that is not performed by the Engineer (whether for the Work, the Project or any other work or project) shall be at

the Client's sole risk and the Client will not hold out that any such changes to the Deliverables were approved, reviewed or otherwise accepted by the Engineer.

- .3 The Engineer shall bear no liability in respect of any use of the Deliverables and any Engineer's IP therein for any location other than the Site or for any work or project other than the Work or the Project for which the Deliverables were intended and the Client shall indemnify the Engineer from and against any and all Claims in any way arising out of or related to: (i) alteration, modification or amendment to the Deliverables by the Client, any Other Municipality, the Client's and any Other Municipality's other consultants, contractors, subcontractors, suppliers, agents, employees or tenants, or any other person for whom the Client or Other Municipality (as applicable) is responsible at law; (ii) use of the Deliverables and any Engineer's IP therein in connection with any other work or project of the Client except the extent, if any, the Engineer performed services for such other work or project of the Client; and/or (iii) use of the Deliverables and any Engineer's IP therein by any Other Municipality for any other work or project of such Other Municipality, except to the extent, if any, the Engineer performed services for such other work or project of the Other Municipality. For certainty, the Client's liability for Claims under this Subsection 1.7.4.3 shall include the obligation to reimburse the Engineer for all legal fees (including costs of defense) reasonably incurred by the Client as a direct result of such Claims on a full indemnity basis.
- .4 The Client shall give the Engineer written notice of any Sublicense granted pursuant to Section 1.7.3.3 identifying the person to whom such Sublicense was granted and the intended use of such Sublicense within 30 calendar days of such Sublicense having been granted. For certainty, the right to grant Sublicenses pursuant to Section 1.7.3.3 is exclusive to the Client and does not include the right of any sublicensee to grant further sublicenses or sub-sublicenses to any Other Municipalities or other persons.

- 1.7.5 The Engineer represents and warrants that its Deliverables do not infringe the patent, copyright, trademark or other intellectual property rights of another person. The Engineer shall indemnify the Client in the event of any Claims suffered by the Client resultant from the Engineer's breach of this Subsection 1.7.5.

1.8 Confidential Information

- 1.8.1 Neither party shall divulge any specific information identified as confidential, communicated to or acquired by them, or disclosed by the other party in the course of carrying out their obligations under this Agreement. These obligations of confidentiality shall not apply to information which is in the public domain, which is provided to the receiving party by a third party without obligation of confidentiality, which is independently developed by a party without access to the other party's information, or which is required to be disclosed by law or court order. No such received, confidential information shall be used by one party on any other project without the prior written approval of the other party.
- 1.8.2 Each party agrees to obtain the consent in writing of the other before publishing or issuing any confidential information regarding the Project.

1.9 Inspection, Records and Audit

- 1.9.1 The Client, or persons authorized by the Client, shall have the right, upon reasonable notice and at all reasonable times during business hours, to inspect or otherwise review, at the offices of the Client, any and all documents and records in relation to the Services performed, or being performed, under the Project and at the Site.
- 1.9.2 Where Services are to be performed on a time and materials basis:
- .1 the Engineer shall keep a detailed record of the hours worked by staff employed for performance of the Services in order to provide data for the calculation of fees; and
 - .2 the Client may inspect the Engineer's applicable timesheets and records of expenses and disbursements at all reasonable times during business hours.
- 1.9.3 The Engineer, when requested by the Client, shall provide copies of receipts with respect to any disbursement for which the Engineer claims payment under this Agreement.
- 1.9.4 For seven (7) years after the expiry date or any date of termination of the Agreement, the Engineer shall maintain all necessary records to substantiate (i) all charges and payments under the Agreement and (ii) that all Deliverables were provided in accordance with the Agreement.

1.10 Time for Performance and Delays

- 1.10.1 Unless agreed otherwise by the parties in writing, the Engineer shall:
- .1 commence the Services by September 1, 2026, and
 - .2 complete the Services upon the later of (i) September 15, 2029 or (ii) year(s), month(s), week(s) after completion or abandonment of the Work.
- 1.10.2 The Engineer shall perform the Services expeditiously and in such sequence as the Client may reasonably require to ensure efficient and orderly progress of the Project and the Work and in accordance with the Schedule or any other schedule for such performance of the Services as agreed to by the parties in writing.
- 1.10.3 In the event that the start of the Project is delayed for sixty (60) calendar days or more in a manner that materially affects the ability to deliver the Services for reasons beyond the control of the Engineer, the Engineer shall have the right to renegotiate the Agreement before the commencement of the Project.
- 1.10.4 Except with respect to payment obligations already in process, neither party shall be liable for any delay or failure in performance of their respective obligations under this Agreement to the extent caused by or resultant from an event of Force Majeure.

1.10.5 Upon the occurrence of a Force Majeure event, the impacted party shall notify the other in writing with reasonable promptness and, in any event, no later than seven (7) calendar days after becoming aware of the Force Majeure event, explaining the facts and circumstances and the Client and Engineer shall then cooperate to establish a mutually acceptable revision to the timing for performance of the subject obligation, including to the Schedule, as necessary and applicable.

1.11 Suspension or Termination

1.11.1 The Client may, at any time upon fourteen (14) calendar days' written notice, suspend the Services or any portion thereof at any stage of the Project. Upon receipt of such written notice, the Engineer shall perform no further Services other than those reasonably necessary to safely close out their Services, and otherwise suspend all operations in respect of its Services or such part of the Services which may be identified as suspended. In such an event, and except to the extent that the suspension was required as a result of the Engineer's negligence or breach of this Agreement, the Engineer shall be entitled to payment for the direct costs reasonably incurred by the Engineer as a direct result of such suspension, and the Schedule shall be extended for such reasonable time as the Client and Engineer may together decide. In no event shall such costs include Consequential Damages. The Engineer will make every effort to mitigate costs, expenses and impacts to the Client resultant from suspension.

1.11.2 If the period of suspension is ninety (90) calendar days or less, upon notification by the Client, the Engineer will resume the performance of the Services as soon as practicable and in any event within seven (7) calendar days in accordance with the terms of the Agreement. If the period of suspension exceeds ninety (90) calendar days, no Services will be resumed or be completed in accordance with the terms of the Agreement prior to the parties having agreed upon the resumption and its terms and conditions, unless the suspension was required as a result of the Engineer's negligence or breach of this Agreement in which case the Engineer's agreement is not required. Failing agreement on the resumption and its terms and conditions, the notice of suspension will be deemed to be a notice of termination and Subsection 1.11.5.2 shall apply.

1.11.3 Without limiting the rights and obligations in Subsection 1.11.2, where an event of Force Majeure resulting in suspension of the Services continues for a period of ninety (90) calendar days or more, the Engineer shall not resume the Services until the parties have agreed upon the terms and conditions for their resumption. The parties shall work cooperatively to endeavour to reach an agreement. Failing such agreement, either party may elect to terminate the Agreement upon provision of ten (10) Business Days' written notice to the other.

1.11.4 Either party may terminate this Agreement:

- .1 upon seven (7) calendar days' written notice to the other party and without further liability in the event the other party is in material breach of this Agreement and fails to remedy such breach within seven (7) calendar days of receiving written notice of the breach, provided that the breach was not caused or contributed to by the party seeking to terminate this Agreement; or

- .2 immediately upon notice if the other party becomes insolvent or files for or is put in bankruptcy or makes a general assignment in favour of its creditors, or if all or any part of its property is put under receivership.
- .3 Upon such termination by either party, unless due to negligence, the Client shall pay the Engineer for all Services performed to the date of termination.

Where such termination is by the Engineer, the Client shall also reimburse the Engineer for the direct costs reasonably incurred by the Engineer as a direct result of such termination, but not to include Consequential Damages.

1.11.5 In addition to the foregoing, the Client may terminate this Agreement as follows:

- .1 upon notice, if the Project is lawfully interrupted for more than ten (10) calendar days pursuant to an ordinance originating with a court or public authority having jurisdiction, in which case the Client agrees to pay the Engineer for the Services duly performed up to the date of termination; or
- .2 for convenience by giving the Engineer fourteen (14) calendar days' prior written notice of its intention to terminate, in which case the Client agrees to pay the Engineer for the Services duly performed up to the date of termination and to reimburse the Engineer for the direct costs reasonably incurred by the Engineer as a direct result of such termination, but not to include Consequential Damages; or
- .3 immediately upon notice of the death of the Engineer if the Engineer is an individual and deceases before their Services have been completed, in which case the Client shall pay for the Services duly performed up to rendered and disbursements incurred by the Engineer to the date of such termination.

1.11.6 All representations, indemnities, obligations of confidentiality and other obligations under this Agreement that by their nature are intended to survive termination shall so survive termination or expiration of this Agreement.

1.12 Indemnification

1.12.1 The Engineer shall indemnify the Client, including its respective parent, subsidiaries, affiliates, officers, directors, employees, agents, successors and assigns from and against any claims, liabilities, demands, losses, settlements, costs, expenses, penalties, damages, actions, suits, or proceedings ("**Claims**") arising from or caused by the Engineer's negligent acts, errors or omissions or breach of this Agreement or non-performance of its obligations under this Agreement. For certainty, the Engineer's liability for Claims under this Subsection 1.12.1 shall include the obligation to reimburse the Client for all legal fees (including costs of defense) reasonably incurred by the Client as a direct result of such Claims on a full indemnity basis.

1.12.2 Each party shall indemnify the other, including its respective parent, subsidiaries, affiliates, officers, directors, employees, agents, successors and assigns from and against any Claims by third parties that arise out of or are attributable to this Agreement or the Services, including Claims attributable to bodily injury, sickness, disease, or death, or to injury to or destruction of

tangible property, to the extent that such Claims are attributable to or caused by the negligence or willful misconduct of the indemnifying party or anyone for whose acts the indemnifying party is responsible in law.

1.12.3 In no event shall either the Client or the Engineer be liable to the other, or their respective directors, officers or employees, for Consequential Damages arising out of or related to this Agreement, the Project, the Work or the Services.

1.12.4 The parties' liability for any and all Claims whatsoever, including, without limitation, in tort, contract, strict liability, indemnity or otherwise, arising out of, or in connection with this Agreement shall be limited as follows:

- .1 in respect to Claims suffered by the Client or Engineer, as the case may be, for which insurance is to be provided pursuant to Section 1.13, to the amount of such insurance that is required to be held for one claim or occurrence pursuant to Section 1.13.
- .2 in respect to Claims suffered by the Client or Engineer, as the case may be, for which insurance is not required to be provided pursuant to Section 1.13, to the total compensation to be paid to the Engineer pursuant to this Agreement.
- .3 in respect to Claims by third parties for direct loss resulting from bodily injury, sickness, disease or death, or to injury to or destruction of tangible property, the obligation to indemnify is without limit. In respect to all other claims for indemnity as a result of Claims advanced by third parties, the limits set forth in Subsections 1.12.4.1 and 1.12.4.2 above shall apply.

1.12.5 To the fullest extent permitted by law, no shareholder, officer, director, partner, principal or employee of the Client or Engineer shall have personal liability under any provision of this Agreement or for any matter in connection with the Services provided.

1.13 Insurance

1.13.1 The Engineer shall provide and maintain at its sole expense the insurance coverage stipulated in this Agreement. Insurance is to be carried through locally licensed insurers with a minimum A Best rating or as otherwise acceptable to the Client. Certificates of insurance showing the following coverages shall be provided by Engineer upon request:

- .1 **Commercial General Liability Insurance:** Commercial General Liability Insurance shall be carried in the amount of \$ 5,000,000.00 per occurrence and \$ 5,000,000.00 in the aggregate providing coverage for Bodily Injury, Property Damage, Products and Completed Operations Liability, Contractual Liability, and Severability of Interests. The Engineer shall include the Client as an "Additional Insured" and provide a waiver of subrogation in their favour.
- .2 **Automobile Insurance:** If used in the performance of the Engineer's Services, Automobile Liability Insurance, including bodily injury and property damage, in the amount of \$ 2,000,000.00 including any owned, leased, hired and non-owned automobiles.

- .3 **Professional Liability Insurance:** Professional Liability Insurance shall be carried in the amount of \$ 2,000,000.00 per claim and \$ 2,000,000.00 in the aggregate. Insurance must be carried for a minimum of three years after Project completion, and, if applicable, shall have no exclusion for pollution, mold or asbestos coverage.
- .4 **Cyber Liability Insurance:** If there is exposure of the Engineer to confidential or personal data, Cyber Liability Insurance, with limits of at least \$ per claim and \$ in the aggregate, to be maintained for the duration of this Agreement. Cyber liability is to respond to privacy and network security liability claims including:
- (i) Liability arising from theft, dissemination, and/or use of confidential information regardless of how the information is stored or transmitted.
 - (ii) Liability arising from (i) the unauthorized access to, use of, or tampering with computer systems, including hacker attacks; or (ii) the inability of an authorized third party to gain access to supplier systems, including denial of service, unless caused by a mechanical or electrical failure.
 - (iii) Liability arising from the introduction of a computer virus into, or otherwise causing damage to, a customer's or their person's computer, computer system, network, or similar computer-related property and the data, software, and programs thereon.
 - (iv) Crisis-management expenses (i.e., notification, public relations, reputation damage, forensics, etc.) for a data breach.
- .5 **Worker's Compensation:** The Engineer shall provide evidence of compliance with workers' compensation legislation at the Site.
- 1.13.2 **Additional Coverage:** If the Client requests to have the amount of coverage increased from that detailed in the Contract Documents or requests other special insurance for this Project, then the Engineer shall endeavour forthwith to obtain such additional or special insurance at the Client's expense as a disbursement.
- 1.13.3 It is understood and agreed that the coverage provided by the foregoing policies will not be materially changed or cancelled by the Engineer until thirty (30) calendar days' written notice to the Client of such material change or cancellation has been delivered.
- 1.13.4 The Client shall ensure that, where applicable, its other consultants have adequate insurance in respect of the services they will provide for the Project, including with respect to professional liability insurance.
- 1.13.5 For the purpose of meeting the limit of insurance required in Subparagraphs 1.13.1.1 and 1.13.1.2, the Engineer may use a combination of Commercial General Liability/Automobile Liability supported by Umbrella Liability or Excess Liability to meet the required limits of insurance.

1.14 Dispute Resolution

1.14.1 Subject to the Construction Act and all applicable laws, the parties agree that all disputes in respect of this Agreement or the Services shall be addressed as set out in this Section 1.14. Notwithstanding any dispute, it shall be the responsibility of each party to continue to perform its obligations under this Agreement pending resolution of such disputes.

1.14.2 Negotiation.

- .1 In the event a matter of difference arises between the Engineer and the Client in relation to the Agreement, the grieved party shall send a written notice of dispute to the other party which contains the particulars of the matter in dispute and the relevant provisions of the Contract Documents. The responding party shall provide a written response to the grieved party within ten (10) Business Days after receipt of the notice of dispute setting out particulars of this response and any relevant provisions of the Contract Documents.
- .2 The Engineer and the Client shall make all reasonable efforts to resolve their dispute by amicable negotiations and agree to provide, without prejudice, frank, candid and timely disclosure of any and all relevant facts, information, and documents to facilitate these negotiations.
- .3 In the event of failure by the Engineer and the Client to reach agreement within ten (10) Business Days of receipt of the responding party's reply, or if either party concludes that further negotiation is unlikely to result in agreement, the matter shall be referred to mediation as provided in Subsection 1.14.3 herein unless either party elects to terminate the negotiations and forego mediated negotiations by giving written notice to the other party within such ten (10) Business Days of receipt of the responding party's reply.

1.14.3 Mediation.

- .1 Where neither party has given written notice foregoing mediated negotiations pursuant to Subsection 1.14.2.3, this Subsection 1.14.3 shall apply.
- .2 The Engineer and the Client shall jointly select an impartial mediator who shall be, preferably, properly qualified in the area of work as contemplated by this Agreement. In the event that the parties, acting reasonably, cannot agree on a mediator, the candidates selected by the parties shall, acting reasonably, choose a third party to act as the Mediator.
- .3 The Mediator shall meet with the parties within ten (10) Business Days after the selection of the Mediator, or as soon thereafter as is practicable, to attempt to mediate and resolve the dispute. The Engineer and the Client shall observe such reasonable procedures for conducting the mediation as the Mediator may reasonably request.
- .4 If no agreement is reached upon mediation, or if either party concludes that further mediation is unlikely to result in agreement, then either the Engineer or the Client may

request the Mediator to recommend (and only recommend) a basis, or bases, for resolution of the dispute. The Mediator shall, after consideration of the parties' positions and written submissions (if so requested), issue a written recommendation in this regard. Any recommended basis for resolution shall have absolutely no binding effect upon either party unless both parties agree to accept it and shall be without prejudice to the parties' positions in any further proceeding.

- .5 If no agreement is reached the mediator will terminate the mediated negotiations by giving written notice to the Client and Engineer.
- .6 All meetings and proceedings shall be held in the municipality of the Client or a reasonable alternate at a time and location as determined by the parties.
- .7 The costs and expenses of the Mediator shall be shared equally by the Engineer and the Client.

1.14.4 Arbitration.

- .1 By giving written notice to the other party within ten (10) Business Days after the date of termination of the negotiations pursuant to either Subsection 1.14.2.3 or 1.14.3.5, either party may refer such matter as is arbitrable to arbitration as provided in this Subsection 1.14.4.
- .2 Where neither party has given written notice pursuant to Subsection 1.14.4.1, on expiration of the ten (10) Business Days the arbitration agreement under this Subsection 1.14.4 is non-binding on the parties and the parties may refer the unresolved dispute to the courts or to any other form of dispute resolution, including arbitration, which they have agreed to use.
- .3 In the event that the parties are unable to settle any dispute between them which is under mediation, either party may refer such matter to arbitration as provided herein:
 - (i) The Client and the Engineer shall select an arbitrator within ten (10) Business Days of the submission of a dispute to arbitration under this Subsection 1.14.4, which arbitrator shall be neutral and independent of the parties. If the parties are unable to agree on an arbitrator, either party shall be at liberty to seek an appointment of an arbitrator upon application under the Arbitration Act.
 - (ii) The arbitration shall be conducted in accordance with the provisions of the Arbitration Act, unless the parties otherwise agree. If the issue in dispute is particularly time sensitive, the parties shall, in good faith, take such reasonable steps as may be required to expedite the arbitration process. In any event, all disputes shall be submitted to the arbitrator within thirty (30) calendar days of the selection of the arbitrator. All arbitration meetings and proceedings shall be held in the municipality of the Client or a reasonable alternate, at a time and location determined by the parties, but in any event no later than thirty (30) calendar days following the submission of the dispute to the arbitrator.

