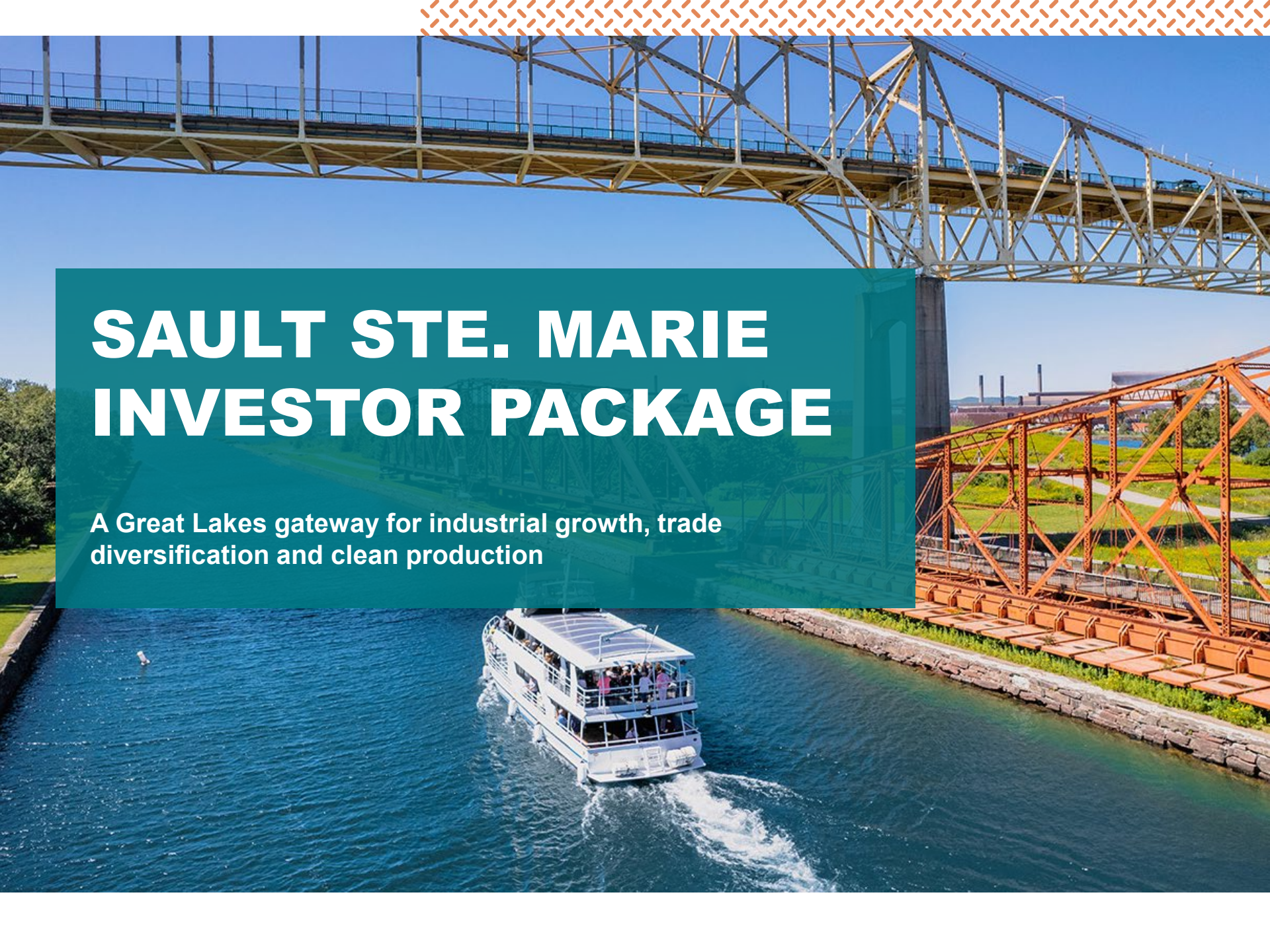




SAULT STE. MARIE INVESTOR PACKAGE

**A Great Lakes gateway for industrial growth, trade
diversification and clean production**

THE INVESTMENT THESIS

WHY SAULT STE. MARIE

A border city with assets that are difficult to assemble in larger markets.

