





# Acknowledgements

## Prepared by

**L. A. Gravelines and the Sault Ste. Marie Innovation Centre**

## Acknowledgements

The authors of this report wish to acknowledge the co-operation and assistance of the following people and organizations:

**Marc Capancioni**, Destiny Sault Ste. Marie and the Sault Ste. Marie Economic Development Corporation

**Susie Lauzon**, Destiny Sault Ste. Marie and the Sault Ste. Marie Innovation Centre

**The Sault Ste. Marie Economic Development Corporation**

**The Destiny Sault Ste. Marie Steering Committee**

**Fran Hohol**, PKF Consulting

**Alison Kohler**, Corporation of the City of Sault Ste. Marie Social Services Department - Ontario Works Division

**Scott McLellan**, Corporation of the City of Sault Ste. Marie Finance Department

**Sina Motamedi**, Ontario Ministry of Tourism

**Peter Petainen**, International Bridge Authority

**Ray Running**, Sault Ste. Marie Service Canada Centre

### Funding provided by the following organizations:

**FedNor**

**Ontario Ministry of Agriculture, Food and Rural Affairs**

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

Disclaimer: The views expressed in this report are those of the author and do not necessarily reflect those of the project funding partners.



## Message from the Destiny SSM Committee

Destiny Sault Ste. Marie is pleased to present its 2009 Progress Report.

In 2008, Atif Kubursi, Professor of Economics at McMaster University and Former Undersecretary General of the United Nations, left a lasting impression on the Destiny Sault Ste. Marie team members. This impact was not related to the positive accolades about how Sault Ste. Marie and its economic development partners have their act together, or that the Sault was a leader when compared to other cities on a focused economic diversification strategy model. Instead, Kubursi's lasting impression was based on his comments on the importance of maintaining a focus on economic diversification and the constraints that the Sault has to overcome in order to be successful. Destiny SSM is a tenacious team of dedicated partners. The team is tackling those constraints through its current strategies and building new opportunities for Sault Ste. Marie.

Destiny's goal has been to "develop, facilitate, implement, and manage a specific set of targeted growth and diversification initiatives and projects that will create employment to support a growing population base in Sault Ste. Marie and the region." This will change in 2009, as the responsibility of strategic implementation will go to its economic development partners. However, the creation, monitoring, and reporting of our economic diversification efforts will remain the priority for Destiny SSM.

In 2008, under the leadership of the Destiny Steering Committee and Managing Director, Jody Rebek DiCerbo, Destiny Sault Ste. Marie carried out and completed targets for its key strategies. The work Destiny SSM completed was received and accepted by the three levels of government, and Destiny completed its obligations in meeting objectives for its funding partners: the City of Sault Ste. Marie, Province of Ontario and Government of Canada. Destiny SSM is very appreciative of our government financial partners – Industry Canada-FedNor, Ontario Ministry of Agriculture, Food and Rural Affairs, and the City of Sault Ste. Marie – who have financed our work over the years.

As always, this report presents an overview and outline of economic diversification accomplishments while profiling the strategies that are making a difference in Sault Ste. Marie's economic platform. Once again, we have engaged Laurie Gravelines, an economist and a citizen who is passionate about our city, along with the Sault Ste. Marie Innovation Centre's Community Geomatics Centre, to put together the stats and analysis. Destiny Sault Ste. Marie also takes great pride in the fact that hundreds of private and public volunteers, local leaders, and staff have participated in the various consultations to support the partnership's direction. This is truly a grassroots initiative.

On a final note, the Destiny SSM Steering Committee would like to express its appreciation to Jody Rebek DiCerbo, who completed her tenure December 2008, and the committee members who have completed their participation on our team. As well, we would like to send a special thank you to everyone who has supported this community's efforts to diversify and make Sault Ste. Marie a great place to live, learn, work, and play.

"Destiny is not a matter of chance; it is a matter of choice. It is not something to be waited for; it is something to be achieved." (William Jennings Bryan)

Mike Marinovich, Chair  
Destiny SSM



## Message from the Economist

Destiny Sault Ste. Marie envisions a healthy and diversified economic foundation for the city. Developing a more diversified economy is partly in reaction to the boom-bust business cycles resulting from the present economy's specialization on a narrow range of resource-based industries. The booms have produced rewarding jobs and great wealth within the city but the most recent busts have challenged our capacity to sustain the population. Greater economic diversification would provide greater stability for the local economy, spreading economic risks and provide greater opportunities for our youth to find modern, skilled jobs at home.

There is a constructive tension between economic diversification and building on the community's tested and proven strengths. Specialization reflects an economy's economic strengths and competitive advantages. A community's source of competitive advantage is its road map for economic trade, growth and prosperity. But it leads to specialization and runs the risk of over-dependence on a narrow set of businesses whose failure can be disastrous for a community. Hence efforts are initiated to broaden the economic base through diversification strategies. But diversification may spread the community's resources thinly over a broader range of industries and fail to realize the benefits from its competitive advantages. The cost to the community is a lower level of prosperity and fewer jobs.

The challenge is finding a balance, one that recognizes the community's strengths and long-term competitive advantages and rooting diversification opportunities to these strengths.

Sault Ste. Marie's founding, its growth, and its present economy is based on its natural endowment. The city is strategically located at the rapids of the St. Mary's River. It was founded as a fur trading post on the crossroads of the early fur trade. The rapids and the promise of hydroelectric power attracted a visionary entrepreneur to the village. Francis Hector Clergue laid the foundation for the growth and, at that time in the Sault's history, the diversification of Sault Ste. Marie's economy to value-added processing and manufacturing – power from water, paper from timber and steel from iron. Specialization, and building on the Sault's natural strengths, led to a growing and prosperous economy that supported a population of over 80,000 people by the 1990's.

Dependence on a narrow set of champion businesses exposed the entire local economy to economic crisis and near catastrophe. New technologies, new products, and new competitors in a global market challenge the older, established companies that are tied to past business decisions and legacies which undermine their competitive nimbleness. In response, citizens strive to broaden their economic base, leaving them less exposed to downturns of a single industry.

The city has already broadened the sectors tied to its natural resource endowment. There is a strong resource-science sector with the Ontario Forest Research Institute, the Forest Division of the Ontario Ministry of Natural Resources and the Great Lakes Forestry Centre. The development of the alternative energy sector is a return to the factor that attracted Clergue to the Sault. The Sault is a center for GIS development with the Innovation Centre and Algoma University is developing a bio-tech research capacity. Sault College is an integral component of the resource education sector. And so on.

Diversification is happening. Sault Ste. Marie's competitive advantages are attracting entrepreneurs to develop new businesses that have the potential to lead the future economy. It is not inevitable that these strengths will secure the city's prosperity. Creating an investment environment whereby the entrepreneurial spirit and vision are supported and nourished is as important as our natural advantages. After all, it built Sault Ste. Marie.