- (iii) In addition to the examination of the parties by each other, the arbitration panel may examine, in the ordinary course, the parties or either of them and the witnesses in the matter referred to the arbitration panel, and the parties and witnesses, if examined, shall be examined on oath or affirmation.
- (iv) The arbitration panel shall, after full consideration of the issues in dispute, the relevant facts and applicable law, render a decision within thirty (30) calendar days after argument of the issue to the arbitrator, which decision shall be final and binding on the parties and not subject to appeal or challenge, except such limited relief provided under subsection 45(1) (appeal on a question of law, with leave) or section 46 (setting aside award) of the *Arbitration Act*.
- (v) Each party shall bear its own costs and expenses incurred in the arbitration, and the parties shall share equally in the costs and expenses of the arbitrator.
- (vi) Any award of the arbitration panel may, at the instance of either of the parties to this Agreement and without notice to the other of them, be made an Order of the Superior Court of Ontario, pursuant to the *Arbitration Act* and the *Courts of Justice Act*, RSO 1990, c C.43.

1.14.5 Nothing in this Agreement shall prevent the right of either the Engineer or the Client to refer to adjudication any dispute which may be adjudicated under the Construction Act. Any such adjudication shall be governed by the provisions of Part II.1 CONSTRUCTION DISPUTE INTERIM ADJUDICATION of the Construction Act.

1.15 Miscellaneous

- 1.15.1 Unless previously agreed to by the Client or in accordance with the Client's purchasing policies, the Engineer or any person, firm or corporation affiliated with or subsidiary to the Engineer shall not tender for the construction of the Project or have an interest either directly or indirectly in any of the parties bidding on the construction of the Project.
- 1.15.2 Neither party may assign this Agreement or any portion thereof without the prior consent in writing of the other party which consent shall not be unreasonably withheld.
- 1.15.3 This Agreement supersedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.
- 1.15.4 Unless otherwise provided in this Agreement, where the Services are subject to the approval or review of an authority, department of government, or agency other than the Client, such applications for approval or review shall be the responsibility of the Engineer, but shall be submitted through the offices of the Client and, unless authorized by the Client in writing, such applications for approval or review shall not be obtained by direct contact by the Engineer with such other authority, department of government or agency. Costs for all application fees shall be borne by the Client unless otherwise set out in the Contract Documents. The foregoing in no way limits the Engineer's responsibility to identify, understand and coordinate any and all approvals and permits required for the Project unless otherwise specified in the RFP or agreed to by the Client.

1.15.5 Any additional requirements regarding insurance, permits, approvals, etc. to be listed here. If there are no additional conditions, then this Subsection 1.15.5 is to be left blank.

Refer to the attached City Insurance and Indemnity Provisions to MEA-CEO Agreement Supplementary Conditions.

[Remainder of page left intentionally blank. Article 2 follows.]

ARTICLE 2 – SERVICES TO BE PROVIDED

2.1 Engineer's Services

Services to be provided by Engineer in addition to its obligations set out in Article 1:

Refer to the attached City of Sault Ste. Marie Request for Proposal and AECOM's Time Cost Matrix and Schedule Plan dated August 4, 2026.

2.2 Exclusions from the Engineer's Services

The following are expressly excluded from the Services:

2.3 Responsibilities of the Client

Responsibilities of the Client in addition to those set out in Article 1:

Refer to the attached City of Sault Ste. Marie Request for Proposal and AECOM's Time Cost Matrix and Schedule Plan dated August 4, 2026.

[Remainder of page left intentionally blank. Article 3 follows.]

ARTICLE 3– FEES AND DISBURSEMENTS

3.1 Basis of Payment for this Agreement

3.1.1 The Client will compensate the Engineer in accordance with the fees and charges for Services as set out in this Article 3. The parties have together determined that the following shall be the basis for such compensation (each as described in greater detail below):

- ☐ Percentage of Cost Basis
- ☐ Time Basis
- ☒ Upset Cost Limit Basis
- ☐ Lump Sum Basis

3.1.2 For certainty, all fees, irrespective of their basis, shall be in Canadian funds and exclusive of Value Added Taxes, which Value Added Taxes are to be added to each invoice. All payments shall be subject to the requirements of the Construction Act.

3.1.3 **Expenses.** Where compensation is on a “percentage cost”, “time” or “upset cost limit” basis, the Engineer shall, in addition to such compensation, be reimbursed for the actual cost plus an administrative charge of 5.00 %, for all reasonable expenses and disbursements properly incurred by the Engineer in connection with the Project including but not limited to: vehicle use charges, traveling and living expenses, long distance telephone charges, report production costs, photography, special delivery charges, supplies and equipment, field equipment costs, laboratory costs. Computer and office charges are considered part of overhead and shall not be invoiced as disbursements. For certainty, where compensation is on a “lump sum” basis, such compensation shall be deemed to include all such expenses and disbursements.

3.1.4 **Percentage of Cost Basis:** Where compensation is to be paid on a “Percentage of Cost Basis”, the Client shall pay the Engineer fees calculated as a percentage of the Cost of the Work as follows:

TYPE OF SERVICE	% OF COST OF THE WORK

.1 Where compensation is to be paid on a “Percentage of Cost Basis”, payment shall be made as follows:

- (i) **Monthly Payment** – The Engineer shall submit an invoice to the Client for that part of the design of the Project completed in the immediately preceding month, calculated upon the basis of the Engineer’s estimate of the cost of that part of

the Project, and, if the Client agrees with such estimate and that such part has been completed, the Engineer will be paid the amount of the fee so invoiced. Any dispute in respect of the estimate shall be determined in accordance with Section 1.14 hereof.

- (ii) **On Award of Construction Contract** – Following the award of the Construction Contract, the Engineer shall recalculate their fee on the basis of the tender quantities and prices on which the Construction Contract was awarded, plus the estimated cost of materials and other services supplied by the Client. Upon such recalculation, the amount paid to the Engineer shall be adjusted to equal the full amount of the recalculated fee including the repayment by the Engineer of any overpayment made to the Engineer. Any dispute in respect of the updated estimate shall be determined in accordance with Section 1.14 hereof.
- (iii) **Delay of Award of Construction Contract** – In the event the Construction Contract is not awarded within months of the acceptance of the Engineer's design by the Client, the final fee for design shall be determined as in Subsection 3.1.4.1(i) above, and Subsection 3.1.4.1(ii) shall not apply. Further services for the Project beyond the months will be undertaken on a "time" basis as set out below.
- (iv) **On Completion of the Work** – Following completion of the Work as defined in the Construction Act, the Engineer shall recalculate their fee on the basis of the Cost of the Work and upon such recalculation the amount paid to the Engineer shall be adjusted to equal the full amount of the recalculated fee including the repayment by the Engineer of any overpayment to the Engineer. Any dispute in respect of the calculation of fees shall be determined in accordance with Section 1.14 hereof.

3.1.5 Time Basis: Where compensation is to be paid on a "Time Basis":

- .1 The Client shall pay the Engineer a fee, calculated on a time basis, for performance of the Services. Fees on a time basis for all staff shall be at hourly rates based on job classifications as agreed to by the parties in writing.
- .2 If the Project is greater than one (1) year in duration, the Engineer may from time to time seek approval from the Client to adjust hourly rates and such approval shall not be unreasonably withheld.
- .3 All time expended on the Services, whether in the Engineer's office, at the Site, or elsewhere, excluding including travel time (eligibility of travel time shall be determined by the Client as outlined in the Terms of Reference), shall be chargeable.
- .4 When requested by the Client, the Engineer shall provide, for approval by the Client:
 - (i) An estimate of the total fees to be paid for the Services;

- (ii) A payment schedule showing an estimate of the portion of the Services to be completed in each month and an estimate of the portion of the fee which will be payable for each such month consistent with the Schedule; and
 - (iii) A list of Engineer's Staff showing the number, classifications and hourly rates for Engineer's Staff for which the Engineer will seek payment on a time basis. The Engineer shall relate such information to the particular type of work that such staff are to perform while employed on the Project. Such list shall designate the member of the Engineer's Staff who is to be the liaison person between the Engineer and the Client.
- .5 The Engineer will require prior written approval from the Client for any of the following changes:
- (i) Any increase in the estimated fees beyond those approved under Subsection 3.1.5.4(i);
 - (ii) Any change in the schedule which results in a longer period than provided in Subsection 3.1.5.4(ii); and/or
 - (iii) Any change in the number, classification and hourly rate ranges of the Engineer's Staff provided under Subsection 3.1.5.4(iii).
- .6 The Engineer shall submit an invoice to the Client for all Services performed and reimbursable expenses incurred, if any, in the immediately preceding month.

3.1.6 **Upset Cost Limit Basis:** Where compensation is to be paid on an "Upset Cost Limit Basis":

- .1 The Engineer shall be paid a fee, calculated on a "Time Basis", for the Services in accordance with Subsection 3.1.5.
- .2 The parties further agree that, notwithstanding Subsections 3.1.3 and 3.1.6.1, the total fees and disbursements to be paid by the Client to the Engineer for the Services shall not exceed the total upset amount of \$ 825,027.00 plus Value Added Taxes.
- .3 Notwithstanding Subsections 3.1.6.1 and 3.1.6.2, the Client, at its sole discretion, may limit the fees and disbursements paid by the Client to the percentage equivalent of Project completion in the opinion of the Client.

3.1.7 **Lump Sum Basis:** Where compensation is to be paid on a "Lump Sum Basis":

- .1 Fees for the Services will be the fixed fee of \$, which fee is inclusive of all labour, disbursements, reimbursable expenses, overhead and profit.
- .2 Progress invoices will be issued monthly for an amount based on the percentage of Services completed, except that where the parties have agreed to payment of the lump sum on the basis of milestones, progress invoices shall be issued following achievement of each milestone for the amount of the agreed-to milestone payment.

- .3 If the Project is abandoned or delayed for any reason beyond the Engineer's control, the Client shall pay a fee for Services rendered to that date, plus the termination expenses reasonably incurred by the Engineer in winding down the Project.

3.2 Invoicing and Payment

3.2.1 All invoices submitted by the Engineer to the Client under this Agreement shall contain the following information (together with any other information required by the Construction Act):

- .1 The Engineer's name and address;
- .2 The date of the invoice and the period during which invoiced Services were supplied;
- .3 Information identifying the Agreement under which Services were supplied;
- .4 A description of the Services supplied;
- .5 The amount payable for the Services supplied, and a statement that payment is due upon receipt;
- .6 The name, title, telephone number and mailing address of the person to whom payment is to be sent;
- .7 If requested by the Client, a written report showing the portion of the Services completed in the preceding month; and
- .8 The following additional information (if any):

3.2.2 If the Client intends to dispute any invoice delivered by the Engineer, in whole or in part, the Client shall, within fourteen (14) calendar days of receiving the invoice, deliver to the Engineer a notice of non-payment as prescribed by the Construction Act. Any undisputed portion of any invoice shall remain payable upon receipt in accordance with the terms of payment set out in Subsection 3.2.3.

3.2.3 Invoices will be due as presented and payable by the Client upon receipt, and in any event no later than twenty-eight (28) calendar days after receiving the proper invoice detailed in Subsection 3.2.1.

3.2.4 Interest on overdue accounts will be charged at the rate of 12.00 % per annum.

Remainder of page left intentionally blank. Signature page follows.

This Agreement is entered into by the parties on the date first set out above as evidenced by its execution as follows:

ENGINEER: AECOM Canada ULC

The signatory shall have the authority to bind the Engineer for the purposes of this Agreement.

This _____ day of _____ 20____

Signature		Signature	
Name	Christopher Cecchetto	Name	
Title	Senior Project Director, Northern Ontario	Title	

CLIENT: The Corporation of the City of Sault Ste. Marie

The signatory shall have the authority to bind the municipality or its agency for the purposes of this Agreement.

This _____ day of _____ 20____

Signature		Signature	
Name	Matthew Shoemaker	Name	Rachel Tyczinski
Title	Mayor	Title	City Clerk

Supplementary Conditions to MEA-ACEC Agreement

City Insurance and Indemnity Provisions to MEA-CEO Agreement Supplementary Conditions

Insurance and Indemnity provisions and considerations for use with the “Association of Consulting Engineering Companies/Ontario (ACEC-Ontario) in Partnership with the Municipal Engineers Association (MEA)” - “Client/Engineer Agreement for Professional Consulting Services 2024 (Version 4.0)”

Option A *(The following language to be used with contracts not involving any excavating, digging, drilling, core sample removal etc.):*

Notwithstanding the Order of Precedence as set out in the M.E.A./C.E.O. CLIENT/ENGINEER AGREEMENT, the Indemnification and Insurance sections below take precedence over anything to the contrary contained in the aforesaid Agreement.

Remove sections “**1.12 Indemnification**” and “**1.13 Insurance**” in their entirety and replace with the following:

1.12 Indemnification

The Engineer shall indemnify and hold harmless the City, its officers, Council members, partners, agents and employees from and against:

- (a) all actions, claims, demands, losses, costs, damages, suits or proceedings whatsoever which may be brought against or made upon the City; and
- (b) all losses, liabilities, judgements, claims, suits, demands or expenses which the City may sustain, suffer or be put to,

provided that same results from or arises out of the Engineer’s failure to exercise reasonable care, skill or diligence or the Engineer’s omissions in the performance or rendering of any work or service required hereunder to be performed or rendered by the Engineer, its agents, officials and employees. This indemnification shall include any legal costs incurred by the City on a substantial indemnity basis, including those incurred to defend any criminal prosecutions against the City resulting from the actions of the Engineer.

1.13 Insurance

Without restricting the generality of the requirement to indemnify the City, the Engineer 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 acceptable to the City’s Risk Manager. Listed below are the minimum insurance requirements deemed necessary for the Contract by the City’s Insurance and Risk Manager.

Commercial General Liability Insurance

Commercial General Liability (“**CGL**”) insurance must include the City as an Additional Insured, with limits of not less than five million dollars (\$5,000,000.00) inclusive per occurrence for bodily and personal injury, death and

damage to property including loss of use. The CGL insurance will include Cross Liability and Severability of Interest Clauses, Products and Completed Operations coverage (twelve (12) months) and Standard Non-Owned Automobile liability endorsement.

Automobile Liability Insurance

Automobile Liability Insurance in respect of licensed vehicles must have limits of not less than two million dollars (\$2,000,000.00) inclusive per occurrence for bodily injury, death and damage to property. Coverage shall be in the form of a standard owner's form automobile policy providing third party liability and accident benefits insurance and covering licensed vehicles owned and/or leased or operated by or on behalf of the Engineer.

Professional Liability Insurance

Professional Liability Insurance coverage must have limits of not less than two million dollars (\$2,000,000.00) inclusive per claim, covering services or activities that are professional in nature and excluded under the CGL policy.

The City will accept in place of the above-mentioned insurance coverage, a combination of primary liability limits and umbrella insurance or excess liability limits which meet the CGL and/or Automobile Liability coverage limits noted above.

Such coverage must in all respects be satisfactory to the City's Insurance and Risk Manager and shall be maintained continuously by the Engineer from either the commencement of the Services or the signing of the Contract, whichever is earliest. The policies must be endorsed to provide the City with not less than thirty (30) days' written notice in advance of cancellation, or any change or amendment restricting coverage.

All of the above insurance must be evidenced, by the Engineer only upon Contract award, on the C.S.I.O. standard Certificate of Insurance form or if on another form, one that is satisfactory to the City.

Article 3 – Fees and Disbursements, Clause 3.1 – Basis of Payment for this Agreement

Clause 3.1.3 is deleted in its entirety and replaced with the following:

"Included in the fee, the Engineer shall be reimbursed for actual cost plus an administrative charge of 5%, for all reasonable expenses and disbursements properly incurred by the Engineer in connection with the Project including but not limited to: vehicle use charges, traveling and living expenses, and reproducing specifications and drawing sets."
"In addition, a communication/information Technology (IT) charge equal to 5% of invoiced labour costs will be charged to cover telephone charges, long distance telephone charges, printing and reproductions, progress photography, special delivery and expense charges, postage and IT costs. The IT assessment shall include all information technology resources required for purposes of providing the services contemplated under this agreement, including: computer equipment/systems, computer software, computer supplies, networking (local and wide area), and labour associated with computer management, administration and support. Computer systems include all types of computers, such as: general purpose microcomputers, PC-CADD microcomputers, graphic design workstations, and notebooks. The cost for reproducing specifications and drawing sets shall not be included in this rate."



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

REQUEST FOR PROPOSAL

2026PWE-ENG-08-P

PROFESSIONAL ENGINEERING SERVICES
LANDFILL CELL 1 EXPANSION

CLOSING DATE AND TIME REQUIREMENTS:

Electronic Submissions Only, will be received by the Bidding System
no later than 4:00 p.m. local time on Tuesday, August 4, 2026.

July 13, 2026

1. INFORMATION TO PROPONENTS	4
1.1 Introduction	4
1.2 Methodology for Submitting Proposals.....	4
1.3 Errors, Omissions, Clarifications	5
1.4 Withdrawal/Decline of Proposal.....	6
1.5 Informal Proposals	6
1.6 Proposal Evaluation	6
1.7 Site Inspection and Requirements of Work	7
1.8 Proposal Left Open.....	7
1.9 Schedule.....	7
1.10 Incurred Costs	8
1.11 Alterations to Documents.....	8
1.12 Confidentiality & Post-Award Comment.....	8
1.13 Municipal Freedom of Information & Protection of Privacy Act.....	8
1.14 Indemnification and Insurance.....	8
1.15 Agreement for Services.....	9
2. TERMS OF REFERENCE	10
2.1 Introduction	10
2.2 Background	10
2.3 Project Scope.....	11
2.4 Environmental Assessment and Approval Requirements	12
2.5 Project Requirements	13
2.6 Existing Documentation.....	14
2.7 Project Deliverables	14
2.8 Project Schedule	15
3. SUBMISSION REQUIREMENTS.....	16
3.1 Experience & References	16
3.2 Methodology.....	16
3.3 Project Timelines	16
3.4 Fee Schedule.....	17

4. APPENDICES 19

 Applicable (plans/drawings/attachments).....19

SECTION 1

1. INFORMATION TO PROPONENTS

1.1 *Introduction*

The Corporation of the City of Sault Ste. Marie (the City) is requesting proposals from qualified proponents to provide the professional engineering services associated with the expansion of the existing municipal landfill as described in Section 2 Terms of Reference of the Request for Proposal document.

1.2 *Methodology for Submitting Proposals*

Registering to Bid

All Proponents shall have a Bidding System Vendor account and be registered as a Plan Taker for this Proposal opportunity, which will enable the Proponent to download the Bid Call Document, to receive Addenda email notifications and download all documents without the watermark “preview” on them.

To ensure receipt of the latest information and updates via email regarding this bid, or if a Proponent has obtained this Proposal Document from a third party, the onus is on the Proponent to create a Bidding System Vendor account and be registered as a Plan Taker for the Proposal opportunity.

Electronic Submission

ELECTRONIC PROPOSAL SUBMISSIONS ONLY, shall be received by the Bidding System. Hardcopy submissions not permitted.

Proponents are cautioned that the timing of their Proposal Submission is based on when the Proposal is RECEIVED by the Bidding System, not when a Proposal is submitted, as Proposal transmission can be delayed due to file transfer size, transmission speed, etc.