Existing industrial capability, cross-border connectivity and a relatively low-emissions electricity system support new production and logistics investment.

88,307

SSM census agglomeration

July 1, 2025 estimate

I-75

Direct U.S. highway access

Via International Bridge

~90%

Ontario grid GHG-emissions-free

Current IESO description

\$0

City development charges

Current policy; confirm fit

GREAT LAKES LOCATION. TWO-COUNTRY REACH.



AT THE BORDER

Direct access to Michigan and the U.S. Midwest through the International Bridge and Interstate 75.

APPROX. CITY-TO-CITY ROAD DISTANCE

Sudbury 290 km
 Detroit 560 km
 Milwaukee 650 km
 Toronto 680 km
 Chicago 760 km
 Ottawa 800 km



MULTIMODAL INFRASTRUCTURE

FOUR CONNECTED MODES

HIGHWAY + BORDER	AIR	RAIL	MARINE
845,713	153,202	3	200+ AC
One-way vehicle crossings in 2025; direct I-75 connection	Passenger movements in 2025; two 6,000-foot runways	CN, CPKC (via Watco) and Huron Central connectivity	Proposed port-led industrial development area

Investor implication Operating road, rail, air and marine assets support current logistics. The proposed port could add future industrial and marine capacity.

Sources: International Bridge; Sault Airport; City Community Profile; HOPA Ports

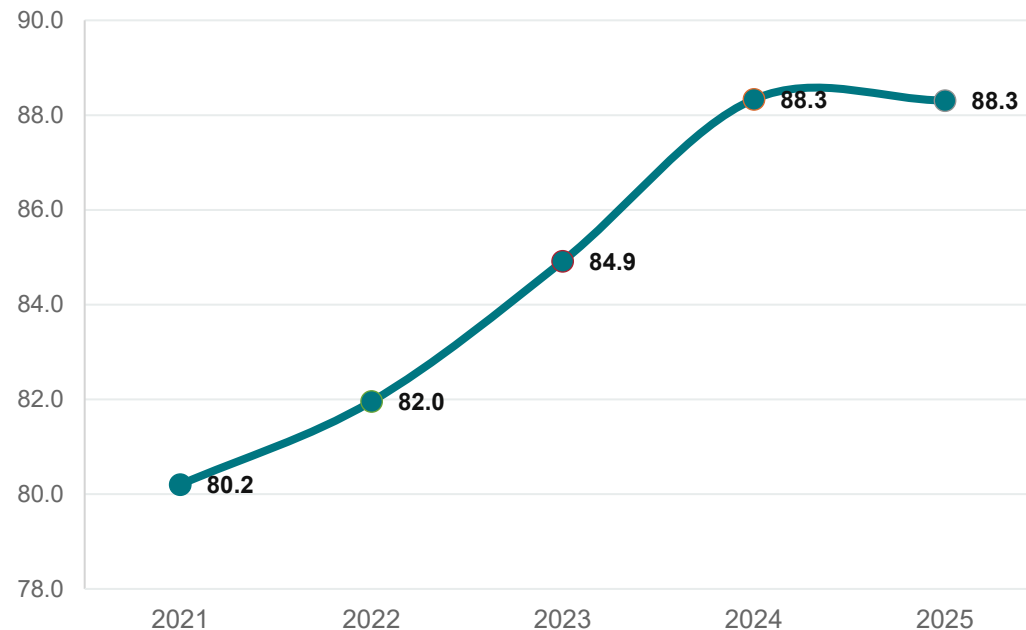
SSM CENSUS AGGLOMERATION: 2021–2025 ESTIMATES

+10.1%

Increase from the July 1,
2021 annual estimate of
80,202 to 88,307 in 2025

88,307

July 1, 2025 CA estimate



Annual July 1 estimates, not census counts. Values shown in thousands and revised annually.