Laurie A. Gravelines



# Key Strategic Priorities



## Multimodal Strategy

*Develop and implement a business case for the establishment of a multi-modal hub in Sault Ste. Marie*

## Energy Strategy

*Explore, prioritize and promote energy related opportunities that capitalize on our local and regional strengths*

## Tourism Strategy

*Work with local tourism organizations to ensure their long-term sustainability and monitor development of the Gateway site, boardwalk extension and downtown revitalization initiatives to identify new related (or spin-off) opportunities*

## Strong Educational Infrastructure

*Continue to grow Sault Ste. Marie's post-secondary institutions to attract more students, increase the community's competitiveness and create more jobs*

## Community IT Strategy

*Strengthen and grow the community's Information Technology (IT) sector by implementing recommendations, from a commissioned study, to capitalize on realistic IT opportunities*

## Applied Science Opportunities

*Continue to work with partners to develop commercialization opportunities within the science sector and facilitate the establishment of an Alien Invasive Species Centre in SSM*

## Health Related Business Opportunities

*Continue to facilitate the development of a Clinical Research Centre in SSM*

## Community Recruitment and Newcomer Strategy

*Facilitate the development and implementation of a comprehensive strategy that addresses local and regional skilled labour shortages*

## Best Practices Guide

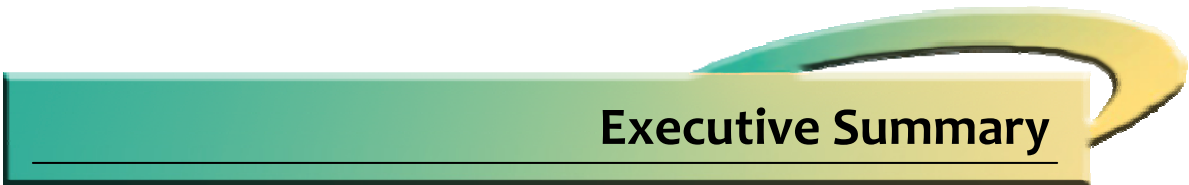
*Prepare a Best Practices Guide, detailing the Destiny model, which can be used by other communities as they strive to diversify and strengthen their economies*



# Table of Contents

## TABLE OF CONTENTS

Executive Summary .....	6
Destiny Sault Ste. Marie Members .....	9
Introduction .....	10
The Changing Economic Landscape of Sault Ste. Marie .....	11
Indicators of Success .....	15
Moving Forward .....	17
Moving Forward - Key Strategic Priorities.....	18
Appendix 1 - Economic Indicators	
a. Population Change .....	19
b. Housing Starts .....	20
c. Labour Force Statistics .....	20
d. Employment and Participation Rates .....	21
e. Unemployment Rates .....	21
f. Employment Insurance Claimants .....	22
g. Ontario Work Caseloads .....	22
h. Advertised Job Vacancies .....	23
i. Commercial Truck Traffic .....	23
j. U.S. Visits to Algoma District .....	24
k. Hotel Occupancy .....	24
l. Construction Values .....	25
m. Bankruptcy Statistics .....	25
n. Tax Base Assessment .....	26
o. Municipal Tax Revenues .....	26
Data Sources .....	27



## Executive Summary

### Background

Throughout much of its history, Sault Ste. Marie has relied heavily on a single – or small group of – employers, namely the steel industry. When times were good for the industry, it was good for the community. But when the steel market slumped, the local economy usually followed.

In 2001, Sault Ste. Marie's most significant employer, Algoma Steel Inc., was experiencing financial difficulties. As a result, local leaders joined forces to influence the future of the community. The idea was to diversify the city's economy, making it less vulnerable to a single industry and better able to survive in the long term.

In 2003, Destiny Sault Ste. Marie was born. Over the past six years, the partnership has been possible with funding – cash and in-kind support – from a number of sources, including:


- Industry Canada's Federal Development Initiative for Northern Ontario (FedNor)
- City of Sault Ste. Marie
- Sault Ste. Marie Economic Development Corporation
- Northern Ontario Heritage Fund Corporation
- Community Development Corporation of Sault Ste. Marie and Area
- Sault Ste. Marie Chamber of Commerce
- Human Resources Skills Development Canada
- Ontario Ministry of Agriculture, Food and Rural Affairs

Since its inception, Destiny Sault Ste. Marie has become more tactical in nature. From a focus of more than 100 projects a few years ago, the partnership now concentrates on just a few sector strategies deemed best able to succeed and position Sault Ste. Marie for long-term growth and sustainability. Destiny also conducts planning sessions to evaluate goals and better focus them for the upcoming year.

The Destiny Steering Committee identifies strategic priorities based on feasibility, economic impact and association with Sault Ste. Marie's natural strengths and existing assets. The priorities for 2008 are:

- Multi-modal Strategy
- Health-Related Business Opportunities Strategy
- Applied Science Opportunities Strategy
- Community Recruitment and Immigration Strategy
- Energy Strategy
- Tourism Development Strategy
- Community Information Technology Strategy
- Strong Educational Infrastructure
- Best Practices Guide

Destiny's focus on these key strategic priorities does not mean that other areas aren't deserving of attention. Rather, it prioritizes the greatest potential for future growth and diversification.



# Executive Summary

## Performance Indicators

This is the sixth in a series of annual progress reports focusing on Destiny's activities and the primary desired outcome – a healthy, diversified and vigorous economy. In its infancy, Destiny identified a set of long-term objectives, or benchmarks, to be used as measures of its effectiveness. These measures included recovering the city's population to 82,000 by 2012 and diversifying its economy. Destiny is now more than halfway through its timeline for population growth. By 2006, the year of the last population census, Sault Ste. Marie stopped its 10-year population loss, which is a small success. However, the challenge is to recover to its 1991 population and to ensure that the recovery is sustainable. To meet this objective by 2012, the city must attract an average of 450 very good jobs – the sort of jobs that will attract families to Sault Ste. Marie – each year. Meeting this objective has become more of a challenge as the Canadian economy entered a recession in the last three months of 2008 and as 2009 began.

## Progress Report Summary

Over Destiny's first five years, the Canadian economy experienced strong growth, with real gross domestic product increasing by an annual average of 2.7 per cent. In 2008 Canadian economic growth dropped to 0.5 per cent with the last quarter of 2008 reporting negative growth. On December 11, 2008 the American National Bureau of Economic Research announced that the United States entered into a recession in December of 2007, a year earlier. Given the strong industrial linkages between the Canadian economy and the United States, it was only a matter of time until the economic slowdown spilled over into Canada. Within this challenging macroeconomic environment, Sault Ste. Marie recorded good economic performance during 2008.

There is a relationship between the growth engines, strengthening areas of comparative advantage and economic specialization – the basis of regional and international trade – and economic diversification. This relationship is not fully understood in the context of the Sault Ste. Marie economy.