For the above reasons, it is recommended that sufficient time is allotted to complete the Proposal Submission and to resolve any issues that may arise. The closing time and date shall be determined by the Bidding System’s web clock.

Proponents should contact bids&tenders support listed below, at least twenty-four (24) hours prior to the closing time and date, if they encounter any problems. The Bidding System will send a confirmation email to the Proponent advising that their proposal was submitted successfully. If you do not receive a confirmation email, contact [bids&tenders support](#).

Late Proposals are not permitted by the Bidding System.

To ensure receipt of the latest information and updates via email regarding this RFP, or if a Proponent has obtained this RFP Document from a third party, the onus is on the Proponent to create a Bidding System Vendor account and register as a Plan Taker for the proposal opportunity.

Proponents may edit or withdraw their Proposal Submission prior to the closing time and date. However, the Proponent is solely responsible to ensure the re-submitted proposal is received by the Bidding System no later than the stated closing time and date.

The Corporation reserves the right to reject any or all Proposals and the lowest or any Proposal will not necessarily be accepted.

1.3 Errors, Omissions, Clarifications

It will be the Proponent's responsibility to clarify any questions before submitting a Proposal.

Submitting questions and receiving addendums

Questions related to this RFP are to be submitted to the Purchasing representative through the Bidding System only by clicking on the "Submit a Question" button for this specific proposal opportunity.

An addendum issued through the bidding system is the only means of changing, amending or correcting this RFP. In the process of responding to this RFP, the Proponent should not utilize any information obtained outside this protocol.

Proponents shall acknowledge receipt of any addenda through the Bidding System by checking a box for each addenda and any applicable attachment.

It is the responsibility of the Proponent to review all Addenda that are issued. Proponents should check online at [Sault Ste. Marie Bid Opportunities Website](#) prior to submitting their Proposal and up until Proposal closing time and date in the event additional addenda are issued.

In the event that a Proponent submits their proposal prior to the issuance of an addenda, the Bidding System will **withdraw** the submission and change the submission status to "**Incomplete**". The Proponent is solely responsible to:

- make any required adjustments to their Bid;
- acknowledge the addendum/addenda; and
- ensure the re-submitted Proposal is received by the Bidding System no later than the stated Proposal closing time and date.

1.4 *Withdrawal/Decline of Proposal*

Proponents may edit or withdraw their Proposal Submission prior to the closing time and date. However, the Proponent is solely responsible to ensure the re-submitted proposal is received by the Bidding System no later than the stated closing time and date.

1.5 *Informal Proposals*

Proposals are to conform to the terms and conditions set out herein. Proposals which are incomplete, conditional, or obscure, or which contain additions not called for, erasures, alterations, errors, or irregularities of any kind, may be rejected as informal.

1.6 *Proposal Evaluation*

The successful proponent will be selected based on evaluation of the proposal utilizing a rating system which considers the requirements mentioned below. A committee composed of City staff will be used in the selection process. The proponent shall outline:

- 1) Firm's and Consulting team's demonstrated expertise in projects of similar scope. Include relevant past experience on similar projects and professional representative experience including references and key personnel (30%);
- 2) Detailed proposed work plan and methodology to be undertaken, including any other information or content relevant to the completion of project (35%);
- 3) A detailed schedule recognizing critical deliverables, progress meetings and timelines (15%); and
- 4) A fee or commission schedule (showing HST as extra). No further payment will be made above this figure unless authorized in advance by the City (20%).

In the evaluation process, the City may consider the proponent's past performance or conduct on previous contracts with the City or other institutions.

The above list of criteria represents areas which are to be specifically addressed in the proposal. The evaluation process will not necessarily be limited to these areas. Other criteria not specifically listed above may also receive consideration. The order in which the criteria are listed does not indicate the weighting of the evaluation.

The City reserves the right, in its sole and absolute discretion to select a preferred Proponent with which to negotiate a final contract, terminate the proposal call or reject any and all Proposals. Negotiations will not constitute a legally binding offer to enter into a contract on

the part of the City or the proponent.

The City will endeavor to complete the evaluation process within a reasonable time frame. The City reserves the right to contact Proponents to seek clarification of the proposals, as submitted, to assist in the evaluation process. Interviews may be required. **Please see Paragraph 1.10 concerning incurred costs associated with attendance at such interviews.**

IMPORTANT: The decision of the City of Sault Ste. Marie with respect to this Request for Proposals is considered final. In submitting a Proposal, Proponents agree that there is no recourse to the City of Sault Ste. Marie for its decision.

1.7 Site Inspection and Requirements of Work

Proponents are required to submit their proposals upon the conditions that they shall satisfy themselves by personal examination of the location of the proposed works, and by such other means, as they may prefer, as to the actual conditions and requirements of the work.

The successful Proponent is required to comply with the requirements of the City's Contractor Pre-Qualification Program prior to the start of any onsite work on this Contract and shall be kept current for the duration of the Contract. These requirements include but are not limited to WSIB Coverage, Liability Insurance Coverage, Accessibility Training, and Safe Work Practices. Details regarding compliance with this requirement can be found by visiting [Sault Ste. Marie Health and Safety page](#). Responsibility for compliance with this requirement for its Subcontractors is the responsibility of the successful Contractor. Failure to comply with the requirements of this Program will result in loss of the contract.

1.8 Proposal Left Open

The Proponent shall keep their Proposal open for acceptance for ninety (90) days after the closing date.

1.9 Schedule

- (A) Release of RFP: July 13, 2026
- (B) Question Close: July 22, 2026
- (C) Submission of Proposal: August 4, 2026
- (D) Recommendation of Award: September 2026
- (E) Commencement of Services: September 2026

The City reserves the right to alter the scheduling of items "D" to "E". Proponents are asked to designate one contact person to whom any additional information deemed to be

relevant to the proposal may be communicated. Complete Contact Coordinates including email address shall be included in the Proposal.

1.10 Incurred Costs

The City will not be liable for, nor reimburse any Proponent for costs incurred in the preparation of Proposals or any other costs such as preparation for, and attendance at interviews that may be required as part of the evaluation process.

Whenever possible, at the sole determination of the City, additional information and/or clarifications will be obtained by telephone or other electronic means.

1.11 Alterations to Documents

No electronic reproduction or alteration of the original document will be permitted under any circumstance. The Proponent shall not change the wording of the proposal after submission; and no words or comments shall be added to the general conditions or detailed specifications unless requested by the City for the purpose of clarification.

1.12 Confidentiality & Post-Award Comment

No Proponent shall have the right to review or receive any information with respect to a proposal, documentation, or information submitted by any other Proponent. The content of the proposal, and all documentation, and information shall be held in confidence by the City subject only to the provision of freedom of information and privacy legislation, including without limitation, the *Municipal Freedom of Information and Protection of Privacy Act*.

Post-Award Comment by the City regarding this Request for Proposal may be limited to written notification to all Proponents of the successful Proponent's name and address only. **In submitting a Proposal, Proponents acknowledge and agree to this provision.**

1.13 Municipal Freedom of Information & Protection of Privacy Act

The Corporation of the City of Sault Ste. Marie is governed by the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*. All documents submitted to the City in response to this Request for Proposal become the property of the City and as such will be subject to the disclosure provisions of the *Act*. The *Act* gives persons a right of access to information held by the municipality. The right of access is subject to exemptions contained in the *Act*.

1.14 Indemnification and Insurance

The successful Proponent will indemnify and save harmless the City against and from all

Request for Proposal

City of Sault Ste. Marie

Professional Engineering Services – Landfill Cell 1 Expansion

actions, causes of action, interest, claims, demands, costs, damages, expenses or loss which the City may bear, suffer, incur, become liable for, or be put to by reason of any damage to property or injury or death to persons by reason of, arising out of or in consequence of breach, violation of non-performance by the successful Proponent of any provision of the agreement, or by reason of or arising out of the use of the premises or in connection with the work covered by this contract, or by reason of or arising out of any act, neglect or default by the successful Proponent or any of its agents or employees or any other person or persons, in, on, or about the premises.

The rights to indemnity contained in this section shall survive any termination of the agreement, anything in this agreement to the contrary notwithstanding.

In addition to the Insurance required for compliance with the requirements of the City's Contractor Pre-Qualification Program, the successful Proponent shall also maintain Professional Liability Insurance as may be required and appropriate for the Project.

1.15 Agreement for Services

The City Purchase Order issued, the Proposal submitted by the successful Proponent and the RFP as issued and amended shall constitute the Agreement for this Project.

The successful Proponent will be required to enter into an agreement for professional services such as a standard MEA/CEO (2024-Version 4.0) for engineering services, with the City's Insurance and Indemnity Provisions Supplementary Conditions (*Attachment*); and with a fee limit established at the outset of the agreement. Additional fees for unforeseen work that may be required must be approved in writing by the City prior to expenditure. An alternate agreement may be approved for use provided it meets city requirements.

SECTION 2

2. TERMS OF REFERENCE

2.1 *Introduction*

The City of Sault Ste. Marie is requesting proposals for professional engineering services associated with the expansion of the existing municipal landfill located at 402 Fifth Line East.

Engineering services required for this project include completion of Cell 1 of the landfill expansion design based on the conceptual design developed through the environmental assessment process, design of associated leachate management infrastructure, preparation of tender and contract documents, tender support, contract administration, and field inspection/site supervision during construction.

Therefore, the successful Proponent will collect and analyze design information, confirm the design methodology, prepare recommendations, complete the detailed design, prepare tender documents, and administer the construction contract for the construction of Cell 1.

2.2 *Background*

The City of Sault Ste. Marie owns and operates the municipal landfill at 402 Fifth Line East. The landfill serves the City of Sault Ste. Marie, Prince Township, and Batchewana First Nation's Rankin Reserve.

The City has completed environmental assessment work for future landfill capacity and has submitted the environmental assessment to the Ministry of the Environment, Conservation and Parks. The proposed undertaking is an expansion of the existing landfill and not the development of a new standalone landfill site.

The environmental assessment establishes the conceptual design for the entire future landfill expansion. This assignment is intended to advance that conceptual design into detailed design and construction for the works.

The design shall meet servicing needs for the full ultimate landfill expansion. However, the detailed design, tendering, and construction-phase services under this assignment shall be limited to Cell 1 and associated initial phase works.

The assignment shall also include design of key shared infrastructure required to support the phased development of the landfill expansion, including a new leachate pump station,

forcemain, and gravity sewer. This infrastructure shall be sized for the full ultimate landfill expansion and designed to operate effectively through successive individual cell expansions.

As the proposed works form part of an existing operating landfill, the Consultant shall review and design all required interfaces, tie-ins, and transitions between existing and proposed works. This shall include, as applicable, interconnection with existing leachate collection and conveyance systems, stormwater management infrastructure, landfill gas infrastructure, monitoring infrastructure, access and haul roads, electrical systems, control systems, and other operational or environmental control systems required for a complete and functional landfill expansion.

The Consultant shall recognize that the detailed design will proceed on the basis of the submitted EA prior to final approval. The Consultant shall therefore be prepared to revise the design, tender documents, and associated deliverables, if required, to address Ministry comments, approval conditions, or other direction arising from the EA review process.

2.3 *Project Scope*

The successful Proponent will use engineering principles to complete the landfill expansion design in a manner that meets current regulatory requirements, good engineering practice, and City operational requirements.

The project scope shall include advancement of the submitted EA conceptual design into an implementable design for the overall expansion, together with detailed design for Cell 1.

The project scope shall include, at a minimum:

- review of the submitted EA materials and conceptual landfill expansion design;
- review of available background reports, drawings, approvals, monitoring information, and operational records;
- review of the existing landfill configuration, constraints, and required system interconnections;
- identification of data gaps and recommendation of any supplementary investigations required to support the design;
- coordination and interpretation of authorized investigations, which may include geotechnical, hydrogeological, utility, and related technical work;
- confirmation of the overall landfill expansion design basis and phased implementation approach;

Request for Proposal

City of Sault Ste. Marie

Professional Engineering Services – Landfill Cell 1 Expansion

- completion of design development for the full landfill expansion concept;
- completion of detailed design for Cell 1;
- design of a new leachate pump station, forcemain, and gravity sewer sized for the full expansion and operable through all phases of cell development;
- design of all required tie-ins and interconnections to existing landfill systems and infrastructure;
- preparation of drawings, specifications, quantities, and cost estimates;
- preparation of tender and contract documents;
- support during the tender period, including responses to bidder questions and preparation of addenda, as required;
- review of tenders and recommendation for award; and
- contract administration, field inspection/site supervision, deficiency review, and record documentation during construction.

The design shall address, as applicable:

- overall landfill expansion layout and phasing;
- Cell 1 grading and geometry;
- subgrade preparation;
- liner system requirements;
- leachate collection and conveyance;
- leachate pump station, forcemain, and gravity sewer;
- stormwater management;
- erosion and sediment control;
- landfill gas provisions;
- access roads and haul routes;
- temporary works and construction staging;
- monitoring infrastructure;
- restoration and transition areas; and
- all ancillary works required for a complete and functional Cell 1 expansion.

The Consultant shall identify interim and ultimate operating conditions and shall clearly distinguish between:

- works required to support the full ultimate landfill expansion; and
- works to be tendered and constructed as part of Cell 1.

2.4 Environmental Assessment and Approval Requirements

Request for Proposal

City of Sault Ste. Marie

Professional Engineering Services – Landfill Cell 1 Expansion

The landfill expansion environmental assessment has been submitted to the Ministry of the Environment, Conservation and Parks and is not yet approved.

The successful Proponent shall identify all applicable, approval, permit, and regulatory requirements associated with the assignment.

The Consultant shall proceed with detailed design on the basis of the submitted EA materials and shall:

- identify any elements of the design that are sensitive to Ministry review or approval conditions;
- support the City in reviewing and addressing Ministry comments related to the design;
- identify implications of Ministry comments or approval conditions on project scope, staging, servicing, tendering, and construction; and
- revise the design, specifications, quantities, cost estimates, and tender documents, if required, to reflect final approval requirements.

2.5 Project Requirements

The minimum expected for this project shall include:

- ECA submission
- one project kick-off meeting with City staff;
- review of background information and confirmation of project scope and design basis;
- identification of supplementary investigation requirements, if any;
- preliminary design submission and review meeting;
- detailed design submission and review meeting;
- coordination meetings with City staff at key project milestones;
- preparation of approval support materials, where required;
- preparation of tender and contract documents for Cell 1 and associated phase works;
- tender support, including bidder inquiries, addenda, bid review, and recommendation for award;
- contract administration during construction;
- field inspection/site supervision at a level appropriate to the nature of the work;
- attendance at construction progress meetings;
- deficiency review and project close-out services; and

- preparation of record drawings and final project documentation.

The Consultant shall design the works to maintain compatibility with ongoing landfill operations and to support phased implementation of future landfill cells.

2.6 Existing Documentation

The submitted Environmental Assessment is available to all Proponents on the City's website.

<https://saultstemarie.ca/work/environment/class-ea/solid-waste-management/>

The additional background information relevant to the assignment will be made available to the successful Proponent following award and may include the following:

- conceptual design materials;
- existing approvals and related correspondence;
- monitoring data;
- survey information;
- geotechnical and hydrogeological information;
- landfill operational records;
- available as-constructed drawings; and
- other existing reports or records relevant to the assignment.

2.7 Project Deliverables

The project deliverables shall include:

- work plan and project schedule;
- design basis memorandum;
- confirmation of the overall landfill expansion servicing and staging approach;
- preliminary design submission;
- detailed design submission for Cell 1;
- design package for the leachate pump station, forcemain, and gravity sewer;
- design and construction drawings;
- approval and permit support materials, as required;
- construction quantities and opinion of probable construction cost;
- under the Buy Ontario Act, establish a framework to prioritize Ontario and Canadian goods and services within the procurement;
- preparation of all tender and contract documents;

Request for Proposal

City of Sault Ste. Marie

Professional Engineering Services – Landfill Cell 1 Expansion

- tender review memorandum and recommendation for award;
- contract administration and field review documentation;
- record drawings; and
- final signed and sealed deliverables, as required.

All deliverables shall be provided in PDF format and in editable electronic format acceptable to the City.

2.8 Project Schedule

It is anticipated that the project will be tendered September 2027 with construction initiated May 2028 and completed November 2028.

Provide detailed project schedule recognizing critical deliverables, progress meetings and timelines; indicating how they intend to meet the timelines established by the City.

SECTION 3

3. SUBMISSION REQUIREMENTS

3.1 *Experience & References*

Demonstrate your Firm's and Consulting team's expertise in requested project services of similar scope and size, within the last five (5) years preferred.

- Include relevant past experience on similar projects and professional representative experience, providing relevant references (minimum of 3).
- Include listing of Key Personnel with brief Curriculum Vitae (CV) and Roles to be utilized for the Project.

Complete these section(s) within the Bidding System:

- ☐ Step 3: References
 - Company Overview
 - Previous Relevant Projects
 - References
 - Project Team Experience and Qualifications
- ☐ Step 4: Documents
 - CVs, as Document Upload

3.2 *Methodology*

Proponent to demonstrate their understanding of the scope and purpose of the project, project requirements, and deliverables.

Proponents should include details of their Work Plan and Methodology

Value Add - Outline any additional services which may be beneficial to delivery and completion of the Project.

Complete these section(s) within the Bidding System:

- ☐ Step 2: Specifications (Methodology)
 - ☐ Project Understanding, Methodology, Approach and Work Plan

3.3 *Project Timelines*

Provide project timeline/schedule recognizing critical deliverables, progress meetings and timelines; which demonstrates your commitment to deliver the results in accordance with

the timelines provided.

Complete these section(s) within the Bidding System:

- ☐ Step 2: Specifications (Timelines)
 - Project Schedule outline
- ☐ Step 4: Documents
 - Schedule Chart, as Document Upload

3.4 Fee Schedule

Proponents shall provide a fee schedule for the project broken down into steps reflecting the required scope of services listed in the requirements above. This includes task-based pricing, staff/time breakdowns, disbursements, and subconsultant fees.

Time allotments, including staff names, roles, hourly rates, and disbursements, shall be identified for each step. Fees associated with subconsultants shall be listed in a similar fashion. Agents will not be reimbursed for travel expenses.

The fee schedule shall clearly identify separate amounts for:

- design development and confirmation of the overall expansion basis;
- detailed design for Cell 1;
- leachate pump station, forcemain, and gravity sewer design;
- approvals support;
- tender preparation;
- tender support and recommendation;
- contract administration;
- field inspection/site supervision;
- preparation of record drawings; and
- any other proposed project tasks.

Proponents shall identify in their fee proposal the extent to which design revisions arising from Ministry review of the submitted EA are included in the base scope, together with any assumptions regarding additional services that may be required if approval conditions materially alter the design basis.

It is preferred that the fee schedule be all inclusive, with HST shown as extra. Any exclusions shall be clearly itemized.

Invoicing shall be limited to services actually performed in accordance with the fee

Request for Proposal

City of Sault Ste. Marie

Professional Engineering Services – Landfill Cell 1 Expansion

schedule proposed.