WORKFORCE: INDUSTRIAL CAPABILITY + A TRAINABLE PIPELINE

43,180

Employed, SSM CA

June 2026 model estimate

53.4%

**City residents with
postsecondary**

Age 15+, 2021 Census

~2,000

Graduates annually

Algoma U, Sault College + LSSU
(MI)

5.7%

**Unemployment rate, SSM
CA**

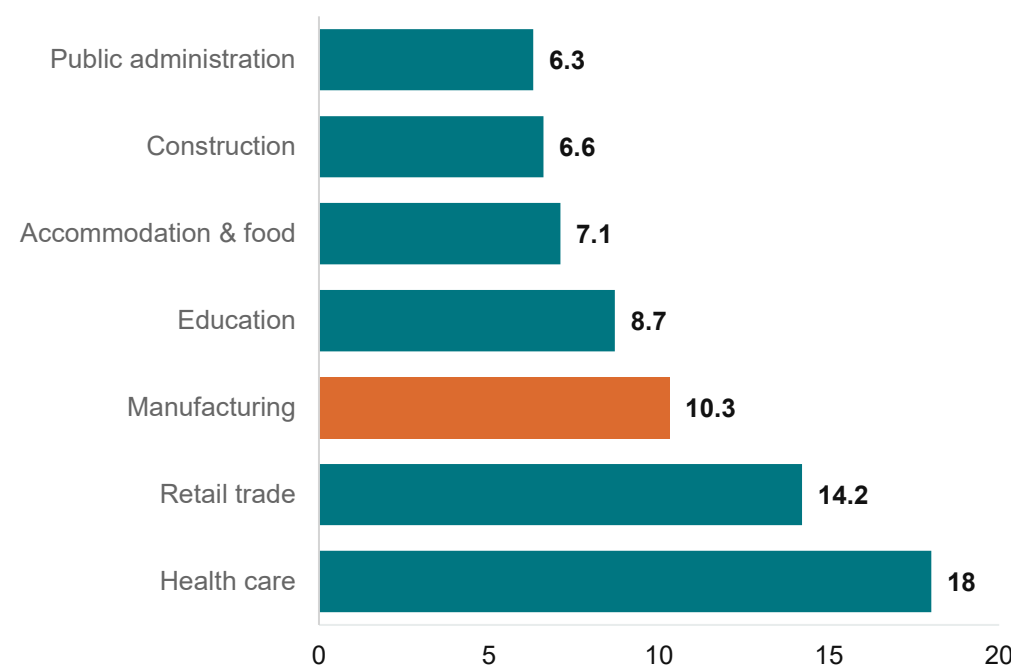
June 2026 model estimate

**Hiring plans require occupation-level screening of wages,
shifts, credentials and training needs with local workforce and
education partners.**





CITY EMPLOYMENT BY INDUSTRY, 2021 CENSUS



10.3%

of employed City residents worked in manufacturing

INVESTOR FIT

The City labour force combines anchor demand in healthcare and public services with established steel, forestry, aviation and digital capabilities.

Sources: City Community Profile 2025; Statistics Canada 2021 Census

OPPORTUNITY 01 — ADVANCED MANUFACTURING + DEFENCE



A steel city entering a new production era

- Algoma ceased blast-furnace and coke operations on January 18, 2026 as electric-arc-furnace production ramped up.
- The modernized plate mill and Roshel partnership support a Canadian defence-industrial supply chain.
- Existing fabricators, industrial services and skilled trades reduce ramp-up friction.

Best-fit projects: metal fabrication • defence suppliers • industrial automation • circular/by-product manufacturing

OPPORTUNITY 02 — PORT-LED TRADE + LOGISTICS



PROPOSED / FUNDING + APPROVALS PENDING

HOPA partnership

- Proposed port-led industrial development with 200+ acres and deep-water access.
- Marine, rail and highway connections supporting a north-south corridor.
- Target demand: mining, forestry, steel, advanced manufacturing and agriculture.

Status: configuration, approvals, senior-government financing and delivery remain pending.