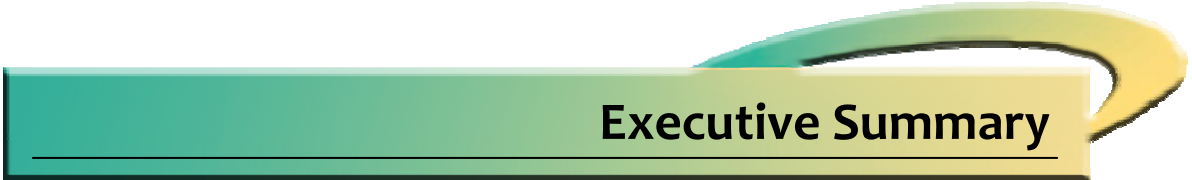
To accurately assess the health of the city's economy, Destiny identified a set of 14 indicators of progress, which are updated annually. The four labour force-related indicators reveal that in 2008, the labour force increased, unemployment decreased and the demand for labour, as reflected in the level of advertised vacancies, softened. Five indicators recorded positive changes over the year with housing starts and property tax assessments increasing by almost eight per cent over 2007. The three indicators focused on attracting tourists and cross-border commerce were bridge crossings, U.S. visits and hotel occupancy. They were mixed with commercial bridge crossings up, hotel occupancy essentially unchanged and U.S. visits down significantly from the previous year. A number of factors contributed to this trend, including the appreciation of the Canadian dollar, the high price of fuel, the deteriorating American economy and security procedures at the United States border.

## Overview of Present/Future Economic Challenges

Economies are not static. They are in a constant state of flux, changing in response to external shocks. Due to the fluid nature of markets, organizations like Destiny must be capable of rapidly adjusting its resources as efficiently as possible. When economic conditions in the community change, so do the challenges faced by Destiny. When Destiny was established, the major problems it was faced with were those of a weakened economy: high unemployment, population losses and lack of investment. In five short years, those trends have been reversed. The labour market is the strongest it has been in decades, people are returning to the city and investors have renewed faith in the community.

But storm clouds developed at the end of 2008 with indications that they may persist for the next year or two. The Canadian dollar has increased in value relative to its American counterpart and may not return to its low





## Executive Summary

levels at the turn of the century. The most immediate implication threatening a possible economic downturn in Sault Ste. Marie is that exports to the U.S. will be more expensive in American dollars. This will make Canadian exports less competitive in the U.S. market relative to its producers. Where American competition is constrained, substitute products will be sought to replace increasingly more expensive Canadian imports. Our higher currency also undermine the competitiveness of services paid for in Canadian dollars that are marketed to customers south of the border. As well, this will make Canada a higher-cost tourist destination. Current forecasts are for the dollar to remain at levels approaching parity with the U.S. dollar for the foreseeable future.

However, this presents an opportunity for businesses to purchase American-sourced inputs – like materials and modern, more technically-efficient equipment – at lower prices when denominated in Canadian currency. The increased price of petroleum will also raise the cost of automobile tourist travel. There could, however, be an offset. Automobile travel may be more expensive, but Sault Ste. Marie may be a competitive destination if it can be marketed as an economical substitute for higher-cost destinations.

### Conclusion

From Destiny's inception, Sault Ste. Marie has helped the development occur steadily and is now at a point where a real difference can be made. By focusing on the areas suggested, maintaining strong leadership, continuing to create opportunities collaboratively towards a unified direction and establishing greater capacity, the city can become diversified in a sustainable way.



## Destiny Sault Ste. Marie Members

### **Destiny SSM Steering Committee Members:**


Michael Marinovich, Private Sector (Chair)  
Brian Irwin, Community Development Corporation for Sault Ste. Marie and Area  
Bruce Strapp, Sault Ste. Marie Economic Development Corporation  
Cale Krezek, Sault Ste. Marie Chamber of Commerce  
Don McConnell, City of Sault Ste. Marie  
Hal McGonigal, Community Development Corporation for Sault Ste. Marie and Area  
Tom Vair, Sault Ste. Marie Innovation Centre  
Jeff Elgie, Private Sector  
Ralph Barker, Sault Ste. Marie Economic Development Corporation

### **Destiny SSM Resource Members:**

Dan Hollingsworth, Industry Canada - FedNor  
Judy Montague, Ministry of Training, Colleges and Universities  
Jennifer Dima, Ministry of Northern Development and Mines  
Christine Kucher, Ministry of Northern Development and Mines

### **Destiny SSM Staff:**

Jody Rebek-DiCerbo, Managing Director  
Susie Lauzon, Executive Assistant



## Introduction

Destiny Sault Ste. Marie was created in response to the economic challenges facing Sault Ste. Marie at the beginning of the new millennium. The American economy entered its fourth recession since the early 1970's. Slowdowns in the US market are not unexpected events in fact they happen with regularity: 1974, 1981, 1990, 2001 and 2007. Some US recessions have deeper impacts on the local economy than others, but it is prudent to take steps to develop a more resilient and diversified local economy. Destiny was designed to be an integral link for agencies responsible for assisting the community to deal with these challenges. Destiny's role was to facilitate and nurture the process to develop the strategic framework – or roadmap – towards a vibrant and dynamic community.

While it has a vital role, Destiny Sault Ste. Marie does not create the strategy alone. Establishing and implementing the strategy is the responsibility of the community, including its citizens, all three levels of government, the private sector with direct responsibility to the city, and the partners who created Destiny. Essentially, Destiny Sault Ste. Marie organizes opportunities for these people and groups to interact and create a strategic framework to go forward.

Destiny Sault Ste. Marie established measures of success that are long-term in nature:

- Restoration of the population to 82,000 by 2012,
- Ensure municipal and public resources are committed to economic diversification,
- Increase municipal tax revenues through an expanded tax base, and
- Create an environment in which the private sector drives economic development.

The success of reaching these objectives can only be measured in the long-term – perhaps a decade or two. However, census information from Statistics Canada became available in time to be included in last year's progress report. In the previous report, three new metrics that attempt to provide an indication of Destiny's progress towards two of the long-term measures of success – namely meeting the initial population target and fostering a diversified economy – were introduced. Only the findings will be repeated in the "indicators of success" section of this report. The detailed discussion of the methodology was presented in last year's report. The analysis cannot be updated until results of the next census, scheduled for 2011 are released.

The Destiny Sault Ste. Marie Steering Committee examines and, if needed, modifies its strategic course within the context of the Growth Engines, which are the primary drivers for long-term progress. Industrial and economic opportunities are identified every year by Destiny, other public agencies and the private sector.

Economic indicators have been identified to provide tactical input into the annual review. These are more short-term in nature and are more amenable to yearly measurement and responsive to issues as they arise. In effect, these indicators of progress give early warning signs regarding the need for course corrections, as they indicate how close Destiny is to meeting its goals. The indicators of progress are updated and analyzed in this report.

With Destiny's help, the city has seen many positive changes since 2002. Unemployment is down, jobs have been created across several sectors of the economy and youths are beginning to return home. This economic recovery has not occurred without setbacks, though. There have been several bumps along the way. Nor has it occurred in a vacuum. The United States officially entered its latest, and still current, recession in December 2007. It is a complex recession, the most severe recession since the end of the Second World War. The positive changes to the local economy since 2002 were timely.