Complete these section(s) within the Bidding System:

- ☐ Step 1: Schedule of Prices
 - Fee Estimate
- ☐ Step 4: Documents
 - Task-Cost Matrix, as Document Upload

SECTION 4

4. APPENDICES

Applicable (plans/drawings/attachments)

The following list of documents are provided as attachment and form a part of the RFP document:

- City Insurance and Indemnity Provisions to MEA-CEO Agreement Supplementary Conditions



SAULT STE. MARIE

Addendum #1

**Bid Opportunity: 2026PWE-ENG-08-P - Professional Engineering Services -
Landfill Cell 1 Expansion**

Closing Date: Tuesday, August 4, 2026 4:00 PM

Question 1:

We kindly request an extension of one week to better develop the required detailed work plan and methodology based on the information described in the RFP.

Answer 1:

No, the City will not be extending the proposal closing date.

The current closing date must be maintained in order to support the schedules of post close activities and initiation of services.

Question 2:

Does the scope of work include preparation of an overall conceptual landfill gas collection system infrastructure expansion across the overall expansion area?

Answer 2:

Yes, the scope includes a conceptual-level review of landfill gas collection infrastructure for the overall expansion area to confirm compatibility with the Cell 1 design and future expansion.

Detailed design is limited to works required for Cell 1 and any provisions necessary to accommodate future landfill gas infrastructure.

Question 3:

Does the scope of work include completion of landfill gas production modelling, in order to properly size future landfill gas collection infrastructure?

Answer 3:

Proponents shall include a planning-level landfill gas generation assessment sufficient to support the conceptual landfill gas collection strategy for the overall expansion area.

Detailed landfill gas production modelling, calibration, or detailed sizing of future landfill gas infrastructure is not required unless necessary to complete the Cell 1 design or specifically authorized by the City.

Question 4:

Does the scope of the detailed design work (for Cell 1) include any actual landfill gas tie-ins to the existing landfill gas collection system? Or just the provision for future tie-ins?

Answer 4:

The Cell 1 detailed design shall include provisions for future landfill gas tie-ins and coordination with the existing landfill gas system.

Actual physical tie-ins to the existing landfill gas collection system are not anticipated as part of the Cell 1 construction tender, unless identified during design as necessary and approved by the City.

Question 5:

Does the scope of work include determination/evaluation of the existing landfill gas flare and mechanical equipment and whether it is appropriately sized for future anticipated capacity?

Answer 5:

No. A detailed evaluation of the existing landfill gas flare and mechanical equipment capacity is not required as part of the base scope.

The successful Proponent shall review available information and identify any apparent future capacity concerns, but detailed flare/mechanical equipment assessment or design will only proceed if authorized by the City.

Question 6:

There are four separate storm ponds included throughout the site. Please confirm that the project design/tender is to include the NE storm pond only.

Answer 6:

The EA identifies a general phasing sequence for the stormwater management ponds. For this assignment, the detailed design and tender package shall include the northeast stormwater management pond associated with Cell 1. The remaining stormwater management ponds shall be reviewed at a conceptual coordination level only, unless required to support the Cell 1 works or otherwise authorized by the City.

Question 7:

Tender Support and Construction Oversight - RFP includes Tender and Construction support in scope. Tender and Construction scope elements of the bid are typically included in RFPs as a provisional quantity, as the design and specifications are not yet completed making the accurate budgeting of hours and level of effort difficult. It is requested that in order to more accurately compare costs between Bidders, a provisional quantity be established for Construction and Tender. Please confirm the following is an appropriate assumption for the bid:

- a. Tender period: 4-week bid period with a mandatory site tour for bidders hosted by Consultant and 2 Addenda issued in response to questions.
- b. Construction period (construction oversight and contract admin): Construction duration of 3 months with site presence required at 10 hours per day, 5 days a week.

Answer 7:

For proposal pricing and comparison purposes, Proponents shall use the following common assumptions for tender support and construction oversight:

- **Tender period:** 4-week bid period.
- **Bidder site meeting:** One mandatory bidder site meeting, hosted by the Consultant.
- **Addenda:** Allowance for up to two addenda during the tender period.
- **Construction period:** 3-month construction duration.

- **Site presence / inspection:** 10 hours per day, 5 days per week during active construction.
- **Contract administration:** Contract administration services throughout the construction period, including progress meetings, shop drawing review, responding to RFIs, payment certification, change management, deficiency review, substantial performance, and closeout support.

Proponents shall also include commentary in their proposal confirming whether they consider the above assumptions to be sufficient for the anticipated scope of work. If a Proponent believes additional tender support, contract administration, or resident inspection effort is required, they shall clearly identify the recommended additional effort, rationale, and associated fee separately in their proposal.

End of Addendum

2026PWE-ENG-08-P - Professional Engineering Services - Landfill Cell 1 Expansion

Opening Date: July 13, 2026 3:00 PM

Closing Date: August 4, 2026 4:00 PM

Vendor Details

Company Name:	AECOM Canada ULC
Does your company conduct business under any other name? If yes, please state:	AECOM Canada Architects Ltd.
Address:	105 Commerce Valley Drive West, 7th Floor Markham, Ontario L3T 7W3
Contact:	Natalie Ioannides
Email:	natalie.ioannides@aecom.com
Phone:	905-747-7760
Fax:	905-886-9494
HST#:	850170416

Submission Details

Created On:	Wednesday July 15, 2026 18:15:38
Submitted On:	Tuesday August 04, 2026 15:59:11
Submitted By:	Natalie Ioannides
Email:	natalie.ioannides@aecom.com
Transaction #:	8506ed5e-6c12-4812-bf08-a9df471222e7
Submitter's IP Address:	2604:3d08:b177:3a00:ac10:9053:da6a:f3c8

Schedule of Prices

The Bidder hereby Bids and offers to enter into the Contract referred to and to supply and do all or any part of the Work which is set out or called for in this Bid, at the unit prices, and/or lump sums, hereinafter stated. HST is additional. Pricing in Canadian Funds.

* Denotes a "MANDATORY" field

Do not enter \$0.00 dollars unless you are providing the line item at zero dollars to the Owner (unless otherwise specified).

If the line item and/or table is "NON-MANDATORY" and you are not bidding on it, leave the table and/or line item blank. Do not enter a \$0.00 dollar value.

FEE ESTIMATE - ENGINEERING SERVICES

Provide pricing in Canadian Dollars (excluding HST). HST is extra to tendered pricing and shall not be included in the Unit Price tendered

Proponent shall provide a fee estimate for the total cost of the services.

An attached Task-Cost Matrix providing breakdown of fees shall be provided in the Document Upload section of the Bidding System, and shall equal the fee estimate provided.

Description	Lump Sum Price *
Bid Price for the Work as specified in the Bid Call Documents	\$825,027.0000
Subtotal:	\$ 825,027.00

Summary Table

Bid Form	Amount
FEE ESTIMATE - ENGINEERING SERVICES	\$ 825,027.00
Subtotal Contract Amount:	\$ 825,027.00

PROJECT UNDERSTANDING, APPROACH AND WORK PLAN

The proponent will provide detailed information demonstrating their project understanding and proposed work methodology to achieve the project deliverables.

Description	Response *
Proponent to demonstrate their understanding of the scope and purpose of the project, project requirements, and deliverables.	PROJECT UNDERSTANDING From a review of the proposal documents and our team's, AECOM, Comcor, Dillon, knowledge of the site, we understand that we are to design and provide construction services for Cell 1 inclusive of leachate management and landfill gas infrastructure. The assignment also includes the design of shared infrastructure required to support the phased development of the landfill expansion, based on the conceptual design developed through the Environmental Assessment, EA, process, which is pending regulatory approval. We will update the Design and Operations Plan and support regulatory engagement with the Ministry of the Environment, Conservation and Parks , MECP for the Environmental Compliance Approval, ECA, application. Cell 1 design includes a liner, leachate collection

system, pump station, leachate conveyance system, lift station, forcemain, gravity system, surface water pond, extension to the landfill gas system, road, ditching, and utilities.

The project overview detailing these elements follows.

Landfill Initial Site Preparation:

From the Design and Operations Plan, the following activities are to be undertaken:

Relocate or decommission the existing compost pad – to be determined through discussion with the City

Clear and grub the Cell 1 area

Strip and conserve topsoil from Cell 1 and the area

Excavate to design base contours

Construct berms and/or ditches to divert surface water from cell excavation

Construct the liner and leachate collection system

Construct a new stormwater management pond and perimeter ditches

Construct the leachate pump station and forcemain

Construct the perimeter road extension; and

Establish new groundwater and gas monitoring stations.

From the addenda and RFP Sections 2.3 to 2.5, we understand the minimum requirements of the Project Scope.

For this project, the main tasks are as follows and expanded upon in this section.

Background review

GAP analysis if additional investigation work is needed to develop Cell 1 design and for the site expansion

Design Basis Memo in which to verify overall landfill footprint and Cell 1 design with consideration to perimeter and equipment roads, surface water ditching and ponds, landfill gas, leachate, utility corridor, and setbacks. The memo to include a draft and final submission with a comments review meeting

Preliminary design, 60%, submission and City review meeting

MECP regulatory engagement, preconsult

Detailed design, 95%, submission and City review meeting

Preparation and submittal of the ECA application and supporting documents

Sault Ste Marie Regional Conservation Authority, SSMRCA, approval submission

Develop Cell 1 issued for tender documents, including drawings, specifications, and cost estimate

Tendering services

Construction Services

Post Construction Services

BACKGROUND REVIEW

With new team members and as components of the work are being carried out within our respective firms, we will need to coordinate and conduct a site visit to verify historical documents and current operations. This is to include items such as:

Review of the existing documents as prepared by Dillon, AECOM, and Comcor for the City, such as the geotechnical report, Hydrogeological report(s), Design and Operations Plan, drawings, Auto Cad, and associated construction completion reports

Obtain and assess climate records

Review of site monitoring and annual reports

Review of any regulatory correspondence applicable to the site expansion and Cell 1 design

Discuss with City staff any operational issues to assess and address with the expansion

Develop GAP analysis for any items not addressed in existing information and develop recommendations for supplemental investigation(s)

Determine interim and ultimate operating conditions and identify work for Cell 1 and for the landfill expansion

DESIGN BASIS MEMORANDUM

With the background review, we will develop a Design Basis Memorandum that provides the design direction and assumptions for Cell 1 design and the site expansion. The memo is to be provided as a draft for City review and finalized prior to initiating preliminary design. The works should include design direction and regulatory reference for the liner, leachate collection and conveyance system, landfill gas system, roads, surface water, and utilities. Conceptual drawings will also be provided based on the drawings in the Design and Operations Plan, with markups for design concepts.

PRELIMINARY DESIGN

Once the Design Basis Memorandum is finalized, we will progress the preliminary design. This includes developing a drawing set inclusive of Cell 1, i.e., grading, liner, leachate collection, and associated infrastructure, i.e., perimeter road, ditching, surface water ditching, landfill gas extension, and leachate conveyance system, technical specifications, and a cost estimate. The preliminary design will be provided to the City for review and comment with a review meeting.

DETAILED DESIGN

From the City and MECP comments, we will progress to detailed design to update the drawings, specifications, and cost estimate. The design package will be provided for City review and comment. Then we will finalize the work as an issued for tender package. From the RFP, we have noted the reference to the Buy Ontario Act to source Canadian suppliers. We will confirm which specification format is to be used on the project following acceptance of the design basis memo.

ECA APPLICATION & REGULATORY ENGAGEMENT

AECOM and Dillon developed the Design and Operations Plan and have been involved with MECP on the EA. As the EA has been submitted to the regulator and not yet approved, we would:

Pre-consult with the MECP Environmental Permissions Branch, Waste, following completion of the Cell 1 preliminary design to verify concerns, submissions, and timeline. Prioritization of the MECP Review of the ECA application would be requested at this meeting to confirm that the MECP review time clock would be reduced from 1 year to 6 months, following acknowledgement of the application.

Pre-consult with the MECP District Office following pre-consultation with the permissions branch on the EA and Cell 1 submissions to verify concerns, submissions, and timeline

Consult with MECP on the EA and Cell 1 submissions to verify concerns, submissions, and timeline to receive an ECA

Support the City in addressing regulatory comments

Identify implications to Cell 1 design and construction from ECA conditions

Prepare revisions to the Design and Operations Plan for the expansion for regulatory submission as authorized by the City

TENDERING

For tendering services, we would:

Provide issued for tender documents for the City to post

Lead pretender meeting onsite

Respond to contractor questions, assuming two addenda to be developed

Assess bid submissions and develop a recommendation for award

CONSTRUCTION SERVICES

We understand our responsibilities and of our Client's expectations during the construction phase. We will act as an agent for the Owner and will be entrusted to verify that appropriate materials are incorporated into the work and that the quality of workmanship meets or exceeds the contract specifications. We have experience in the administration and inspection of municipal infrastructure projects, including landfill cells, roads, pump stations, and pipe work, many of which have been completed for the City. We have assumed a six-month construction duration for this project.

We have briefly described the proposed work activities our staff will undertake.

Pre-Construction Phase:

Prior to initiating construction, we will verify that the contract is properly executed and mandatory submissions are received from the Contractor, including insurance certificates, Notice of Project, a clearance certificate from the Workers Safety Insurance Board, material lists, shop drawings, staging plan, erosion and sediment control plan, site access plan and construction schedule. We will also conduct a construction pre-start meeting to clearly define lines of communication, the project schedule, administrative procedures, key issues, site access, traffic routing, construction staging and the expectations of all parties involved. The meeting with the Contractor will also include participation by the City, and all relevant stakeholders and Regulatory agencies.

There is also a likelihood that work on the Biosolids Management Facility may be ongoing at the same time, requiring careful coordination to separate activities in time and/or space.

Construction Phase:

During the construction period, we will provide resident inspection and construction administration services to monitor the progress of the work and verify that the Contractor is carrying out its obligations in accordance with the contract drawings, specifications and special provisions. These activities will include grade checks, coordination of compaction checks and material sampling, and compliance assessments of construction procedures, environmental controls, safe work practices, and operational constraints. The daily work activities will be documented in a construction diary. Our resident inspection staff will also be responsible for measuring quantities for progress and final payments, and monitoring other ongoing site activities.

Quality assurance testing of materials will be conducted by an independent testing laboratory in accordance with the contract specifications.

We will liaise with the City and other stakeholders, chairing the construction pre-start meeting and all progress meetings, issuing meeting reports, providing direction to our resident inspection staff, interpreting the contract documents, assessing claims and negotiating extra work, preparing progress and final payment certificates, conducting periodic reviews of the work, including final inspections, deficiency correspondence, and construction close-out.

Post Construction Phase:

At the conclusion of the construction period, we will prepare final payment certificates and provide to the municipality an as-constructed record of the work in hardcopy and digital formats. We will also monitor the work site throughout the maintenance period and coordinate any remedial work. At the conclusion of the maintenance period, we will conduct a final inspection and identify any outstanding deficiencies. Once the deficiencies are rectified, we will prepare and issue a contract release and final payment certificate.

DESIGN CONSIDERATIONS

For Cell 1 and the Site Expansion, we have noted the following design considerations to be addressed in the Cell 1 design process and the EA application for site expansion and cell construction.

Existing Compost Pad:

The existing compost pad may have to be relocated as outlined in the Design and Operations Plan. This is not outlined in the RFP's minimum scope of work. We suggest the following:

Determine with the City how composting of leaf and yard waste is to proceed in the future, i.e., as a stand-alone process or integrated as a feedstock in the SSO and biosolids composting processes.

Develop actions from City direction

Earthen Materials Stockpiling/laydown area:

For site layout, areas should be set aside for contractor areas and for material stockpiles.

These areas can be developed as permanent locations or adjusted as the site expands. Our understanding for Cell 1 design is:

For clearing, grubbing, and cell excavation to determine soil balance and assess proposed stockpile locations & access.

Determine contractor laydown area

It is our understanding the City is in the process of acquiring additional lands to the northeast that may be available for stockpile and laydown

Perimeter Access Road:

As the current paved perimeter access road and associated ditching do not extend to the Cell 1 area, we understand that the following is to be considered with Cell 1, and site expansion works:

The current road structure design is working, so it will be carried forward with the approximate 600 to 800 m of road extension unless to be varied due to geotechnical results, projected axle loadings, or as directed by the City

The road alignment will need to be established to provide sufficient space for ditches, leachate lines, and landfill gas infrastructure for the proposed expansion/ultimate waste footprint.

Liner System:

As there have been improvements in the liner materials available and installation quality assurance and control, we would:

Verify with the Ministry that the proposed liner system meets regulatory requirements

Discuss with City if PFAS-resistant and/or leak location liner materials to be specified as part of synthetic liner selection

Leachate Collection System:

For Cell 1 design, we are to verify the proposed leachate collection system, i.e., drainage layer, piping, and evaluate alternatives for budget considerations. We will work with the City on the leachate extraction system on what pump systems they prefer, and issues with the current system that can be adjusted. This would include:

Verify with the Ministry that proposed leachate collection system meets regulatory requirement

Design to comply with the Ontario landfill design regulations, standards, and guidelines.

Develop pumping system from Cell 1 to tie into the leachate conveyance system with consideration to preferred supplier and functionality

Leachate Conveyance:

To design conveyance of the leachate from Cell 1 through to the main pump station, located immediately, south of the landfill footprint, we will assess and review the most cost-efficient approach to convey the leachate which may consist of gravity, pumping or a combination of the two. Based on a conceptual review by the Team during the completion of the Waste Management EA and a further review during the proposal phase, pumping will be required. Our work plan incorporates the design of a pump station, PS, to convey leachate generation from both Cell 1 and future Cell 2. Conveyance from the Cell1&2 PS to the main PS will be confirmed during the design phase and may consist of a combination of forcemain and gravity sewer. We will evaluate alternatives and develop a design with due consideration of capital and operating costs.

Landfill Gas:

With the new federal methane regulations, there is more impetus on landfill gas capture. The current landfill gas system is to be evaluated for capacity and the collection network to be conceptually designed considering the landfill expansion. Cell 1 landfill gas collection expansion is to be designed and coordinated with the other site infrastructure, leachate system, roads, ditching, and Cell 1 gas system connection. From the RFP and addendum, we understand that:

A conceptual landfill gas perimeter system for the entire site build-out should be developed for the ECA application to reduce ECA amendment for future cell construction projects
Develop a gas generation assessment for the full site build-out to support the conceptual landfill gas design

A detailed evaluation of the flare and mechanical equipment is not required unless authorized by the City

A landfill gas perimeter header system should be installed as part of road construction outside of the landfill footprint.

The gas header system to include condensate points with discharge to the leachate conveyance system as appropriate.

The landfill gas system could share the leachate conveyance trench.

The landfill gas system to include connection stubs for future connection to the Cell 1 vertical and potential horizontal collection piping.

The existing landfill gas flare system capacity is to be verified to determine if there is sufficient capacity for the full build-out of the site.