OPPORTUNITY 03 — CLEAN PRODUCTION + BIOECONOMY



~90%

**Ontario grid GHG-
emissions-free**

IESO current description

230 kV

**Planned regional
transmission**

North Shore Link target: 2029

INVESTOR FIT

- Electricity-intensive manufacturing with lower-emissions power
- Forest bioproducts and advanced wood products
- Clean technology, circular industry and critical-mineral supply chains

**Capacity, cost, schedule and any connection offer are site-
and load-specific. Confirm with PUC, Hydro One and IESO.**

OPPORTUNITY 04 — AVIATION + AIRPORT LANDS



2 × 6,000 ft

Runways

24/7 aircraft access; services vary

~330 acres

Airport opportunity lands

Four parcels; current page Sep. 2026

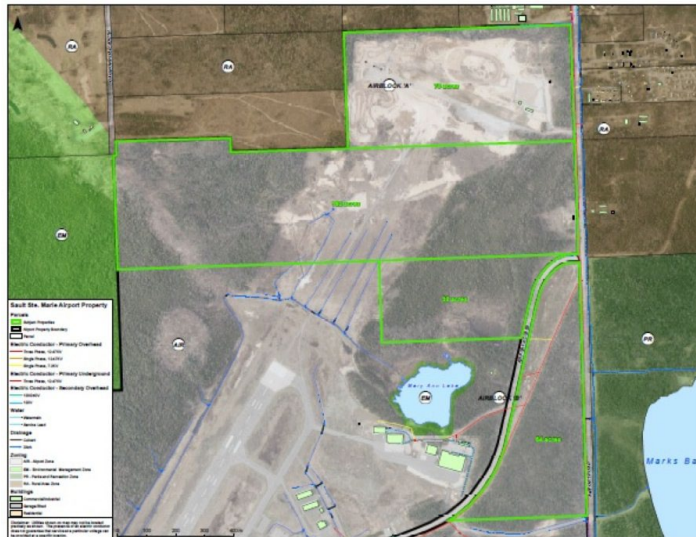
153,202

Passenger movements in
2025

Airport-reported annual total

Project fit: maintenance, repair and overhaul • flight training • aerospace suppliers • cargo and logistics • industrial development

SITE OPTIONS MATCHED TO THE PROJECT



AIRPORT LANDS

Four parcels / ~330 acres; confirm servicing and transaction terms.

PROPOSED / APPROVALS + FINANCING PENDING

PROPOSED PORT + INDUSTRIAL LANDS

Collectively, these lands represent a unique assemblage of approximately 517 acres of industrial and development-ready property intended to support the future expansion of port-related and industrial activities. The site includes a mix of previously developed industrial lands and undeveloped greenfield areas, offering flexibility for a range of marine, logistics, manufacturing, and value-added industrial uses. The parcels benefit from direct connectivity to key multimodal transportation infrastructure, including marine, rail, and highway networks. Ownership of the lands includes both publicly owned parcels held by the City and privately owned properties that are currently in the final stages of acquisition negotiations.



A LOWER-FRICTION OPERATING CASE

PROJECT ECONOMICS

\$0

Municipal development charges

The City currently does not levy development charges. Confirm policy applicability for the specific development.

Site-specific

Water and wastewater capacity screening with City and PUC

Site-specific

Broadband service and redundancy review

\$328,224

YTD average sale price, Jan.–Aug. 2026, SSM Real Estate Board

One team

Concierge Service: Confidential site, permit, utility and incentive coordination

Sources: City development pages; CREA Sault Ste. Marie statistics, August 2026

A FOUR-LEVEL INVESTMENT SUPPORT STACK

MUNICIPAL

No development charges under current City policy; confirm applicability
• eligible CIP programs

NORTHERN ONTARIO

NOHFC Grow: up to 20% / \$400k contribution • Locate: case-by-case support up to \$5M

FEDERAL REGIONAL

FedNor REGI support for business scale-up, productivity, innovation and regional ecosystems

FEDERAL TAX

Clean Economy ITCs: up to 30% for eligible property; labour and phase-down rules can apply

Programs are project-specific, may not be additive, and require eligibility, application and approval. Terms can change. Federal and Provincial programs are constantly updated, inquire for exact availability.