# The Changing Economic Landscape of SSM

The Destiny strategic process identified six growth engines that had the potential to reinvigorate the local economy to meet its targets, as specified in the measures of success. The growth engines were:

- Traditional and New Industry Development
- Tourism Development
- Knowledge-based Development
- Health, Social and Public Sector Development
- Small Business Development
- Trade and Export Development

As of 2008, classifying projects and initiatives is no longer done in relation to growth engines. Rather, each is now characterized under the specific strategy or priority it falls under.

Destiny Sault Ste. Marie is not an implementation agent. Instead, it facilitates strategic and tactical planning. While it has a vital role, Destiny Sault Ste. Marie does not create the strategy alone. Establishing and implementing the strategy is the responsibility of the community, including its citizens, all three levels of government, and the private sector; with direct responsibility to the city, and the partners. Essentially, Destiny Sault Ste. Marie organizes opportunities for these people and groups to interact and create a strategic framework to go forward. They are discussed here in terms of progress towards the strategic plan and reaching the target outcomes for Sault Ste. Marie.

Although the global financial markets plummeted late in the year, there were a number of major advancements in industry and business in 2008.

Algoma Steel Inc., for instance, was purchased by India-based Essar Steel Holdings in the spring of 2007. Throughout 2008, major investments were made, resulting in the company's dormant No. 6 blast furnace being restarted. This investment allowed Essar Steel Algoma to nearly double output to four-million tons annually. Since the economic downturn late in the year, the pace of Essar's growth strategy has significantly declined, although long-term development plans remain.

## Multimodal Strategy

Sault Ste. Marie rests at the heart of the Great Lakes, on the Trans-Canada Highway and on the U.S. border. As such, there is a project in place to make the city a hub for international trade and major freight-handling centre.

The Multimodal Strategy saw much progress in 2008. In February, the results of the Business Case and Implementation Analysis study, by KPMG, were presented to City Council. Council approved recommendations from the Multimodal Task Force to move to the implementation phase of the strategy and agreed to fund \$50,000. The first step to implementation is to ensure the Huron Central rail line between Sudbury and Sault Ste. Marie is upgraded to a level sufficient to support the initiative. Other local initiatives that tie into the Multimodal Strategy include: building a deep-water port at Essar Steel Algoma, upgrading the International Bridge Plaza and expanding local industrial land development.



## Energy Strategy

Progress on the community's energy diversification front continued in 2008. Elementa Group, formerly EnQuest Power Corp., is developing its steam reformation process that converts municipal garbage into a synthetic gas – similar to natural gas – which can be used for power generation.

Pod Generating Group, working with the Sault Ste. Marie Economic Development Corp., Sault Ste. Marie

# The Changing Economic Landscape of SSM

Innovation Centre and other partners, is moving forward with its plan to build Canada's largest solar energy farm in Sault Ste. Marie. When complete, the \$360 million investment will produce 60 megawatts of clean, renewable energy. The construction of the site will create around 45 jobs with another three to five permanent positions for ongoing operations and maintenance. Two cogeneration power projects also progressed in 2008. Essar Steel Algoma is using excess gases from the steelmaking process while St. Marys Paper will use biomass as feedstock.

Science Enterprise Algoma, now merged with the Sault Ste. Marie Innovation Centre, conducted studies, throughout 2008, related to the development of an oilseed and fiber crop industry in Sault Ste. Marie. This



alternative energy source involves growing crops for relatively clean power generation. If established, the industry would compliment the environmentally friendly energy projects already established in the city and region. The oilseed and fiber crop study was released in early-2009, before the publication of this report. The results: Sault Ste. Marie and area have enough farmland and the proper climate to grow a number of oilseed and fiber crops. The study also listed several business models that, with solid local leadership and investment, have the ability to generate opportunities for local industry and agriculture.

These environmentally friendly initiatives, along with past developments like the Prince Wind Energy Project and hydroelectric stations, enabled the City to declare Sault Ste. Marie the "Alternative Energy Capital of North America" in 2008.

## Tourism Strategy

Searchmont Ski Resort showed an operating profit for the 2008-09 season. This was attributed to major operational restructuring, which included aggressive cost-cutting measures. The resort is now well positioned to continue operations in the future.

Visits to three of Sault Ste Marie's tourist attractions declined from the previous year. The Canadian Bushplane Heritage Centre had 16,610 visitors for a drop of 5.7 per cent. Lock Tours Canada hosted 12,308 passengers for a 24 per cent decline. The owner of Lock Tours Boat Cruises decided to cease operations following the 2008 season. Passenger levels on the Agawa Canyon Train Tour, one of Northern Ontario's most significant tourist attractions, fell 18 per cent from 35,977 in 2007 to 29,341 in 2008. Once carrying around 100,000 people annually, passenger levels on the train tour have declined considerably in recent years. However, Tourism Sault Ste. Marie is working with CN Rail, which owns the attraction, and the provincial government to invest \$10-million to upgrade coaches and install audio-visual features for on-board entertainment, informational and educational purposes.

Sault Ste. Marie's Gateway site continues to be a major priority for tourism development. Although the planned Borealis project did not bear fruit, the City and Sault Ste. Marie Economic Development Corp. worked on alternative projects for the waterfront site in 2008.

In 2008, the City of Sault Ste. Marie – with the help of provincial funds – completed the second in a series of extensions to the waterfront boardwalk. The attraction now stretches 2.5 kilometers from the Sault Canal to the Art Gallery of Algoma. Further expansion is also expected. This attraction draws visitors to the city's waterfront while increasing the quality of life for its citizens.



A variety of projects related to the City's Downtown Development Initiative were advanced in 2008. The incentive program is geared towards façade improvements, interior remodeling and energy conservation upgrades with the aim to improve the downtown core of Sault Ste. Marie. In the first year of this three-year project, 42 projects have received funding for a total of \$239,489.





# The Changing Economic Landscape of SSM

## **Strong Educational Infrastructure**

Sault Ste. Marie is home to two post-secondary institutions – Algoma University and Sault College.

In 2008, the provincial government granted Algoma University independent status. As part of the school's long-term growth strategy, the university is now better positioned to expand into new academic and research areas.

Sault College held a grand opening for its newly-constructed wind energy turbine on campus in July 2008. Also new to campus this year is the Brookfield Power Training Centre. The interactive lab space and classroom facility will be used by students training to work in the area of renewable energy.

Supporting the efforts of our local institutions to provide quality post-secondary education remains a priority for Sault Ste. Marie. Like any large local industry, its success results in significant economic benefits to the community as a whole.

## **Community IT Strategy**

The Community IT Strategy is designed to strengthen and grow the information technology sector. The Sault Ste. Marie Innovation Centre (SSMIC) is the primary organization responsible for this strategy, called i4 Success. In 2008, SSMIC continued to provide support to existing IT firms; develop new firms through its incubator services; leverage dollars from funding organizations; drive specific opportunities through collaborative projects; and provide a host of networking events and training workshops.