Electrical Servicing:

The pump station will require electrical servicing, and AECOM will leverage the current work underway for the Biosolids Management Facility to determine the most cost-effective approach to servicing the proposed Cell1&2 PS, which will likely consist of an extension of the Biosolids Facility's electrical servicing. Furthermore, an early works servicing contract is being considered for the Biosolids project, and if appropriate, the electrical servicing for the proposed Cell 1&2 PS could be incorporated in the Biosolids early works contract.

To service the pump station, we understand that:

To verify the power needs for Cell 1 and the landfill expansion

Assess power supply available from the Biosolids facility and current site infrastructure.

Determine the most cost-effective options for Cell 1 and landfill expansion

Surface Water Pond:

From the Design and Operations Plan, we understand that to accommodate Cell 1, the Northeast pond is to be developed. In light of recent climate events across Canada, some landfill owners are evaluating their facilities for climate resilience. For the design of the

	northeast pond and for the landfill expansion, we understand that: Climate change is resulting in the evaluation of surface water system designs, currently designed as 1:25-year events for ditching and 1:100-year events for pond size. Ponds, ditching, and culverts could be resized to accommodate extreme weather events if authorized/directed by the City To design for the stormwater conveyance and North East stormwater pond to provide water quality control (achieve MECP Level 1 criteria) for discharging runoff from Cell 1 and future Cell 2. Drawings in the 2020 Design and Operations Report indicated that Cell 2 will ultimately discharge to the North East Stormwater pond. It is assumed that no water quantity control is required, per the 2022 Design and Operations Report, though the pond outlet will be designed to control discharge and minimize downstream erosion. To conceptually assess the full site build-out of stormwater ponds Pond lining system to be assessed for regulatory standards and site geology/hydrogeology, though the pond will be lined as a contingency in the event that the water quality exceeds the trigger parameters Landfill Cell: From the Design and Operations Plan, we know the ultimate footprint of the cell and its proposed design. Since the issuance of the Design and Operations Plan, there are potential design changes to the liner and leachate system that should be evaluated for cost considerations. Though not mentioned in the RFP, as part of Cell 1 design and regulatory engagement, we understand that we should: Look for potential cost reduction, to redesign the leachate collection system with trenches and reduce the leachate drainage blanket thickness to 30 cm as compared to leachate piping at the base of the valley with 1 m of rock and protective sand cover. Evaluate protective sand layer thickness for constructability and synthetic options, i.e., biplanar geocomposites.
Identify major work criteria of the services, with clear explanations of steps required to achieve the deliverables, outlining any known challenges and risks associated with the project.	METHODOLOGY The Scope of Services has been laid out in accordance with our anticipated design services as follows. TASK 1.0 PROJECT MANAGEMENT Project Management is presented in the following subtasks as follows: Project management systems set up and adhered to as per AECOM's project management and quality management systems Preparation of agenda and minutes for all meetings Task 1.1 Project Management Systems: AECOM will establish the project management system to support the delivery of the work. Project management activities for the duration of the work include ongoing budget tracking, monthly invoicing, assumed for 26 months, and regular project updates. The current schedule assumes a project start date of September 2026 and a project completion date of November 2028, excluding warranty period. Task 1.2 Meetings: Throughout the design duration of the project, the following meetings will be held as follows: Project Initiation / Kick-off Meeting Cell and Infrastructure Preliminary Design/Background Information, 2 meetings Leachate Collection System Design, 2 meetings – Draft and Final Review Perimeter Access Road Design, 2 meetings – Draft and Final Review Landfill Gas Design, 2 meetings – Draft and Final Review

	Waste Disposal Cell Detailed Design – Draft Review Waste Disposal Cell Detailed Design/Issued for Tender – Final Review Regulatory Meeting AECOM will be responsible for preparing meeting agendas and all associated submission information, coordinating and leading each meeting, and preparing meeting minutes based on the meeting recordings. The draft meeting minutes will be provided within 2 business days and finalized upon receipt of City comments. The project manager and applicable technical leads will attend the meetings as required. The project kick-off and all design meetings will be conducted virtually. Our team will perform one site visit during the design phase, coordinated in advance with site personnel. TASK 2.0 BACKGROUND REVIEW, GAP ANALYSIS, DESIGN BASIS MEMO Our work begins with a thorough evaluation of all available background documentation, including the submitted Environmental Assessment, EA, as well as operational records, monitoring data, topographical survey information, as-constructed drawings provided upon project award, and a site visit to verify site conditions and discuss operations with landfill staff. We will discuss items such as roads, surface water drainage, utilities, landfill gas, and the leachate conveyance system verify the existing design and operational issues. We will analyze historical geotechnical and hydrogeological data from testholes TH13-01, TH13-02, and TH13-03, which are situated directly adjacent to and within the footprint of the proposed Cell 1 expansion. Reviewing subsurface soil profiles, bedrock levels, and hydrogeological conditions from these specific boreholes allows us to identify potential data gaps. Should additional data be required to support detailed design, we will define and coordinate targeted supplementary investigations, including items such as utility sweeps, borehole updates, or updated site surveys, to confirm base stability and foundation settlement expectations prior to advancing civil layouts as part of the GAP assessment. The Design Basis memo will include a review of background information, implementation of geotechnical and hydrogeological information, and a summary of discussions with site operations personnel to confirm the design's functionality for items such as roads, surface water drainage, utilities, landfill gas, and the leachate conveyance system. This review will provide foundational context to verify the preliminary design from the 2022 Design and Operations Report and confirm existing conditions and constraints. We will prepare and submit a design basis memo with drawings to the City for review, along with a GAP analysis outlining the missing information and studies required to complete the Cell 1 design. The GAP analysis will be provided in draft and updated based on City review comments. The Design Basis Memo Drawings will include the information from the 2022 Design and Operations Report marked up to show landfill gas, leachate, roads, ditching, and relocated infrastructure. The design basis memo will be provided as a draft and updated based on City review comments. The design basis memo will include aspects for each site component as follows: Cell Access Road: For cell access roads, the design is already established, with potential modifications based on site experience. Only road width, grading, alignment, and cell access are typically to be determined. To accomplish this, we will: Verify traffic for cell access and number of access points operationally required
--	---

	Verify the largest waste truck/equipment Determine landfill equipment access and if road use or crossings Evaluate cell perimeter and access road conditions with Landfill staff, including maintenance records, trafficability issues, current road structure design Verify road structure design and provide design improvements as applicable based on City experience Leachate Conveyance: The landfill has a leachate conveyance system, hence, it has records of operations and issues. This local experience will be assessed to determine design improvements to implement. As part of preliminary design & background review, the following will be conducted to develop the design: Assessment of existing information, including design reports, annual report, inspection records, operations lessons learned, and leachate quality and quantity records Assess options of a gravity system to the south and/or a force main to the north pump station Assess landfill gas condensate connection to the leachate system Develop/verify average, maximum, and minimum leachate projections from existing records Assess capacity of existing leachate conveyance, i.e., leachate tracking, pump size, force main capacity Determine if site modification or operations updates are needed for additional leachate loading, with considerations to maintenance requirements, i.e. flushing, camera inspection, pig launch stations, etc. Establish operations needs for inspection and maintenance, i.e., online leachate level monitoring and data logger, leachate flow monitoring, access without confined space entry, access ports for inspection, pig launchers and receivers, etc. Based on the background review information, we will develop design requirements for the leachate conveyance system to accommodate leachate from both Cell 1 and future Cell 2. Conveyance from the Cells pump station to the main pump station may consist of a combination of forcemain and gravity sewer. We will evaluate alternatives and develop a design with due consideration of capital and operating costs. For the Design Basis Memo, we will: Determine leachate volumes and pumping rates from Cell 1 and Cell 2 for conveyance system sizing Size the central gravity sewer, wet well capacity, and force main diameters for peak flows Develop typical design details for a gravity system: pipe sizing, grading Develop typical design parameters for a premanufactured lift station Calculate electrical loading for pump and supply system, i.e. single or three phase Determine electrical connection options Develop typical design parameters for a leachate forcemain system, i.e. pig station, air release valves, grading, pressure Determine protective HDPE or epoxy lining to resist chemical degradation. Verify if duty/standby submersible leachate pumps equipped with Variable Frequency Drives, VFDs, are to be implemented. VFDs enable continuous, wide-range operational turndown during low initial Cell 1 flow periods while maintaining mandatory scour velocity in the line. Outline process piping, and fittings inside the wet well. Outline isolated valve vault containing check valves, isolation valves, magnetic flow meters, pressure sensors, and standard air-release/vacuum valves. Assess pipe sizing to maintain self-cleansing velocities >0.9 m/s during low interim Cell 1 flows without excessive friction losses at full ultimate capacity
--	---

Landfill Gas:

We will review the current landfill gas collection system as-built drawings, up to 2 years of landfill gas monitoring data, and Federal methane and greenhouse gas reports. We will also initiate a discussion with the City's landfill gas operator on "lessons learned".

Once sufficient landfill design information is understood, we will prepare a preliminary LFG collection system layout drawing and information for the expansion of Cell 1. The following items will be considered:

Sizing of all LFG collection piping to minimize head loss and integrate with existing infrastructure for Cell 1 and the site expansion.

Location/number of flow control/isolation valves to minimize system downtime both during this expansion and future expansions, allowing for seamless integration of expansion infrastructure.

Optimizing the position of the pipe and the degree of slope to ensure proper condensate drainage, longevity of infrastructure and efficiency.

Details for the connection to the existing gas collection header.

Details of any connection to the leachate collection system as applicable.

Details for wellfield connections

Details for the condensate collection system, including drain connections, drain traps, condensate sumps and moisture removal if appropriate, and methods to reduce confined space entry issues

Optimizing position for camera and cleanout access for new collection piping if appropriate.

Details to ensure adequate frost protection for all system components.

We will provide recommendations on the flare system if there is insufficient capacity for the site expansion and a conceptual layout for the site expansion for inclusion in the EA for MECP.

Landfill Cell and Leachate System Design, Cell 1

We will develop the design requirements for the cell, including the grading, liner, and collection system, progressing from the Design and Operations Plan, and update to meet current regulatory standards, industry best practices, and City requirements. This will include defining/verifying items such as:

Applicable regulatory requirements

Geotechnical considerations for side slope grading and subgrade

Hydrogeological considerations for separation from the groundwater table

Grading to promote leachate drainage

Leachate trench separation distance to keep the leachate head lower than regulatory limits

Leachate pipe sizing to accommodate loadings

Leachate piping for collection, extraction, and cleanouts with cover or inside slope trenches

Leachate riser and cleanout support details

Liner selection for the Geosynthetic Clay Liner, GCL, and High Density Polyethylene Liner, HDPE, to be leachate, potentially PFAS resistant, and if leak location liner or services to be included

HDPE protective layer to minimize risk of puncture and long-term stress fracture, i.e. sand layer, cushion geofabric, biplanar geocomposite

Leachate drainage blanket options, i.e. aggregate, biplanar geocomposite

Access slope ramp grade, width, surfacing

Equipment access

GCL & HDPE liner and anchor trench connection to existing Cell

Pump station sizing and capacity, including considerations for maintenance

Leachate pump supplier preference

	Soil stockpile location and volumes Surface Water: The landfill has an existing surface water system; hence, it has operational experience with ditching and pond management to assist with Cell 1 and the landfill expansion design. This local experience will be assessed to determine design improvements to implement. As part of preliminary design & background review, the following will be conducted to develop the design: - Ditching for capacity and erosion - Surface water ponds for design, storage, and maintenance - Design improvements - Use of current stormwater design standards, or include climate change recommendations for surface water management We will convene a meeting to review the design basis memo submission and the City's comments. During the meeting, AECOM will also review all assessments completed to date and present conclusions and recommendations relevant to preliminary and detailed design. Following the meeting, we will finalize the design basis memo and progress the preliminary design and drawings based on the City's feedback. TASK 3.0 PRELIMINARY DESIGN AND DETAILED DESIGN This task includes the design of: - Cell barrier layer design with leachate collection system - Proposed northeast surface water management pond - Decommission the existing northeast stormwater management pond - Perimeter road to service Cell 1 - Leachate pump station to service Cell 1 and associated forcemain. Connecting the forcemain to the existing pump station - Extension of the landfill gas collection header system - Extend east and south perimeter ditches for the existing site and the southeast surface water management pond It may include relocating the compost pad and changes to the southwest surface water pond. Task 3.1 Preliminary Design: Once the previous task design items are determined we will progress on the preliminary design package, which is to contain drawings, specifications, and a cost estimate as follows: Drawings Design drawings of the landfill site showing the proposed work. Drawings will include the following: - All borehole and existing monitoring well locations - Existing underground infrastructure - Geological and hydrogeological surfaces (e.g., bedrock, groundwater table) - Existing utility locations, including water supply, communications, and electrical - Limits of landfill, roads, surface water ditching, ponds, and embankment construction - Slopes of embankments and excavations - On-site roads and ditches - Leachate drainage layer and piping - Leachate conveyance system plan and profile with applicable details - Landfill gas header system plan and profile with applicable details
--	--

	Plan drawing and cross sections showing City excavation limits, subgrade, liner, leachate collection system, contours Typical details for liner design, leachate trenches, leachate drainage layers, culverts, road, ditches, and landfill gas systems Electrical single-line drawings for applicable connections to the leachate and landfill gas system Conform to City Drawing Standards as applicable Specifications Division 01 requirements and technical specifications Reference to applicable City Specifications wherever possible Supplementary General Conditions Site safety and environmental requirements Cost Estimate The pre-tender estimate will be provided for City review. Cost estimates will be broken down into major construction categories: Site grading and preparation Construction of landfill liner and leachate system, broken out into quantities, e.g., subgrade, liner, aggregate, geosynthetics Construction of surface water management system broken out into quantities, e.g., Subgrade, liner if required–, culverts, lining, topsoil & seeding, erosion control Construction of road and other infrastructure broken out into applicable quantities, electrical, pumps, landfill gas, subgrade, basecourse Construction of leachate system expansion, broken out into quantities, e.g., lift station, pump station, manholes, underground connections, piping, excavation Construction of landfill gas system expansion broken out into quantities, e.g. condensate line, gas header, condensate traps, etc. Task 3.2 Detailed Design: Once we have received and verified the City's preliminary design review comments and MECP comments, we will proceed with the detailed design, including a draft and final submission and a Construction Quality Assurance and Quality Control Plan, QA/QC. This document will specify the mandatory frequencies for non-destructive and destructive testing, subgrade compaction verification standards, seam weld inspection protocols, and material certification requirements. We will prepare and submit a draft QA/QC plan, drawings and draft specifications for City review. The draft package will include a cost estimate. A review meeting will be coordinated to review the submission and City comments. After the meeting, we will progress the drawings and specifications in accordance with City feedback. We will prepare the finalized QA/QC plan, drawings and specifications for City review. These documents will be assembled into the Issued for Tender package, including the front-end documents, bid form, and supplementary information. A final review meeting will be held with the City to review the submission and City comments. After addressing all comments, AECOM will finalize and seal the complete tender package for the City to post. TASK 4.0 ECA APPLICATION & REGULATORY ENGAGEMENT AECOM and Dillon developed the Design and Operations Plan and have been involved with MECP on the EA. As the EA has been submitted to MECP and not yet approved we would: Pre-consult with the MECP Environmental Permissions Branch–Waste– following completion of the Cell 1 preliminary design to verify concerns, submissions, and timeline. Prioritization of the MECP Review of the ECA application would be requested at this meeting to confirm that the MECP review timeclock would be reduce from 1 year to 6 months, following acknowledgement of the application.
--	--

Consult with the MECP District Office following pre-consultation with permissions branch on the EA and Cell 1 submissions to verify concerns, submissions, and timeline.
Support the City in addressing regulatory comments
Prepare revisions to the Design and Operations Plan for the expansion for ECA application submission as authorized by the City

Our scope includes preparing all required technical documentation, design calculation briefs, and engineering drawings needed to support a formal ECA application to the MECP. We will assist City staff through technical discussions with Ministry reviewers to streamline approval issuance

TASK 5.0 TENDERING SERVICES

We will provide support to the City during the tendering phase of the project, which is expected to take approximately 4 weeks. The City is responsible for uploading the tender documents to MERX. AECOM will be identified as the contract administrator in the tender documents and will assist with responding to bidder questions through addenda, attending an in-person bidders meeting, providing a bid evaluation at the close of the tender period, and providing Issued for Construction Drawings, Specifications, and the contract documents for execution. The contract form used for this project will be as directed by the City.

For the pretender meeting, we will prepare a script for City input to define what aspect we, and the City, will review with the onsite meeting and tour. This will become the basis for the pretender meeting minutes.

We will prepare a comprehensive bid evaluation report that will include an analysis, comparison, and tabulation of the bids received by the City. The report will include a revised contract estimate and an explanation of the variations from the Class 1 cost estimate.

TASK 6.0 CONSTRUCTION SERVICES

Construction services will be provided as Contract Administration, CA, and Resident Site Inspection, SI, i.e., Field, services as follows.

Task 6.1 Contract Administration:

CA services will be completed by a qualified contract administrator. Throughout the construction process, the contract administrator will act as the primary liaison between the City and the Contractor and as the Contractor's main point of contact. The contract administrator will provide the City with a copy of all significant correspondence relating directly or indirectly to the projects, originating from or distributed to parties external to the consulting engineer. The contract administrator shall arrange and attend all construction meetings, including representatives from the Contractor and the City. As the project approaches substantial performance, the contract administrator will arrange for a detailed inspection of the work with the Contractor and the City. This inspection will occur before the contractor's maintenance guarantee period begins, as defined in the contract. Following the inspection, the contract administrator will provide the City with a written recommendation regarding acceptance of the constructed or partially constructed works.

Task 6.2 Resident Site Inspection Services:

The resident will conduct detailed inspections sufficient to confirm that the work completed by the Contractor conforms to the drawings and specifications. Field personnel will promptly notify AECOM's engineer and contract administrator of any significant or unusual circumstances, and this information will then be reported to the City.