TALENT DEVELOPMENT FROM HIRE TO UPSKILL

~2,000

graduates annually across Algoma University, Sault College and Lake Superior State University (Michigan)

The City can convene employers, education and workforce partners around recruitment, curriculum, co-op and customized training.

1	HIRE	AWIC + City labour-market intelligence
2	TRAIN	Sault College skilled trades, aviation, engineering tech
3	DEVELOP	Algoma University business, technology and professional talent
4	HEALTH	NOSM University local clinical training

Sources: City investor profile; Sault College; NOSM University; AWIC



QUALITY OF LIFE THAT SUPPORTS RECRUITMENT + RETENTION

UP TO 300

Hospital beds

Primary, secondary + select
tertiary

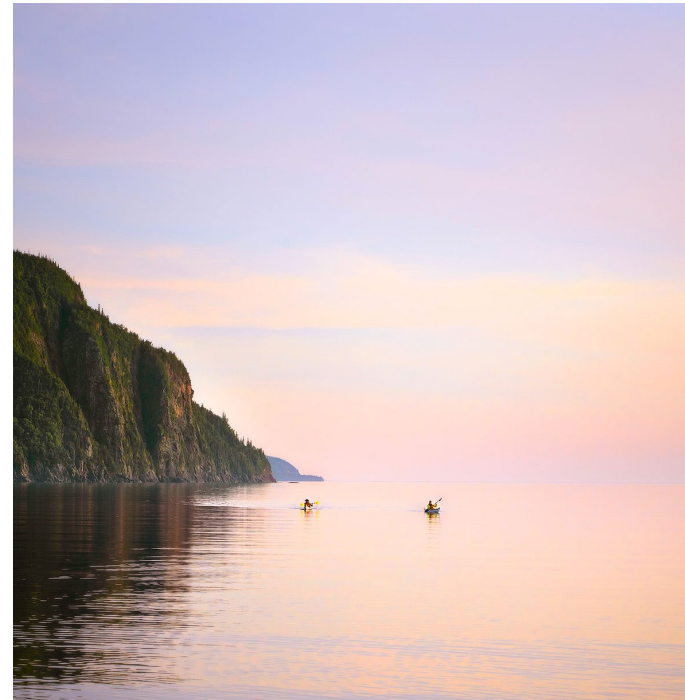
\$328,224

YTD average sale price

Jan.–Aug. 2026; Board area

Why talent stays

- Short commutes and a range of urban amenities
- Four-season outdoor recreation on the Great Lakes
- Postsecondary education, culture and community amenities
- Regional healthcare anchored by Sault Area Hospital



Sources: Sault Area Hospital; CREA August 2026; City Community Profile 2025

FROM FIRST CALL TO INVESTMENT DECISION



START THE CONVERSATION invest@cityssm.on.ca | welcometossm.com/invest | 705-759-2546



SOURCES + DATA DEFINITIONS

CORE DATA

Statistics Canada — Table 17-10-0148-01
Statistics Canada — Table 14-10-0480-01
Statistics Canada — 2021 Census Profile
City of Sault Ste. Marie — Community Profile 2025
City of Sault Ste. Marie — investor and development pages
CREA — Sault Ste. Marie statistics, August 2026

PROJECT + INFRASTRUCTURE

HOPA Ports — partnership and corridor updates
Sault Ste. Marie Airport Development Corporation
Sault Ste. Marie International Bridge
Algoma Steel — 2025/26 report and Roshel partnership
IESO / OEB / Ontario Fall Economic Statement
NOHFC / FedNor / CRA program pages
Sault Area Hospital

Definitions

Population = SSM CA annual estimate at July 1. Labour = SSM CA monthly small-area model estimate, June 2026. Industry mix = City, 2021 Census. Port = proposed. Programs are subject to stream terms and approval. Full URLs are in slide notes.



**SAULT
STE. MARIE**

**LET'S BUILD YOUR
SAULT BUSINESS CASE**