SSMIC also continued to operate its award-winning Community Geomatics Centre, which provides GIS services to organizations across the province in the municipal, utility, and health and human services sectors.

## **Applied Science Opportunities**

In 2008, Science Enterprise Algoma created a business plan for establishing a Centre for Invasive Species. A similar plan is in the works for a Bioscience and Technology Convergence Centre. The centre would house a number of research, renewable energy and related organizations.

As part of an evolving innovation platform, the Sault Ste. Marie Innovation Centre and Science Enterprise Algoma joined forces in late-2008. The merger was done to create a dynamic innovation support organization that can better serve businesses, in both the science and technology fields, while developing strategic niche opportunities in the region.

## **Health-related Business Opportunities**

The new Sault Area Hospital continued to take shape. The \$250-million investment remains one of the largest construction projects in the history of Sault Ste. Marie. With several hundred construction workers on the site daily, the building of the new hospital has a significant economic impact on the community. Expected to be complete in 2010, the state-of-the-art building will also help attract physicians to Sault Ste. Marie.

Working with the Faculty Association of Sault Ste. Marie, Destiny SSM developed a business case for the establishment of a Clinical Research Centre in the city. With a regional focus, this initiative will link the creative efforts and scientific expertise of a group of core partners, including the Northern Ontario School of Medicine, academic institutions, health professionals from hospitals and clinics of regional LHINs, and clinical faculty of Northern Ontario. This network of researchers would focus on research related to understanding disease, preventing and treating illness, and promoting the health of all residents of Northern Ontario.

# The Changing Economic Landscape of SSM

## Community Recruitment and Newcomer Strategy

A shortage of skilled labour had been identified in the community and is projected to continue as the population of Sault Ste. Marie ages. The Algoma Workforce Investment Committee continues to study the issue and work with local employers to address any concerns.

Through the Global Experience @ Work program, Destiny Sault Ste. Marie and the SSM Chamber of Commerce hired a Community Recruitment and Newcomer Coordinator in 2008. The position was responsible for drafting a Newcomer Strategy with input from local businesses and organizations. The resulting MAGNET Strategy was created to support the growth of professionals, skilled trades, businesses, students and entrepreneurs in the community. The strategy provides an organized approach to the recruitment, attraction, immigration and retention of newcomers.

In 2008, the City of Sault Ste. Marie, with funding from the provincial government, launched an award-winning immigration web portal, [www.discoverthesault.ca](http://www.discoverthesault.ca). The website is a one-stop shop for potential and current newcomers to access information on the community and its services. As well, New to the Sault, an initiative of the Sault Ste. Marie Community Career Centre, completed a Relocation Guide and established a Newcomer Group and Mentorship Program.

## Best Practices Guide

Since its inception, Destiny Sault Ste. Marie has had much success at developing community partnerships and facilitating a long-term growth strategy, which has guided the community towards its economic diversification goals. As little information was available on how to diversify and strengthen an economy when it began the journey, Destiny released a Best Practices Guide in 2008 that outlines the steps taken, and lessons learned, throughout this collaborative process. The report was drafted by Executive Assistant Susie Lauzon and Jody Rebek DiCerbo, Destiny's Managing Director. FedNor also funded a joint Communications Coordinator position for Destiny Sault Ste. Marie and the SSM Economic Development Corp. One of Marc Capancioni's duties was to provide editing support for the guide.



## Indicators of Success

Destiny Sault Ste. Marie's original goals were:

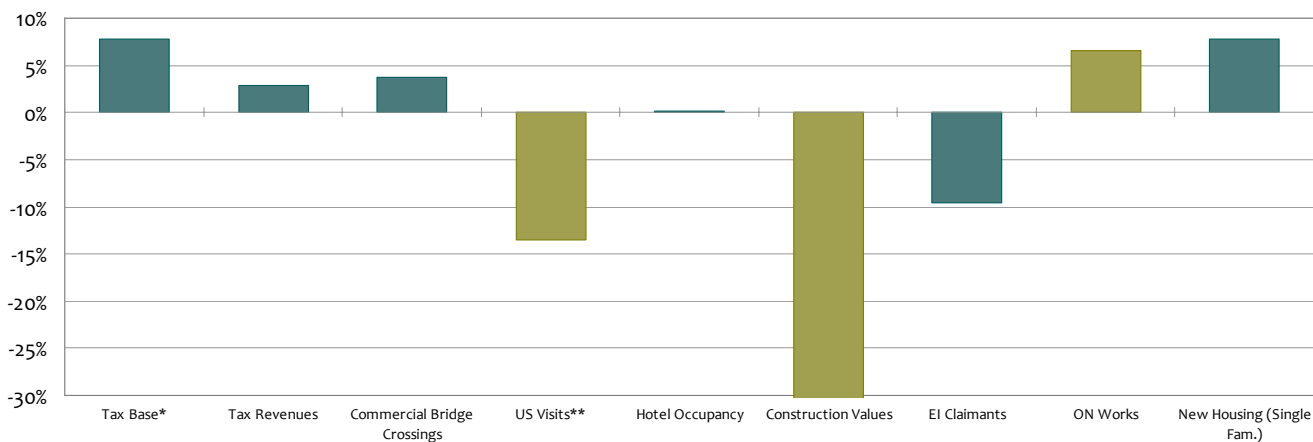
- Restoration of the population to 82,000 by 2012
- Ensure municipal and public resources are committed to economic diversification
- Increase municipal tax revenues through an expanded tax base
- Create an environment in which the private sector drives economic development

Destiny is more than halfway through its timeline to reach one of its indicators of success: having the population of Sault Ste. Marie recover to its 1991 level of 82,000. By 2006, the city had stopped its 10-year population loss. That is a small success. But 2008 did not witness a dramatic growth of the population. Reaching the goal of recovering to its 1991 population has been greatly jeopardized by the onset of the current recession.

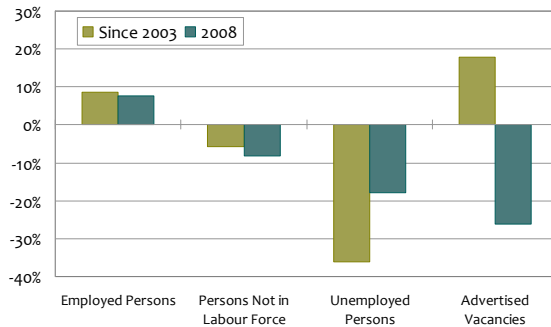
Previous progress reports have identified between 11 and 15 indicators of community economic progress. Economic indicators provide a check on the course of the local economy over the last year. The decision was made with the first progress report that the indicators should measure how the community's economy changes over time as opposed to measuring variation against other selected communities. This approach was continued for this report.