	An inspection by a qualified person will be required for the following: - Inspection and density testing/proof rolling for subgrade - Inspection and density testing of clay liner - Witnessing of HDPE installation and of leak location testing, if applicable - Witnessing and survey of sand protection and/or leachate aggregate layers - Witnessing and survey of leachate collection system piping - Witnessing pressure testing of leachate conveyance system - Witnessing leachate pump station installation and commissioning - Inspection of road base aggregates and geotextiles with densometer testing and/or proof rolling - Inspection of asphalt layer and obtaining QA samples - Survey checks of Contractor's work, layout and grading to be completed by Contractor The field staff will: - Prepare and maintain safety documentation - Implement and adhere to the approved Health and Safety programs of the City, AECOM, and the Contractor - Attend Contractor health and safety meetings when applicable - Complete daily construction reports. Reports will include progress photographs, details of the contractor's and sub-contractors' progress and field-level communications AECOM shall have no responsibility for the construction means, methods, techniques, sequences, and procedures, all of which remain the sole responsibility of the contractor performing the work. Task 7.0 Post Construction Services Post-Construction Services will include preparing a Final Construction Report for Cell 1 and submitting it to applicable parties. The Final Construction Report shall include appendices for the Cell 1 Liner Quality Assurance and Quality Control Report, as well as the Record Drawings. The report will be provided as a draft for City review and finalized based on the City's review comments. For warranty services, items such as pumps, electrical components, heat trace, and other related components of the leachate conveyance system may require inspection during the warranty period. LESSONS LEARNED We have developed a lesson learned from prior landfill design and construction projects which include project risks that may be experienced in the project. By following our project management/quality management systems and drawing on our landfill design experience with issues and mitigation measures, we overview project risks and our approach during project meetings so that our clients learn about and understand potential risks and variances in a project. This process helps mitigate issues with budget and schedule and will assist to a better quality of project delivery. PROJECT RISK: Subsurface Investigation/Drilling – Safety: - Utility - Locates/strikes - Methane gas - Liner damage - Utility crossing AECOM APPROACH:
--	--

	Provincial utility clearance and private utility locates are generally not sufficient pre-clearance at landfills. Operations and administrative/engineering staff must be consulted due to the presence of landfill-specific subsurface infrastructure, e.g., SVE lines, leachate collection systems, liners. When drilling near buried waste, methane gas monitors are required for worker protection. With pipeline crossing or rail crossing, potential for large lead times to obtain crossing agreements. Identify if there is a need for a sonic rig or water well drilling rig due to difficult drilling conditions, as this has an impact on cost and schedule. PROJECT RISK: Subsurface Investigation – Soil Sample Quality: Sample Consistency AECOM APPROACH: Given the non-homogeneous nature of soil samples, individual soil samples may not always be reflective of the overall soil condition. Provide all relevant information to bidders. Additional site investigation, test pits to verify geology if critical to the project. The collection of duplicate soil samples in a field sampling program can assist in making an assessment of reproducibility and quality. PROJECT RISKS: Subsurface Investigation – Soil Sample Quality & Sample Reporting – Coarse Materials AECOM APPROACH: Geotechnical analyses do not typically include large cobble-sized results in the analytical tables. Verify that the report text flags the presence of these large materials in technical reports, both in text and possibly in photos. PROJECT RISK: Design, Drawings and Specifications: Deficiencies in design, drawings and specifications Compliance with regulatory guidelines and Provincial Approvals AECOM APPROACH: Host a meeting or meetings to go over the design, drawings, and specifications with key stakeholders and our design engineers. Provide the Client with CAD files for an additional review of the quantities for the Engineering Estimate for the Client's budgeting purposes. The Client and our staff are to communicate on how the surfaces/quantities are generated for comparison of results. Review the drawings and specifications and provide comments and recommendations on any deficiencies or potential enhancements. Review the design and specifications, and verify compliance with regulatory guidelines, Provincial approval, and landfill standards. Prepare and update technical design memos/calculations as required throughout the design to verify traceability of final design parameters and layout to established design basis/design criteria. PROJECT RISK: Top of Subgrade Preparation for overlying synthetics: Smooth sub-base surface Subgrade specification on thickness and moisture content met AECOM APPROACH: Liner contractor and field inspector perform observations to confirm that the prepared sub-base surface is smooth and free of rock intrusions to reduce the potential for damage to the
--	--

	synthetic liner. Top of subgrade surveyed, and grades/trenches verified before GCL and/or HDPE liner installation. Liner contractor required to sign off on the subgrade. PROJECT RISK: Liner Protection: Damage to liners due to exposure to wind, rain, freezing, drying, equipment traffic, and other factors. AECOM APPROACH: Provide ground pressure recommendations for the contractor to source equipment for the placement of sand protection layers and leachate drainage layers Contractor to provide equipment ground pressure, and contractor & AECOM determine haul road thicknesses to reduce the risk of synthetic liner puncture Contract leak location survey and schedule for when the protection layer is placed over the synthetic liner, or install a conductive synthetic liner and test the liner after the protection layer is installed Work with the Client and/or contractor to protect the liner by placing adequate waste cover, geo-synthetics, and/or soil cover, ideally through coordination with landfill operations Schedule contract end date so that the Client operations can place a 2 m select Municipal Solid Waste, MSW, layer to protect the synthetic liner Provide recommendations to the Client on insulation materials and depths, such as straw, to place over the liner for frost protection Incorporate ballast requirements as needed into the design to prevent wind uplift of placed geomembrane panels. PROJECT RISK: Geo-Synthetic Clay Liner/barrier layer: Seams and overlaps Hydration Protective cover Anchorage and sealing Damage repair AECOM APPROACH: Inspect for proper seams and adequate overlaps and advise the installer of any deficiencies. Verify that the clay liner/barrier layer or supporting material meets specification so that moisture is available to hydrate the GCL. Where there is rainfall on a GCL, verify GCL integrity and/or replace GCL as per specification. Place adequate confining pressure cover above the liner as specified. Inspect for adequate anchorage and sealing around penetrations and structures. Inform the Client and/or installer of any damage to the liner and advise the contractor to repair the damaged area by placing a patch and by providing adequate overlaps. PROJECT RISK: Synthetic Liner/Barrier Layer Design, Procurement and Installation: Regulatory/Design Performance Procurement schedules Damage to liner Leaks in the liner Quality control QC certificates from suppliers AECOM APPROACH:
--	--

	Verify that materials can be obtained in the current year. Verify pricing and anticipated fluctuations to determine if the owner should preorder for cost savings. Evaluate leak location testing options/regulatory requirements to assess whether to specify leak location liner or to use post-installation leak location testing methods. Evaluate if PFAS-resistant liner materials are to be used. Verify that the sub-base surface is smooth and free of rock intrusions to reduce damage to the liner and that the contractor's construction methods do not impact the liner. Trial welds will be taken before seaming begins. Non-destructive (pressure) testing will be performed to confirm that the seams do not leak. Samples will be taken and sent to an independent laboratory for destructive testing Review QC certificates provided by the supplier to confirm that the liner meets specifications and regulatory requirements. Leak detection testing after leachate drainage layer installation, subject to the project schedule and budget. Can be coordinated through the owner, separately from the contract, or by the prime contractor's responsibility. As there are not many companies that provide this service, coordination of leak detection services is a scheduling issue. However, with leak detection, liner damage and defects are located and repaired prior to waste placement. PROJECT RISK: Contract Administration AECOM APPROACH: Contractor staffing can be an issue as the Industry has had issues obtaining and retaining competent equipment operators and Site Superintendents. For contractor evaluation to verify that the contractor has the equipment, staffing, and an experienced Site Superintendent. Our field staff/contract administration team should communicate frequently about daily site work, starting with the morning construction meeting, and discuss the engineering/construction aspects to track. Subject to discussions and agreements/contract updates with the Owner and Contractor, we could provide a contract manager to direct construction activities. Contractor schedule delays have extended engineering support services beyond budget. This is managed by tracking the contractor's schedule, holding bi-weekly progress meetings, discussing schedule and budget issues with the owner, and assisting the owner with airspace planning to accommodate potential delays. For contract administration and technical staff, the field daily logs/picture logs must be submitted for review by the end of the day. Any issues must be called in immediately by field staff. For contractor administration to follow/use approved request for information, field instruction, contemplative change notice, and construction change order forms. The use of the forms is discussed at the start of construction and tracked during progress meetings to verify that all forms are completed and notarized.
Describe your approach to advancing design under the submitted EA while managing Ministry review and changes.	The project team has a thorough understanding of the conceptual design from the EA having been involved on this file since 2006 with the Ministry which will be helpful as a relationship is already established with the Ministry. A key to advancing the design while managing the MECP review and proposed or required changes is holding a pre-consultation meeting with the MECP Environmental Permissions Branch once the preliminary design is finalized to present and discuss the design, obtain an understanding of the MECP's priorities and requirements. At this pre-consultation meeting a prioritized review of the ECA Application package will be requested to reduce the Ministry review period to 6 months. In our experience prioritized review periods are granted by the Ministry when justification can be provided, i.e., limited airspace remaining in existing

	approved site, of the need for prioritization. At this meeting the Landfill Cell 1, liner and leachate collection design, landfill gas collection system design will be discussed as well as other items such as surface water management and public notification requirements. For other items permissions branch will typically direct the owner and consultant to consult the MECP District Office to confirm requirements. In addition, we will design the composite liner framework to remain flexible, enabling our team to incorporate potential MECP review comments, technical amendments, or specific approval conditions without disrupting the overall execution schedule. Elements sensitive to regulatory review, such as barrier layer composition, geomembrane specifications, or protective cushion layer thicknesses, will be structured so that updates can be applied directly to tender specifications and contract drawings prior to bidding.
Outline any additional services, value add which may be beneficial to delivery and completion of the project.	The project team has significant experience with the site with the EA application, engagement with MECP for this site, and landfill gas system services. This should provide advantages over other firms for delivering a quality project The project team has the expertise to manage, oversee or complete any supplemental investigations identified from the GAP analysis. We have experience with leak location testing which provides a level of assurance with reducing liner leakage Since 2017, Comcor has been retained by the City of Sault Ste. Marie to complete annual monitoring and maintenance on the landfill gas collection and flaring system. Comcor is familiar with the operating conditions/limitations of the existing system and will use this knowledge to improve on the design of the collection system in Cell 1 and the remaining expansion area. As part of Comcor's annual LFG O&M program, recommendations have been made for repairs to the existing collection system, including flooding at condensate sump CS-2. Should the City wish to include these repairs in the Cell 1 LFG construction works, Comcor can provide the required detailed design drawings as additional scope. Also, as part of the LFG O&M program, Comcor recommended that the collection system be expanded into the northwest quadrant of the existing fill area. Should the City wish to include an expansion into this area, Comcor can provide the required detailed design drawings as additional scope. An LFG collection system conceptual design will be prepared for the entire expansion area, Cells 1 to 7, to facilitate pipe size calculations. The RFP requests that a preliminary design be prepared for just Cell 1 as part of the ECA amendment submission. As a value add, if the preliminary design included the entire expansion area, all future LFG collection system expansions could be approved by the MECP in a single ECA amendment. As an additional scope, Comcor can provide a complete preliminary design in sufficient detail for the MECP to approve all remaining LFG expansions. As an additional service, some clients have contracted us to develop a Fill Plan. This includes items such as providing a lift by lift sequence in CAD for inclusion on landfill equipment with GPS, providing direction for fill placement near the side slope liner, inclusion of horizontal landfill gas collectors, special waste disposal areas, and administrative processes for building a waste filling culture.

PROJECT SCHEDULE

Provide outline of project schedule for completing the objectives and deliverables in accordance with the timelines.

An attached Schedule Chart mapping tasks; phases; timelines etc. shall be provided in the the Document Upload section of the Bidding System.

Description	Response *
Provide outline of your proposed project schedule, recognizing deliverables, progress meetings and timelines.	We understand the City would like the tender package completed in September 2027 To develop the schedule, we have assumed the following: Project Award will be in September 2026. City to provide draft deliverable review comments within five business days of review meetings. Preliminary design to be completed in December 2026 subject to if additional investigation is identified in the GAP assessment. If additional investigation is needed it may result in schedule changes Pre-consultation regulatory, MECP, meeting in January 2027. MECP can complete its priority review within 6 months Draft Detailed Design to be completed in February 2027 with final design completed in March Submittal of ECA application and supporting documentation in March 2027 to MECP. Final tender package for the end of September 2027, based on an issuance of ECA by MECP by early September 2027. Tendering over one month initiating in October. Note that tendering could be as late as March 2028 if MECP takes longer than the estimated six months for the ECA without impact to 2028 construction Construction to be initiated in May 2028 and completed by November 2028 as three months is inadequate time for most contractors to complete the project in our opinion Warranty services to be provide for up to one year post construction completion

ACKNOWLEDGEMENTS

Acknowledgements requested on this form are to be provided by the Proponent

Acknowledgements	Agreement *
Under the Buy Ontario Act (BOA), the Municipal Buy Ontario Procurement Directive prioritizes Ontario and Canadian goods and services in procurements.	☒ Yes ☐ No
I/We confirm that Tender documents will include a framework to support this Directive.	
I/We confirm that the Corporation, its Officers and Directors; and Supervisory staff have not been convicted of an Offence under the Occupational Health and Safety Act, nor the Workplace Safety and Insurance Act	☒ Yes ☐ No

All references stated shall be for the same or similar scope as the one described in this Bid.

For newly formed business entity including, corporations, partnerships and sole proprietors or a Contractor teaming arrangement you shall state below in the Client Column that you were not the "Contractor" for the named project and should state whose past experience on the named project is relevant to that reference.

COMPANY OVERVIEW

Provide a brief overview of your Company outlining information such as history; description of firm; size and range of activities; knowledge of work etc.

Introduction & Overview *

COMPANY PROFILE:

AECOM Canada ULC is a proud Canadian business that strongly supports Canadian interests across the country and abroad and is committed to delivering a better world. Our legacy in Canada spans over 115 years, driven by an unwavering commitment to shaping the nation's infrastructure and continually adapting to meet Canada's evolving needs. AECOM Canada has played a pivotal role in transformative infrastructure projects across Canada in the areas of transportation, water, energy, and environmental sectors. Our teams partner with public and private sector clients to create innovative, sustainable and resilient solutions throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management. From pioneering early rail and roadway systems to advancing sustainable urban development and remediating some of the most complex contaminated sites, AECOM Canada has continuously adapted to meet Canada's evolving needs.

AECOM Canada ULC is the result of the 2009 amalgamation of UMA Engineering Ltd., established 1911, Gartner Lee, 1973, Totten Sims Hubicki Associates, 1962, Earth Tech Canada Inc., which itself was created by the amalgamation of Proctor and Redfern and Reid and Crowther, 1970, and several other Canadian affiliates. In 2014, AECOM merged with URS, vastly increasing our resources and capabilities in Canada. Through these legacy firms, AECOM Canada has been creating, enhancing, and sustaining Canadian infrastructure serving the markets of Water, Transportation, Community Infrastructure, Environment and Design.

AECOM is a global network of specialists working with clients, communities, and colleagues to develop and implement innovative solutions to the world's most complex challenges. We are a premier, fully integrated professional and technical services firm, positioned to deliver infrastructure assets worldwide to public- and private-sector clients. We lead in all the key markets that we serve, including transportation, facilities, environmental, energy, oil and gas, water, high-rise buildings, and government. We provide a blend of global reach, local knowledge, innovation, and technical excellence to deliver customized, creative solutions that meet our clients' needs.

Our global strategy is to provide a full suite of infrastructure services throughout the life cycle of our clients' projects. This means delivering capabilities in Planning, Design, Build, Finance, Operate, and Maintain to both public- and private-sector clients worldwide. Our clients represent a broad and complex array of local and global needs, so our strategy must be both flexible and adaptive. We will continue to expand our capabilities and services to deliver integrated projects while also recognizing that some clients require a single-service solution. Worldwide, we plan, design, build, finance, operate and manage projects and programs that unlock opportunities, protect our environment, and improve people's lives.

AECOM Canada is setting the global standard for environmental consulting, offering specialized services in waste management worldwide and at home. Our waste management team provides a comprehensive array of services to address various challenges.

We have engaged COMCOR Environmental and Dillon Consulting Limited as our subconsultants for this project. Further details have been provided under the Additional Information document upload.

PREVIOUS RELEVANT PROJECTS

Proponent to provide a detailed outline of three (3) recent projects its firm has delivered which are considered relevant and comparable to this project request in size and complexity.

Description	Past Project #1 *	Past Project #2 *	Past Project #3 *
Project Owner	City of Sault Ste. Marie	City of Saskatoon	City of Hamilton
Project Title	Sault Ste. Marie Solid Waste Management Environmental Assessment; and Sault Ste. Marie Annual Landfill Monitoring and Reporting	Saskatoon Landfill Final Cover, Landfill Gas Collection System, and East Lateral Liner Expansion	Glanbrook Landfill Development
Contract Value	\$1,269,500.00 - SSM Solid Waste Management EA \$Contract value varies annually - SSM Annual Landfill Monitoring and Reporting	Saskatoon Landfill Final Cover, Landfill Gas Collection System, and East Lateral Liner Expansion	Original Award Amt \$: Consulting Fees: \$604,720 Construction: \$5M Completion Total \$: Consulting Fees: \$1,381,000 Construction: \$4.06M
Start and Completion dates	October 2006-ongoing - SSM Solid Waste Management EA and SSM Annual Landfill Monitoring and Reporting	Start / Completion Design: Ph I: Jan 2022 – April 2022 Ph II: May 2023 – July 2024 Construction: Ph I: June 2023 – November 2024 Ph II: November 2024 – November 2025	2010 – 2020
Was the project completed on time? If not, provide explanation	SSM Solid Waste Management EA - project has been ongoing since 2006 with various delays related to alternative waste to energy technologies, required property acquisitions, regulatory timelines, etc. The Final EA document is sitting with the Ministry of Environment, Conservation and Parks, MECP, for review and approval. SSM Annual Landfill Monitoring and Reporting – annual	Overall project was delayed due to contractor construction schedule and police investigation	The construction of the Stage 3 development was intended to be completed within four months. Due to bad weather, the contractor had to temporarily suspend the construction work in early February and returned in the summer to complete the work. Their resources were limited, causing more delays to the project and liquidated damages were applied.