Each of the 14 economic indicators is presented in the appendix to this report with the summary of the findings presented in this section. Population change is presented as the first economic indicator. It relates directly to the population measure of success. Housing starts, the next indicator discussed, demonstrates the degree of confidence in the future of a city by both families prepared to invest in a new home and by the financial community willing to undertake risk in the area. The next six indicators all describe the health and vigour of the labour market. They focus on the capacity, demand and utilization of labour. The next four indicators are intended to describe the direction of certain industry indicators, including construction, hotel occupancy, and commercial and non-commercial traffic. The final two indicators, the municipal tax base and tax revenues, provide a measure of the financial capacity of the city.

Findings are summarized in the following two charts. Six of the nine indicators displayed in the first chart recorded positive changes over the year and are coded blue. Construction values were lower when compared to the almost record levels reached in 2007, but in any other year they would have been coded blue. Only two other indicators in the first chart were negative and are coloured gold. These were the number of US visits, a key indicator for the tourist industry and the increase in the number of Ontario Works cases.



## Indicators of Success



The next chart illustrates the progress of the four factors related to the creation of a vibrant employment base, a necessary factor for a growing population. Performance during the last year is shown by the blue column and from 2003 to 2008 by the gold bar.

By these measures, 2008 was a good year. Compared to 2007, the number of employed persons increased by 7.8 per cent, the number of people not in the labour force fell by almost 8 per cent and the number of unemployment people decreased by almost 18 per cent. The drop in the number of people not in

the labour force could occur for various reasons, but it suggests that previously discouraged workers re-entered the workforce.

Provided that the strengthening labour force indicators are sustainable, it bodes well for a growing population over the next few years. A vigorous employment environment, one that can attract new families with new skills to support a more diverse economic base, is needed to rebuild the population base. Improvements to the tax base, tax revenues and increases in new housing starts are all positive indicators moving forward.

The next chart focuses on the cumulative performance of the indicators over the lifetime of Destiny. 2008 performance is compared to their values in 2002, the year Destiny was formally founded. Sault Ste. Marie has made progress since 2002. The chart presents indicator values in 2002, their values in 2008, the total change over the period and the average annual rate of change since the founding of Destiny. The number of employed persons increased while the number of unemployed decreased. The number of people not in the labour force also decreased modestly. The number of advertised job vacancies in 2007, as compared to 2002, grew substantially. Overall, it suggests that the labour situation in the community improved between 2002 and 2006 but started to draw back in 2007. Given the developing economic challenges in the American market, this reversal may be an early warning sign of impending challenges for the local economy. Furthermore, the 2008 performance of nine of the indicators exceeded their 2002 to 2007 average annual performance.

Indicator	2002	2008	Total Percent Change	Average Annual Change	2007-08 Percent Change
Total Tax Base Assessments*	3,563,391,785	3,807,142,164	6.84%	1.01%	7.81%
Tax Revenues	\$61,289,491	\$80,414,103	31.20%	1.05%	2.86%
Commercial Bridge Crossings	126,037	115,435	-8.41%	-1.45%	3.68%
US Visits**	957,829	486,036	-49.26%	-10.69%	-13.47%
Hotel Occupancy	58.3%	52.0%	-10.81%	-1.89%	0.10%
Construction Values	\$80,734,694	\$103,235,978	27.87%	4.18%	-55.31%
EI Claimants	1,763	1,810	2.66%	0.44%	-9.58%
ON Works	2,189	1,815	-17.09%	-3.07%	6.51%
New Single Family Dwellings	66	124	87.88%	11.08%	7.83%
Employed Persons	37,000	38,900	5.14%	0.84%	7.76%
Persons not in the Labour Force	25,900	25,800	-0.39%	-0.06%	-8.19%
Unemployed Persons	3,900	2,300	-41.03%	-8.42%	-17.86%
Advertised Vacancies	3,192	5,098	59.71%	8.12%	-26.07%

\* Uses 2008/2009 Values

\*\*Since 2008 values are not available, this indicator uses 2006/2007 percent change



## Moving Forward

Since its inception, Destiny has grown from a wish list of more than 100 projects and initiatives to a diversification strategy focused on a set of key strategic priorities. The priority areas are under constant re-evaluation. Just because a certain sector is not given priority status now, does not preclude it from becoming a priority in the future. This dynamism has enabled Destiny to drive economic diversification in Sault Ste. Marie.

Economies are not static; they are in a constant state of flux, changing in response to external shocks. Due to the fluid nature of markets, organizations such as Destiny must be capable of rapidly adjusting its resources as efficiently as possible. As economic conditions in the community change, so do the challenges faced by Destiny.

Few things highlight this fact better than the global economic reset that took place in late-2008. Caused, in part, by the collapse of the U.S. housing market and the financial crisis that followed, the American economic downturn essentially led to a global recession. Relying on the exporting of its products, particularly in the steel and paper industries, Sault Ste. Marie is not immune to this trend. Since the economic reset late in the year, the city has been hit with significant layoffs.

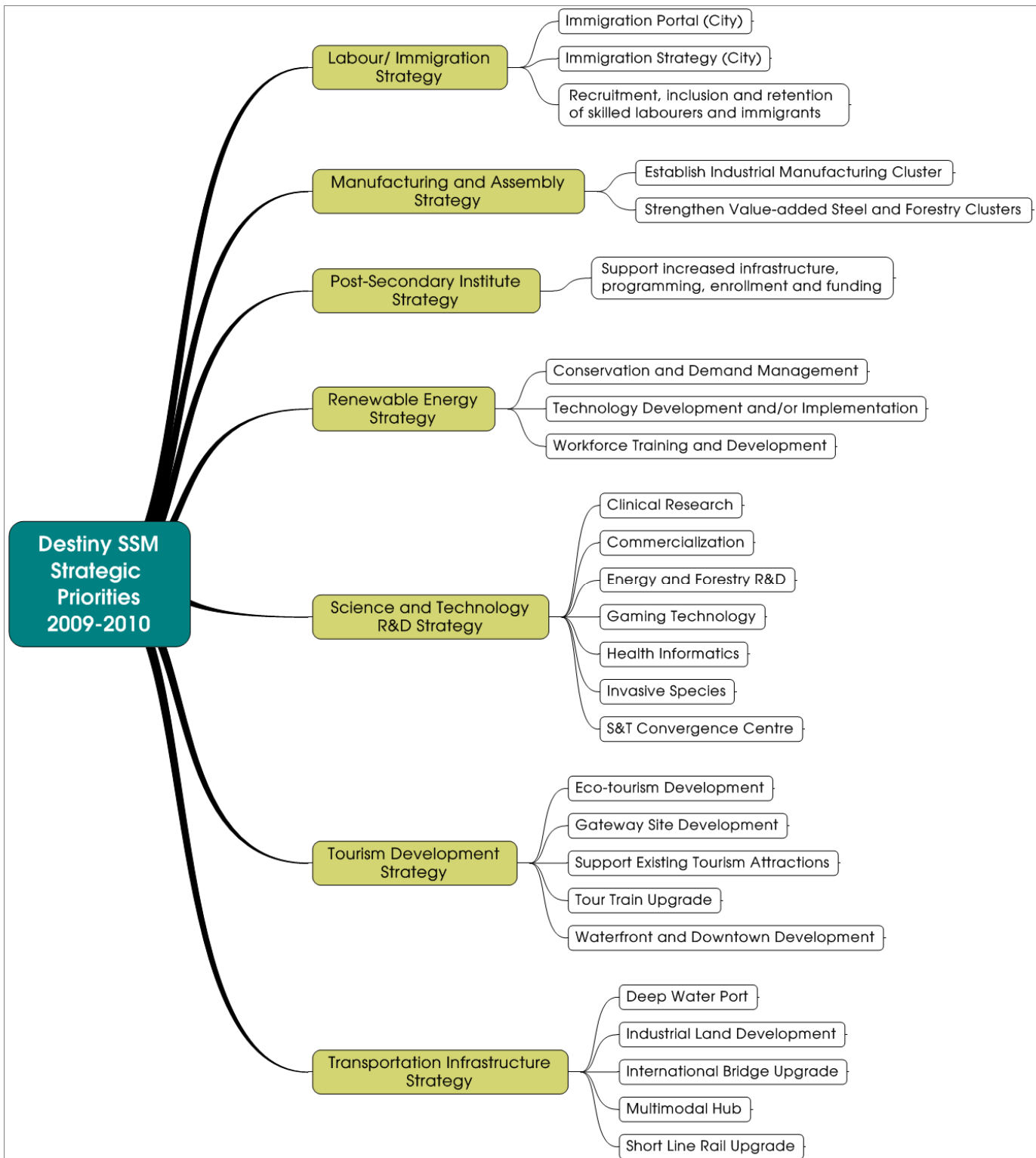
While the recession is causing concern, it also exemplifies the need for economic diversification and the Destiny Sault Ste. Marie process. By having a diversified economy, the impact of the global financial downturn won't be as severe in Sault Ste. Marie. By having significant employment in various industries, the city isn't as vulnerable to the downturn of a particular sector. However, as previously stated, the community has been and will continue to be impacted by the recession.

Nevertheless, with the long-term growth strategy of Essar Steel Algoma and other local companies, Sault Ste. Marie will be in the position to prosper once the global economic storm subsides and the markets recover.





# Moving Forward - Key Strategic Priorities



## Appendix 1 - Economic Indicators

Fourteen economic indicators are presented in this appendix. A summary of the findings are presented in the main body of the report. Population change is presented as the first economic indicator. It relates directly to the population measure of success. Housing starts, the next indicator discussed, demonstrated the degree of confidence in the future of the city by both families prepared to invest in a new home and by the financial community willing to undertake risk in a community. The next six indicators all describe the health and vigour of the labour market. They focus on the capacity, demand and utilization of labour. The next four indicators are intended to describe the direction of certain industry indicators, including construction, hotel occupancy, and commercial and non-commercial traffic. The final two indicators, the municipal tax base and tax revenues, provide an indication of financial capacity for the City.

### Population Change

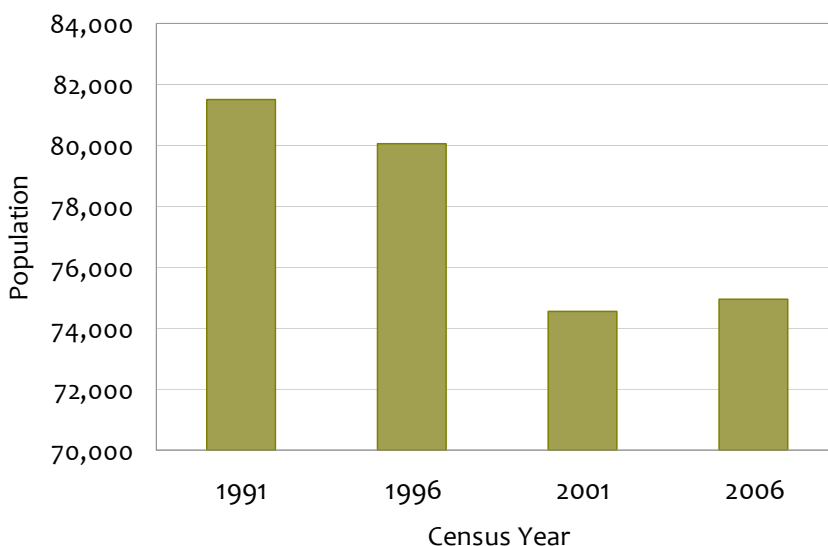
According to the 1991 census, the population of Sault Ste. Marie was 81,476, well within range of Destiny's target of 82,000. However, over the next two census periods the population declined. The first drop in 1996 was rather modest – a small decline to 80,054. It was the economic turbulence at the end of the century in the steel industry and public sector that underscored the 6.9 per cent population drop in 2001. This reinforced a sense of urgency about the economic destiny of the community. In the last census, the population had stabilized at 74,948, a very modest five-year increase of 0.5 per cent but an increase nevertheless.

One reason for the population losses for the City may be that people are moving to rural areas around Sault Ste. Marie while maintaining close business and recreational ties with the city. The City of Sault Ste. Marie is one of six census subdivisions that make up the Sault Ste. Marie Census Agglomeration, a larger geographic statistical area used by Statistics Canada. The remaining five census subdivisions include two Indian Reserves and three townships. The population of the five census subdivisions increased in each census increasing from 3,532 in 1991 to 3,565 in 1996, 4,342 in 2001 and 5,150 by 2006. Although these population gains are too modest to reverse the overall population trend at the census agglomeration level they are a positive sign.

Most large Northern Ontario communities experienced population losses since the 1990s. Only Sudbury\* has increased its population base since the 1991 census, but only by a few hundred. Timmins declined 9.4 per cent from 1991, Thunder Bay by 4.2 per cent and North Bay by 2.6 per cent. Sault Ste Marie is down 8.0 per cent from 1991.

The next census is scheduled for May 10, 2011 with the first results expected by mid-2012.

**Census Population - Sault Ste. Marie**



Data Source: Statistics Canada - Census 1991, 1996, 2001, 2006

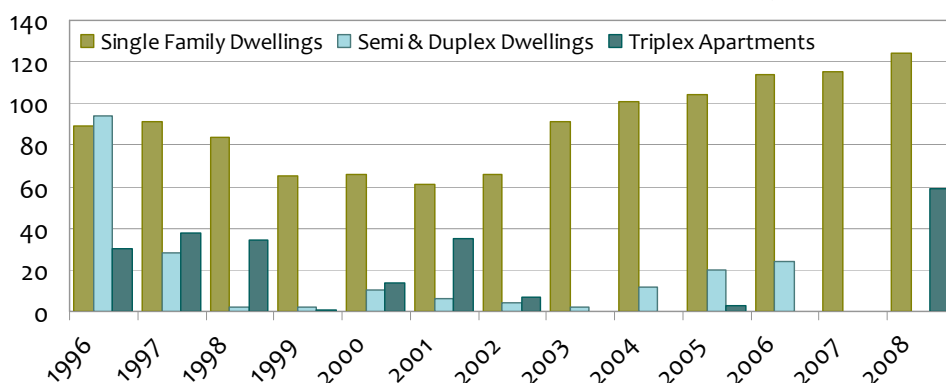
\* Sudbury's census population peaked in 1996. Population numbers are for Greater Sudbury.