	project which has been ongoing since 2006. All reporting elements are completed on time each calendar year.		
Briefly outline Scope of Work (i.e. how it was delivered, results, satisfaction of client, and other relevant details of the project)	SSM Solid Waste Management EA - project has been ongoing since 2006 with various delays related to alternative waste to energy technologies, required property acquisitions, regulatory timelines, etc. The Final EA document is sitting with the Ministry of Environment, Conservation and Parks, MECP, for review and approval. SSM Annual Landfill Monitoring and Reporting – annual project which has been ongoing since 2006. All reporting elements are completed on time each calendar year.	PHASE I DESIGN AND CONSTRUCTION SERVICES: FINAL COVER AND LANDFILL GAS COLLECTION SYSTEM AECOM and its subconsultant, Comcor, were retained in 2022 by the City of Saskatoon to complete the detailed design of the final cover for Cell H at the Saskatoon Waste Management Facility. The primary objective of the project is to achieve closure of Cell H and expand the landfill gas collection system – new header, laterals, wells – in accordance with the Saskatchewan Ministry of Environment regulations. AECOM/Comcor scope, provided conceptual, preliminary, and detailed design. tendering, construction administration, quality assurance and project reporting. PHASE II DESIGN AND CONSTRUCTION SERVICES: EAST LATERAL LINER EXPANSION AND LANDFILL GAS COLLECTION SYSTEM AECOM/Comcor completed the detailed design of the Cell D and Cell E lateral expansion. Cell D and Cell E are the final cells to be constructed at the landfill facility. Both cells are currently located in existing operational areas; hence, demolition and construction were coordinated with the relocation of these areas to a new public waste and recycling facility. The design involved: New cell-s construction including: Assess elevations taking into consideration existing berms and slopes, and the historical oil pit and historical buried waste pit remediation required Assess existing liner system and evaluate liner design Assess landfill floor elevations and determine leachate management system Developed landfill gas collection system, including header and compressed air,	Dillon was retained in 2004 to complete a comprehensive design and operations improvement to Hamilton's only active municipal landfill. Dillon determined the remaining capacity; evaluated technologies that were reasonable, cost effective and maximized disposal capacity; prepared an updated Design and Operations Report that lead to a consolidated Environmental Compliance Approval; determined long-term sustainable management plans for leachate and stormwater and identified an alternate location for the leaf and yard waste composting pad. Since 2006, Dillon has provided consulting and engineering services for the landfill gas management system. Dillon led the team that completed the business case, RFP and established a design- build contract for 3.2 MW power generation from landfill gas at the Glanbrook landfill. Dillon was also the project manager representing the City during the construction and assisted with the negotiations and approvals with Hydro One. In 2010, Dillon was awarded a multi-year contract to provide all design, contract administration and construction assistance for two landfill cells, one pumping station, two stormwater ponds, access roads, landfill gas collection system expansion and leaf and yard waste composting facility. Dillon teamed up with SCS Engineers to assist with the landfill gas collection system design. In 2017, the Stage 3 landfill expansion was released for tender and Dillon provided contract administration and full-time inspection for the works. The Stage 3 construction involved the landfill expansion by adding two new cells increasing the landfill capacity by 4.4 million m3, included leachate collection system, landfill gas header collection

		laterals, sub-laterals, and wells This required connecting to the existing LFG network and existing horizontal wells from Stage 1The header was connected to the existing gas plant to complete the full ring header Developed stormwater management control infrastructure and stormwater management pond Developed electrical servicing requirements Demolition of operational areas, including: West, old, scale house and scale Heated equipment storage buildings, office and staff building Public waste and drop-off area Internal roadway and overhead power lines Historical oil pit and buried was remediation Constructed Cell D and Cell E in a manner that facilitates continued use of the area for ongoing landfill operations activities Submitted detailed drawings, specifications, and cost estimates at several stages of development Phase III Design Services: Revised Integrated Landfill Management Plan AECOM/Comcor updated the landfill's Integrated Landfill Management Plan, ILMP, to reflect the as-built conditions of the final cover and East Lateral Liner Expansion. The ILMP provided updated airspace projections, lifespan analysis and closure/pose-closure financial analysis LESSONS LEARNED: Digested Biosolids: The City approached AECOM with an interest in utilizing digested biosolids from the wastewater treatment plant for use as an organic amendment to the topsoil final cover layer. AECOM completed a soil nutrient analysis to determine suitability of the biosolids and calculated an appropriate application rate to maintain chloride levels below max environmental limits. AECOM has a large network of talent throughout Canada that can be utilized. Saskatoon Police Investigation: There was an active police investigation at the Saskatoon Landfill and Phase I and II of the project were directly impacted. AECOM /	system, permanent litter fence, final cover placement on Stage 1, leachate collection Stage 2 manholes/piping decommission and connection to the newest leachate pumping station system. ROLE AND RESPONSIBILITIES: Dillon was the prime consultant for the projects associated with the Glanbrook Landfill. As part of these roles, Dillon provided consulting services for the landfill gas management system, landfill cell design, permitting and leachate collection system. Dillon also provided construction administration and inspection services for the projects at the Glanbrook Landfill. PROJECT COMPLEXITIES Complexity #1: Lack of Accurate Record Drawings required to modify the design for the leachate collection system connecting from Stage 2 to Stage 3. This work happened after the pipes were properly located since the connections in the field were different from the ones shown on the record drawings. This requires a design change that was able to be incorporated within the construction budget. Complexity #2: Bad Weather and Lack of Contractor Resources. The construction of the Stage 3 development was intended to be completed within four months. Due to bad weather the contractor had to temporarily suspend the construction work early of February and returned in the summer to complete the work, their resources were limited causing more delays to the project and liquidated damages were applied. Methodology: the majority of the landfill development work was undertaken in accordance with the approved Design and Operations Report and Environmental Compliance Approval, ECA, conditions. As part of the ECA conditions, the Ministry was provided with a copy of the proposed construction details for their review before the work was out for tender.
--	--	---	--

		Comcor adapted to the changes and aided the City and contractor – changes were required to the construction contract/operations. AECOM incorporated changes needed to accommodate the investigation into the Phase II design drawings and specifications. Landfill Gas Retrofits and Well Re-drills: The City requested that two existing LFG wells be re-drilled and that their existing PDT, condensate trap, chambers be retrofitted with double block and bleed valving. AECOM / Comcor incorporated these changes into the overall scope of the design drawings while maintaining the tender Schedule.	
--	--	---	--

REFERENCES

Provide name and contact information for three (3) client references. References should be for projects of a similar size and scope; and completed with the last five (5) years.

Description	Reference #1 *	Reference #2 *	Reference #3 *
Client Reference Name	Carl Rumiel, P.Eng., Director of Engineering City of Sault Ste. Marie	Scott Theede, P.Eng., Senior Project Management Engineer Environmental Projects & Protection Water and Waste Operations, Utilities & Environment Division City of Saskatoon	Rob Conley, Supervisor of Landfills City of Hamilton
Contact Information (Phone; Email; Address)	Phone: 705-759-5379 Email: c.rumiel@cityssm.on.ca Address: 99 Foster Drive, Sault Ste. Marie, ON P6A 5X6	Phone: 306-657-8552 Email: scott.theede@saskatoon.ca Address: 222 3rd Avenue North, Saskatoon, SK S7K 0J5	Phone: 905-546-2424, ext. 7296 Email: rob.conley@hamilton.ca Address: 100 King St W, Hamilton, ON L8P 1A2
Detail of Reference Project	TITLE: Sault Ste. Marie Solid Waste Management Environmental Assessment/Sault Ste. Marie Annual Landfill Monitoring and Reporting Environmental Assessment for the proposed expansion of the Sault Ste. Marie Landfill Site; Annual engineering and reporting tasks associated with the existing Sault Ste. Marie waste management system.	TITLE: Saskatoon Landfill Final Cover, Landfill Gas Collection System, and East Lateral Liner Expansion Phase I Design and Construction Services: Final Cover and Landfill Gas Collection System Phase II Design and Construction Services: East Lateral Liner Expansion and Landfill Gas Collection System Phase III Design Services: Revised Integrated Landfill Management Plan	TITLE: Glanbrook Landfill Development Design and construction the Glanbrook Landfill Expansion.

PROJECT TEAM EXPERIENCE AND QUALIFICATIONS

Proponent will provide its project team composition. Identify the named individuals who will be assigned to this project, their specific role and responsibilities on the team. Include any agents, employees, and subconsultants who will be involved in providing the deliverables

Project team's resumes (CVs) showing experience and qualifications are to be uploaded in the Document Upload section of the Bidding System

- Project team members will not be changed out without written request by the Consultant, and must be approved in writing in advance by the City

Name *	Role *	# Years *	Responsibility *
AECOM: Tara Abernot, B.A.	Project Manager	27	Tara will oversee all project deliverables, actively manage budgets, schedules and staff allocations, and act as a liaison and primary point of contact to the City.
AECOM: Steve Johnson, M. Eng., P.Eng. (AB)	Project Manager / Technical Advisor, Solid Waste Management	31+	Steve will serve as AECOM's PM coordinating meetings, project deliverables, and quality management processes. He will provide technical input on the facility design, review deliverables, and be a secondary point of contact for the City.
AECOM: Marie Wardman, P.Eng., QPESA	Regulatory Lead	26+	Marie is responsible for the overall corporate QA/QC on this assignment. Marie will lead the ECA and regulatory engagement.
AECOM: Rick Talvitie, P.Eng.	Technical Advisor	39	Rick will bring strategic guidance and technical expertise to support the project's successful delivery. He will also be responsible for sharing his in-depth knowledge of the project site, historical, ongoing and future projects, site operations, site development and site infrastructure.
AECOM: Kosta Paliouras, P.Eng.	Stormwater Management Design Lead	20	Kosta will be responsible for developing/verifying the site hydrologic and hydraulic mode to size the storm water pond, ditching, and culverts. He will also attend project meetings as necessary.
AECOM: Shivam Patel, P.Eng.	Stormwater Management Design	10	Shivam will develop hydrologic and hydraulic models and assist with the design and sizing of the stormwater facility and associated infrastructure.
AECOM: Nooshin Dadgar, EIT	Stormwater Management Design	4	Nooshin will lead the development of the hydrologic and hydraulic models and the design and sizing of the stormwater facility and associated infrastructure.
AECOM: Jerry Tulloch, C.Tech.	Senior Designer – Linear Infrastructure	38	Jerry is responsible for survey data processing; developing the design of conveyance piping; and assisting with the preparation of tender drawings.
AECOM: Breanna Martin, P.Eng.	Landfill Design	11	Breanna will support the development of the design for the landfill and civil works.
AECOM: Darrell Maahs, C.Tech.	Construction Admin Lead	44	Darrell will lead the design and technical specs for the conveyance piping; coordinate tender package preparation; coordinate and manage the construction team; provide construction administration services including chairing of meetings; evaluate and administer change orders; address

			contractor claims/issues; and interpret contract documents.
AECOM: Kerry Young, A.Sc.T.	Lead Inspector	28	Kerry is responsible for developing the design of conveyance piping; assisting with the preparation of tender drawings; tender quantity takeoffs; providing resident site inspection; quality assurance during construction; quantity measurements for progress payments; monitoring safety during construction; addressing Contractor claims/issues; and interpreting contract documents.
AECOM: Darren Woods, Master Electrician	Electrical Lead	25	Darren will lead the electrical servicing design for the leachate pump station.
COMCOR: Jonathan Petsch, P.Eng.	Landfill Gas Project Manager/Lead Designer	17	Jonathan will manage all landfill gas aspects of the project and coordinate the landfill gas approvals, design, tender and construction activities with the project managers from AECOM and Dillon.
COMCOR: Denise Burgess, P.Eng.	Landfill Gas Technical Advisor	29	Denise will advise on the landfill gas aspects of the project and provide technical direction and review on project deliverables.
COMCOR: Ian Censner, P.Eng.	Landfill Gas Project Engineer	4	Ian will provide engineering support, including AutoCAD Civil 3D drafting, for the landfill gas aspects of the project.
Dillon: Mario Poveda, M.Sc., P.Eng., PMP	Project Manager / Lead Landfill Cell Designer	14	Mario will act as the primary point of contact and lead the detailed design of Cell 1, overseeing the integration of the cell expansion and liner system with the existing active landfill.
Dillon: Mohamad Adghim, Ph.D., P.Eng.	Waste Management Engineer - Liner & Cell Design	10	Mohamad will provide technical support for the preliminary and detailed design of Cell 1, specifically focusing on waste elevations, throughput determination, and the liner system.
Dillon: Stuart King, P.Eng.	Lead Civil Engineer - Leachate Collection Design	10	Stuart will lead the civil engineering design for the leachate collection and conveyance systems within Cell 1, drawing on his experience designing MSW landfill cells and leachate management systems.
Dillon: Bander Abou Taka, B.E.Sc., B.Sc., P.Eng.	Lead Process Engineer - Pump Station & Forcemain Design	20	Bander will provide process engineering for the new leachate pump station, forcemain, and gravity sewer, ensuring the systems are sized to accommodate future capacity and the full ultimate landfill expansion.
Dillon: Justin Doiron, B.A.Sc., P.Eng.	Mechanical Engineer - Pump Station Design	23	Justin will handle the mechanical and process design of the new leachate pumping station and associated conveyance infrastructure, focusing on equipment selection and constructability.
Dillon: Mathew Kress, P.Eng., B.Sc.	Civil Design Support - Grading & Leachate Infrastructure	8	Mathew will support the civil design of Cell 1 and the leachate infrastructure, specifically handling site grading, Autodesk Civil3D modelling, and subgrade preparation requirements.
Dillon: Sarah Devereaux, B.Eng., M.Eng., P.Eng., LEED AP, FEC	Technical Advisor & Quality Assurance	30+	Sarah will provide high-level strategic oversight and senior review for the cell, liner, and leachate designs, ensuring strict regulatory adaptability and compliance with Ministry requirements.

Documents

It is your responsibility to make sure the uploaded file(s) is/are not defective or corrupted and are able to be opened and viewed by the Owner. If the attached file(s) cannot be opened or viewed, your Bid Call Document may be rejected.

- [Resume \(CV\)](#) - AECOM_2026PWE-ENG-08-P_Resumes.pdf - Tuesday August 04, 2026 15:51:17
- [Schedule Plan](#) - AECOM_2026PWE-ENG-08-P_Schedule PPlan.pdf - Tuesday August 04, 2026 15:57:55
- [Task-Cost Matrix](#) - AECOM_2026PWE-ENG-08-P_Time Cost Matrix.pdf - Tuesday August 04, 2026 15:55:14
- [Additional Document](#) - AECOM_2026PWE-ENG-08-P_Additional Information.pdf - Tuesday August 04, 2026 15:48:28

Addenda, Terms and Conditions

I/We the undersigned, hereby submit the attached Proposal to satisfy the requirements laid out by the Corporation of the City of Sault Ste. Marie.

I/We have reviewed and understand the Information to Proponents (Section 1) of the RFP and agree to the terms and conditions contained therein in submitting this Proposal.

I/We agree that this Proposal is made without any connection, knowledge, comparison of figures or arrangements with any other person or persons submitting a Proposal for the same purpose and is in all respects fair and without collusion or fraud.

It is further understood and agreed that the lowest or any Proposal will not necessarily be accepted and that the City reserves the right in its absolute discretion to reject any or all Proposals, or accept the Proposal deemed most acceptable to the City. The City further reserves the right to negotiate with the successful Proponent to finalize the terms and conditions of the Proposal.

☒ I/WE agree to be bound by the terms and conditions and have authority to bind the Corporation and submit this Bid on behalf of the Bidder. - Christopher Cecchetto, Senior Project Director, Northern Ontario, AECOM Canada ULC
The bidder shall declare any potential or actual conflict of interest that could arise from Bidding on this Bid. Do you have a conflict of interest? ☐ **Yes** ☒ **No**

The Bidder acknowledges and agrees that the addendum/addenda below form part of the Bid Document

Please check the box in the column "**I have reviewed this addendum**" below to acknowledge each of the addenda.

File Name	I have reviewed the below addendum and attachments (if applicable)	Pages
2026PWE-ENG-08-P Addenda 1 Thu July 23 2026 08:44 AM	☒	4

REQUEST FOR PROPOSAL No. 2026PWE-ENG-08-P

Professional Engineering Services Landfill Cell 1 Expansion

City of Sault Ste. Marie

Time-Cost Matrix

Submission Deadline: August 4, 2026 at 4PM EDT

Submitted by:

AECOM Canada ULC
523 Wellington Street East
Sault Ste. Marie, ON P6A 2M4

T | 705.942.2612
F | 705.942.3642
aecom.ca

Contact:

Tara Abernot
Project Manager, Water Business Line,
Central Canada

D | 705.942.2612 Ext. 224
M | 705.542.4390
E | tara.abernot@aecom.com

1. Total Project Fee

Table 1 – Total Project Fee outlines the project task breakdown, the level of effort by person, as well as the total number of staff hours and total project fee. Our **total project fee is \$825,027 excluding applicable taxes**. This fee is based on a six-month construction period and includes \$75,000 in provisional allowance. For three months of construction services, the total project fee is \$703,222 including the \$75,000 provisional allowance. The fees do not include applicable taxes.

The rates provided in Table 1 will remain fixed until November 30, 2028 and will be used for the preparation of any scope changes. After November 30, 2028, rates are subject to change.

AECOM has engaged Comcor Environmental Limited and Dillon Consulting Limited on this project, Tables 2 and 3 outline the level of effort by person, as well as the total number of staff hours and each subconsultants project fee, respectively.

Table 4 compares the construction services fee (contract administration and site inspection) for a 3-month and a 6-month construction period.

1.1 Assumptions

This proposal has been prepared with the following assumptions. Any changes to these assumptions may impact on project costs and or schedule and should be discussed at the time of contract negotiation or during the project.

1.0 Project Management:

- The project is initiated in September 2026 with contracts in place for work to begin the week of September 28, 2026
- The project is over 26 months, with an assumed average of 6 hours per month for general project management not including six months for MECP review.
- For design and regulatory support over 6 months (September 2026 to February 2027), there will be an average of two meetings per month. for 12 meetings, in which two to three staff will attend per meeting, for an average of one hour per meeting. Design meetings will be virtual.
- For construction services, we have assumed two meetings per month with staff in person and participating virtually with an average of one hour per meeting. Pricing is provided for a six-month construction duration.
- We have assumed that the City will make available any existing topographic survey and AutoCAD drawings in AutoCAD Civil3D and all applicable background information.
- That City staff will be available and able to respond to questions within two working days, and respond in writing on deliverable submissions within 10 working days
- Decisions requiring City approval will be provided in a timely manner to avoid delays to design, tendering, or construction.
- The City will provide a single set of consolidated feedback per deliverable. If additional revisions and iterations of reports are required beyond what has been outlined in our proposal of services, this will result in associated additional costs.
- A site visit budget of \$2,000 for travel disbursements is provided

2.0 Background Review, GAP Analysis, and Design Basis Memorandum:

- Geotechnical & Topographical Baseline: Historical survey data and stratigraphy logs from testholes TH13-01, TH13-02, and TH13-03 accurately reflect baseline subsurface conditions within the Cell 1 footprint. Any supplementary subsurface testing will be scoped and coordinated separately if data gaps emerge.
- Groundwater Separation: Historical seasonal high groundwater table levels established near testholes TH13-01, TH13-02, and TH13-03 accurately reflect maximum water table peaks, maintaining required vertical separation below the attenuation layer.
- Regulatory Standard: Composite liner specifications will be structured around Ontario Regulation 232/98 standards and the submitted EA framework.

- Material Suitability: On-site or locally sourced granular aggregates and subgrade soils can achieve required structural friction angles and hydraulic conductivity limits without requiring specialized processing.
- The City will provide landfill gas system design and construction records.
- Dual Sizing Baseline: Sizing parameters for the new central gravity sewer, wet well, and forcemain will be governed by ultimate expansion peak flow modelling, while internal collection piping is restricted to Cell 1 footprint volumes.
- Downstream System Capacity: Receiving storage/treatment systems possess adequate capacity to accept ultimate peak flow discharge from the new leachate pump station.
- Corridor Availability: Proposed alignments for the gravity sewer, pump station, and forcemain are clear of unmapped underground infrastructure or severe physical obstructions.

3.0 Preliminary and Detailed Design

- Cell design based on the Design and Operations Plan CAD surfaces. It is assumed that up to 6 drawings will be developed for the top of the subgrade, cross sections, and typical details for the cell and leachate system.
- It is assumed that up to 7 drawings will be developed for the gas header, condensate traps, and connection to the leachate system, with plan and profile, with typical details.
- It is assumed that up to 7 drawings will be developed for the conveyance system and pump station plan and profile with typical details.
- Perimeter access road includes approximately 600-800 m of paved road and ditching and is assumed to have up to 6 drawings.
- Surface water system and includes approximately 600-800 m of ditching to a new pond sized for a 1:100-year event and it is assumed to have up to 6 drawings.
- Detailed engineering design will proceed directly from the preliminary design based on the conceptual design established in the submitted Environmental Assessment (EA). The preliminary design will be presented to the MECP at the pre-consult and comments will be addressed in the detailed design.
- Lift stations and leachate pumps stations will be performance specified with vendors responsible to provide engineered stamped drawings for review
- AECOM will provide an appropriate standard level of care to cost estimate development. However, we further note that cost estimates are significantly affected by items outside of our control, including volatile market conditions: The Canadian Joint Federal Government/Industry Cost Predictability Taskforce notes that market volatility is a major driver of estimate inaccuracy. Challenges include:
 - Rapid price fluctuations in commodities.
 - Labour shortages and wage escalation.
 - Supply chain disruptions affecting lead times and pricing.
 - Regional market capacity constraints.
 - Cost estimates often rely on historical data that may not reflect current or emerging market conditions.
- Canada is facing volatility in its trade arrangements and supply chains and may be exposed to intermittent and variable tariffs. There are very significant, current, 2026, economic circumstances (including US tariffs and protectionism amongst other items) that are impacting work means and methods and costs.
- Difficulty Applying Benchmarking and Historical Data: Benchmarking is a common estimating tool, however:
 - Historical data may not reflect current market conditions.
 - Regional cost indices may lag behind real-time market shifts.
 - This can lead to systematic underestimation or overestimation.
 - Time Constraints: Owners often require estimates early to meet financing timelines at stages earlier than the design allows for reliable estimates can be made.
 - Estimators may be forced to work with incomplete information.
 - Limited time for market testing or contractor input.
 - This compresses the quality of the estimate.

4.0 ECA and Regulatory Engagement

- Design updates resulting from MECP comments or specific approval conditions on the submitted EA do not necessitate post-design modifications to cell geometry or staging plans. MECP will not require design changes for the Cell and leachate conveyance system design after the pre-consultation.

- Final barrier layering, protective geotextile unit weights, or attenuation layer thicknesses are subject to modification if the MECP mandates enhanced protection standards during EA review.
- ECA Regulatory Timelines: Environmental Compliance Approval (ECA) issuance schedules depend on provincial review periods, which can influence final tendering readiness if agency processing encounters delays.
- Only one pre-consultation meeting with the MECP is assumed
- The City is responsible for any ECA application fees
- Any permit fees to be covered by the City
- The City will manage all required regulatory correspondence with the Province
- The regulator will not require substantial design changes for the Cell and leachate conveyance system design
- The application for ecological assessment is not required by MECP
- It is assumed that there is sufficient information to develop the site expansion and Cell 1 without additional studies. However \$75,000 in fees have been provided as a provisional amount if there are items found in the GAP assessment or as directed by MECP.

5.0 Tendering Services

- The City will upload all tender documents to MERX, issue addenda prepared by AECOM, and act as the official issuer of all procurement documents.
- The tender period will follow the schedule set by the City.
- AECOM will respond only to technical questions; contractual, legal, or commercial questions will be handled by the City.
- There will be up to 6 bid submissions for evaluation
- There will be up to 3 addenda for bidder clarification

6.0 Construction Services

- The construction schedule as provided in the addendum for 3 months may be sufficient for the construction of Cell 1 alone however, it is insufficient for the total project. We provided construction services pricing for three-month and a six-month duration with the six-month duration carried in our fee.
- The Contractor (including subcontractors) is fully responsible for all construction means, methods, techniques, sequences, and procedures.
- The Contractor/Liner Installer is responsible for preparing the Liner Quality Assurance and Quality Control Report in accordance with the contract specifications.
- That contract administration for resident engineering can be adjusted to match the contractor's schedule. Should the field schedule exceed the RFP-directed schedule, a scope change for fees and disbursements may be required. We have provided for:
 - Survey to be provided by AECOM and the contractor.
 - Density and moisture content testing will be provided by the contractor.
- Liner testing to be provided by the Liner contractor.
- Resident engineering full-time attendance hours will be 10 hours/day, five days per week including travel from AECOM's office.
- Construction administration is assumed to be fourteen hours per week. This may vary, subject to contractor schedule and competency.
- Any construction schedule changes that increase site attendance requirements will result in a change in fees.
- A laboratory testing budget of \$10,000 is provided for the construction administration phases of the work. This will be re-assessed subject to the final road and cell design as the design has not been finalized yet and may influence the materials testing requirement.
- A survey and nuclear densometer usage fees budget of \$13,500 has been provided assuming a maximum six-month construction duration. Additional fees may apply subject to the contractors schedule
- That contract administration can be adjusted to match the contractor's schedule. We have based the construction administration fees on the assumption of a competent contractor. Should the contract

administration exceed normal contractor expectations, a scope change for fees and disbursements may be required.

7.0 Post Construction Services

- All survey data will be provided by AECOM and contractor to develop For-Record drawings;
- AECOM will perform warranty inspections assuming a standard one-year warranty period unless otherwise specified in the Contract Documents.
- Assume two days support for warranty services, including a site inspection

Table 1 Proposed Fee Estimate																											
Task	Employee	Steven Johnson	Tara Abenot	Rick Talvite	Mare Wardman	Breanna Martin	Jerry Tulloch	Kerry Young	Breman Kennedy	Kosta Pallouras	Shivam Patel	Nooshin Dadgar	Structural Lead	Structural Engineer	Darren Woods	Jr CADD	Darrell Maahs	Kerry Young	TBD	ADM							
	Billing Title	Project Manager	Project Manager	Technical Advisor	Regulatory Advisor	Intermediate Eng Co-ordinator	Senior Water Utility Designer	Water Utility Designer	Water Utility QA/QC	Senior Surface Water Designer	Intermediate Surface Water Designer	Surface Water QA/QC	Structural Lead	Structural Engineer	Senior Electrical Designer	Jr	Contract Adm	Resident Field Inspector	Int Field Inspector	Administrative Support							
	Hourly Bill Rate																					Total Manhour	Total Labor	Communication Fee	Comcor	Dillon	Total OOCs
1.0	Project Management																										
1.1	General Project Management	40	80																								
1.2	Meetings	15	18	6	6	18	4	6		12					6		12										
2.0	Background Review & Design Basis Memo	2	8	4	4	20	8			4	12		4		8	32				8							
3.0	Design																										
3.1	Preliminary Design	8	4	4		24	50	50	12	8	36	5	16	40	4	96	50			16							
3.2	Detailed Design	6	4	4		12	36	36	8	6	48	5	8	20	2	72	36			8							
4.0	ECA & Regulatory Engagement	8	6	6	24	16				16						8				4							
5.0	Tendering Services	4	2	4		24	16	16									16			4							
6.0	Construction Services																			4							
6.1	Contract Adm (6 months)	8	8														260			104							
6.2	Resident Site Inspection (6 months)																	650	650								
7.0	Post Construction Services																										
7.1	Construction Completion Report	8	8			16	8	40	8							32	8			4							
7.2	Warranty Services	8	12			8									12		12										
	Total Hours	107	150	28	34	138	122	148	28	46	96	10	60	32	28	240	394	650	650	148	3,109	\$467,850.00	\$23,392.50	\$57,928.00	\$169,955.00	\$30,901.50	\$750,027.00
Prov	Provisional Allowance for Supplemental Investigations																										
Total Fee excluding applicable taxes																											\$825,027.00

Table 2
Fee Proposal for Engineering Services
Landfill Gas Component of Cell 1 Design Work
Sault Ste. Marie Municipal Landfill, Sault Ste. Marie, Ontario

Project Activity	Role: Hourly Rate ¹ :	D. Burgess Senior Advisor	J. Petsch Senior Engineer	I. Censner Project Engineer	AutoCAD	Project Activity Cost
Professional Fees						
A1 Project Management/Coordination/QA/QC		2	8			\$2,620
A2 Kick-off and Design Meetings (remote)			8	8		\$3,360
A3 Background Review and Design Basis Memo			4	8		\$2,360
A4 Landfill Gas Modelling			4	12		\$3,040
A5 Conceptual Design for Full LFG Buildout		2	6	16	16	\$7,560
A6 Preliminary LFG Design Drawings (Cell 1)		2	10	24	24	\$11,280
A7 ECA Application Submission			8	20		\$5,400
A8 Detailed Design Drawings		2	6	16	10	\$6,540
A9 Technical Specifications			2	12		\$2,540
A10 Issued for Tender Package			2	8	10	\$3,560
A11 Tender Support and Recommendation			2	4		\$1,180
A12 Contract Administration/Meetings (remote)			4	10		\$2,700
A13 Preparation of Record Drawings			2	8	10	\$3,560
Total Professional Fees						\$55,700
Disbursements						
A14 Miscellaneous (4% of professional fees)						\$2,228
Total Disbursements						\$2,228
TOTAL PROJECT COST ESTIMATE (tax not included)						\$57,928

Notes:

1. Hourly rates valid until November 30, 2028.



		Mario Poveda	Sarah Devereaux	Stuart King	Mat Kress	Bander Abou Taka		Total Labour Hours	Total Labour Fees	Subconsultants	Disbursements	Total
		Project Manager	Risk Screening Partner	Lead Waste Mgt Designer	Support Eng.	Leachate Pumping Design	Drafting/GIS					
Project Billing Rate		\$										
1000	Project Management											
1000.01	General PM	76.0						76.0	\$ 18,240.00			\$ 18,240.00
1000.02	Kick-off and Client Meetings	25.0	2.0			2.0		29.0	\$ 7,080.00			\$ 7,080.00
1000	Subtotal - hours	101.0	2.0	0.0	0.0	2.0	0.0	105.0				
1000	Subtotal - fees	\$ 24,240.00	\$ 570.00	\$ -	\$ -	\$ 510.00	\$ -		\$ 25,320.00	\$ -	\$ -	\$ 25,320.00
2000	Background Review and Design Basis Memo											
2000.01	Cell 1 Design	2.0		2.0	20.0		10.0	34.0	\$ 6,570.00			\$ 6,570.00
2000.02	Liner Design	2.0		2.0	6.0		10.0	20.0	\$ 3,980.00			\$ 3,980.00
2000.03	Leachate Collection System Design	2.0		2.0	20.0		10.0	34.0	\$ 6,570.00			\$ 6,570.00
2000.04	Leachate Pump Station Design	2.0			10.0	4.0	10.0	26.0	\$ 5,300.00			\$ 5,300.00
2000	Subtotal - hours	8.0	0.0	6.0	56.0	4.0	40.0	114.0				
2000	Subtotal - fees	\$ 1,920.00	\$ -	\$ 1,320.00	\$ 10,360.00	\$ 1,020.00	\$ 7,800.00		\$ 22,420.00	\$ -	\$ -	\$ 22,420.00
3000	Preliminary Design											
3000.01	Cell 1 Design	4.0	2.0	20.0	40.0		25.0	91.0	\$ 18,205.00			\$ 18,205.00
3000.02	Liner Design	4.0	2.0	4.0	20.0		15.0	45.0	\$ 9,035.00			\$ 9,035.00
3000.03	Leachate Collection System Design	4.0	2.0	20.0	40.0		25.0	91.0	\$ 18,205.00			\$ 18,205.00
3000.04	Leachate Pump Station Design	4.0			50.0	30.0	30.0	114.0	\$ 23,710.00			\$ 23,710.00
3000	Subtotal - hours	16.0	6.0	44.0	150.0	30.0	95.0	341.0				
3000	Subtotal - fees	\$ 3,840.00	\$ 1,710.00	\$ 9,680.00	\$ 27,750.00	\$ 7,650.00	\$ 18,525.00		\$ 69,155.00	\$ -	\$ -	\$ 69,155.00
4000	Detailed Design											
4000.01	Cell 1 Design	2.0	2.0	4.0	10.0		20.0	38.0	\$ 7,680.00			\$ 7,680.00
4000.02	Liner Design	2.0	2.0	2.0	10.0		10.0	26.0	\$ 5,290.00			\$ 5,290.00
4000.03	Leachate Collection System Design	2.0	2.0	4.0	10.0		10.0	28.0	\$ 5,730.00			\$ 5,730.00
4000.04	Leachate Pump Station Design	2.0	2.0		10.0	10.0	10.0	34.0	\$ 7,400.00			\$ 7,400.00
4000.05	Technical Specifications	2.0		4.0	20.0	4.0		30.0	\$ 6,080.00			\$ 6,080.00
4000.06	Issued for Tender Package	2.0	2.0	4.0			10.0	18.0	\$ 3,880.00			\$ 3,880.00
4000.07	ECA & Regulatory Engagement	10.0	2.0	20.0	10.0	10.0		52.0	\$ 11,770.00			\$ 11,770.00
4000.08	Tender Services Support	2.0		10.0		10.0		22.0	\$ 5,230.00			\$ 5,230.00
4000	Subtotal - hours	24.0	12.0	48.0	70.0	34.0	60.0	248.0				
4000	Subtotal - fees	\$ 5,760.00	\$ 3,420.00	\$ 10,560.00	\$ 12,950.00	\$ 8,670.00	\$ 11,700.00		\$ 53,060.00	\$ -	\$ -	\$ 53,060.00
HOURS		149.0	20.0	98.0	276.0	70.0	195.0	808.0				
FEES		\$ 35,760.00	\$ 5,700.00	\$ 21,560.00	\$ 51,060.00	\$ 17,850.00	\$ 38,025.00		\$ 169,955.00	\$ -	\$ -	\$ 169,955.00
Notes:								Total \$ 169,955.00				

Table 4 Construction Services Fee Comparison: 3-month vs. 6-month duration

Task		Steven Johnson	Tara Abernot	Darrell Maahs	Kerry Young	TBD	ADM	Total Manhour	Total Labor	Communication Fee	Comcor	Dillon	Total ODCs	Total Fees and Disbursement
	Employee	Project Manager	Project Manager	Contract Adm	Resident Field Inspector	Int Field Inspector	Administrative Support							
	Billing Title									5%				
	Hourly Bill Rate													
6.0	Construction Services 6 Months													
6.1	Contract Adm (6 months)	8	8	260			104	380	\$68,260.00	\$3,413.00	\$2,808.00		\$2,047.50	\$76,528.50
6.2	Resident Site Inspection (6 months)				650	650		1300	\$159,250.00	\$7,962.50			\$26,722.50	\$193,935.00
Total Hours		8	8	260	650	650	104	2,528	\$227,510.00	\$11,375.50	\$2,808.00	\$0.00	\$28,770.00	\$270,463.50

Task		Steven Johnson	Tara Abernot	Darrell Maahs	Kerry Young	TBD	ADM	Total Manhour	Total Labor	Communication Fee	Comcor	Dillon	Total ODCs	Total Fees and Disbursement
	Employee	Project Manager	Project Manager	Contract Adm	Resident Field Inspector	Int Field Inspector	Administrative Support							
	Billing Title									5%				
	Hourly Bill Rate													
6.0	Construction Services 3 Months													
6.1	Contract Adm (3 months)	8	8	130			52	198	\$35,630.00	\$1,781.50	\$2,808.00		\$2,047.50	\$42,267.00
6.2	Resident Site Inspection (3 months)				325	325		650	\$79,625.00	\$3,981.25			\$22,785.00	\$106,391.25
Total Hours		8	8	130	325	325	52	2,528	\$115,255.00	\$5,762.75	\$2,808.00	\$0.00	\$24,832.50	\$148,658.25

About AECOM

AECOM is the global infrastructure leader committed to delivering a better world. As a trusted professional services firm powered by deep technical abilities, we solve our clients' complex challenges in water, environment, energy, transportation and buildings. Our teams' partner with public- and private-sector clients to create innovative, sustainable and resilient solutions throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management. In 2026, AECOM Canada was recognized by ReNew Canada for its participation in 38 of the Top 100 infrastructure projects across Canada. Learn more at aecom.ca.

REQUEST FOR PROPOSAL No. 2026PWE-ENG-08-P

Professional Engineering Services Landfill Cell 1 Expansion

City of Sault Ste. Marie

Schedule Plan

Submission Deadline: August 4, 2026 at 4PM EDT

Submitted by:

AECOM Canada ULC
523 Wellington Street East
Sault Ste. Marie, ON P6A 2M4

T | 705.942.2612
F | 705.942.3642
aecom.ca

Contact:

Tara Abernot
Project Manager, Water Business Line,
Central Canada

D | 705.942.2612 Ext. 224
M | 705.542.4390
E | tara.abernot@aecom.com

City of Sault Ste Marie Project Schedule



City of Sault Ste Marie Project Schedule

ID	Task Name	Duration	Start	Finish	JJASONDJJFMAMJJJASONDJJFMAMJJJASONDJJFMAMJJJASONDJJFMAMJJJASON 202720282029																									
30	4.0 Regulatory Engagement	168 days	1/25/27	9/23/27	4.0 Regulatory Engagement																									

About AECOM

AECOM is the global infrastructure leader committed to delivering a better world. As a trusted professional services firm powered by deep technical abilities, we solve our clients' complex challenges in water, environment, energy, transportation and buildings. Our teams' partner with public- and private-sector clients to create innovative, sustainable and resilient solutions throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management. In 2026, AECOM Canada was recognized by ReNew Canada for its participation in 38 of the Top 100 infrastructure projects across Canada. Learn more at aecom.ca.

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2026-99

STREETS: A by-law to rename a portion of Anita Boulevard described as PIN 31559-0054 (LT), being Part 1 Plan 1R-14352 and Part PIN 31559-0056 (LT), being Part 2 Plan 1R-14352, to Team Jacobs Way.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to Section 27(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 **ENACTS** as follows:

1. **RENAMING PART OF ANITA BOULEVARD**

A portion of Anita Boulevard described as PIN 31559-0054 (LT), being Part 1 Plan 1R-14352 and Part PIN 31559-0056 (LT), being Part 2 Plan 1R-14352, to Team Jacobs Way.

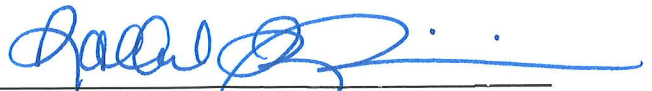
2. **EFFECTIVE DATE**

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

READ the **FIRST** and **SECOND** time in open Council this 13th day of July, 2026.



MAYOR – MATTHEW SHOEMAKER



CITY CLERK – RACHEL TYCZINSKI

STREETS: A by-law to rename a portion of Anita Boulevard described as PIN 31559-0054 (LT), being Part 1 Plan 1R-14352 and Part PIN 31559-0056 (LT), being Part 2 Plan 1R-14352, to Team Jacobs Way.

Read the **THIRD** time in open Council and passed this 31st day of August, 2026.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

sd\\citydata\\LegalDept\\Legal\\Staff\\COUNCIL\\BY-LAWS\\2026\\2026-99 THIRD READING Street Name Change Part Anita Boulevard to Team Jacobs Way.docx