## Appendix 1 - Economic Indicators

### Housing Starts

Housing starts are a key indicator of economic activity, whether we are tracking the local, provincial or national economy. Housing construction is labour intensive, employs local workers and reflects the confidence in the local economy of both house purchasers and the lending institutions that make mortgages available. Housing starts include single-family dwellings as well as semi and duplex-dwellings and triplex apartments. During the 1990s they reached a decade high of 259 starts. By 2002, starts had fallen by 70 per cent from 1995, although single-family dwellings had fallen by only one third. In 2008, housing starts reached 183 units. This was an increase of 60 per cent, or 68 units over 2007. Compared to 2002, it was an increase of almost 140 per cent. Construction of single-family dwellings was very strong, reaching 124 units, almost double 2002 levels and reaching levels not seen since 1990.

**Number of New Residential Starts by Building Type**



Data Source: City of Sault Ste. Marie Planning Department—Building Division

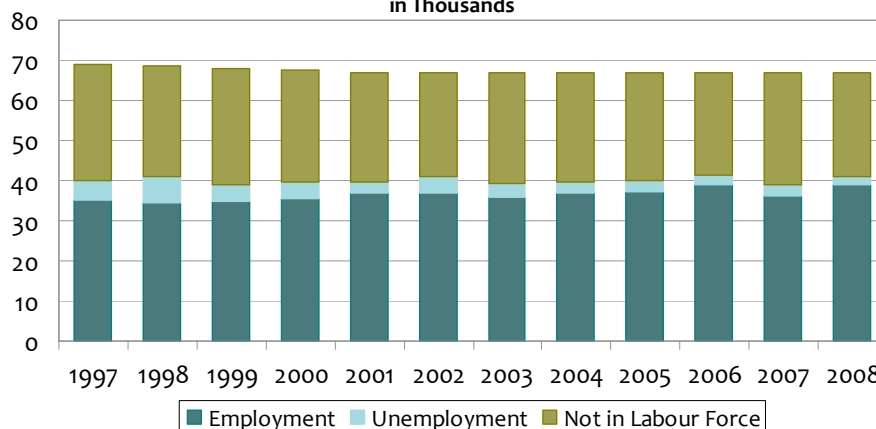
### Labour Force Statistics

The labour force indicators presented in this section focus on the potential size of the experienced local workforce. Sault Ste. Marie's potential labour force size, based on current residents, depends, in part, on the portion of the population that is of working age and the portion that has at least some experience in the workforce. The latter category includes workers who are presently employed and those who are willing to work but are unemployed. The following chart breaks down the total working-age population of Sault Ste. Marie into employed, unemployed and not in the labour force. The total of all three categories is the working-age population – ages 15 and up – of the community. In 2008, a larger percentage of the working-age population chose to participate in the labour force actively seeking employment.

The size of the labour force in 2008 was 41,300, just 200 short of the 10-year high reached in 2006. Employment also reached a 10-year high of 38,900 in each year. In 2008, the number of unemployed was at a 10-year low, as only 2,300 people who were actively searching for a job were unsuccessful.

**Labour Force Statistics**

in Thousands

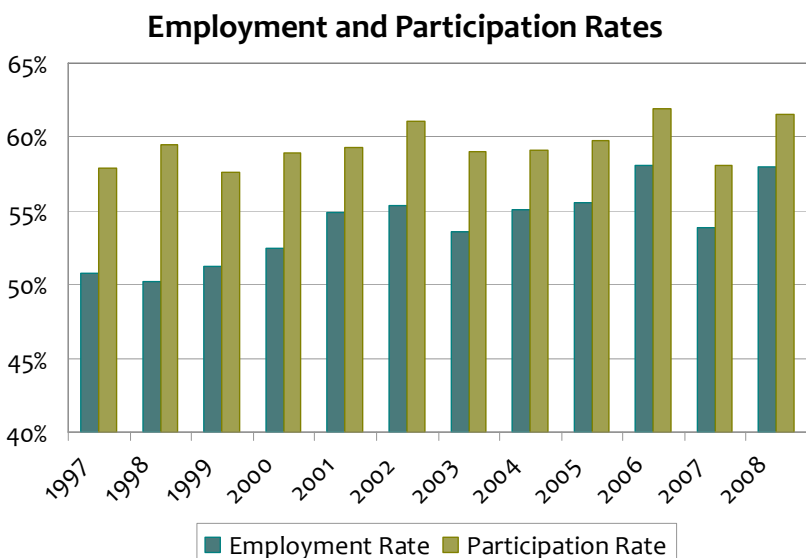


Data Source: Service Canada

## Appendix 1 - Economic Indicators

### Employment and Participation Rates

The employment rate is the number of employed persons divided by the working-age population, ages 15 and up, while the participation rate is the total of employed and unemployed persons divided by the working-age

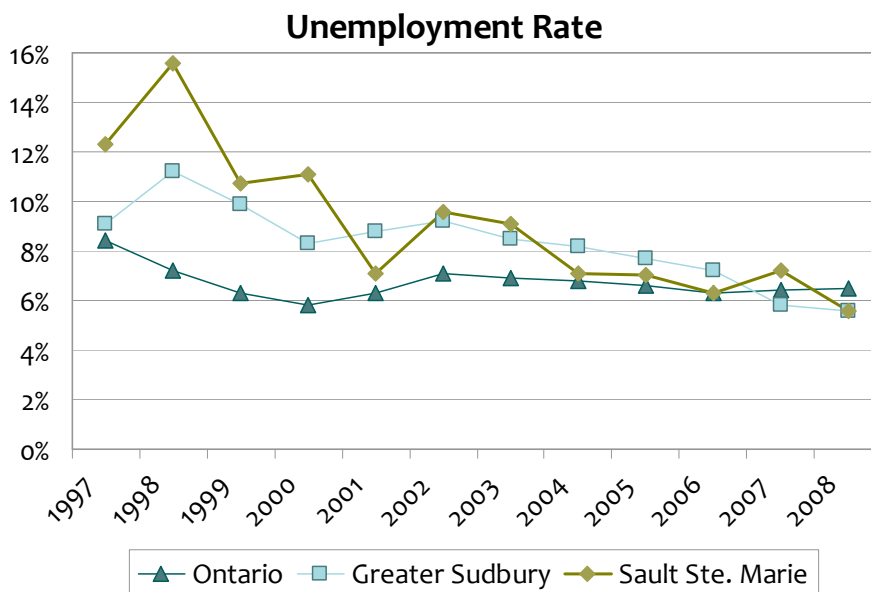


Data Source: Service Canada

population. People of working age may enter or leave the labour force for a variety of reasons. It may relate to changing lifestyle choices, shifting personal circumstances, changing skills or a response to fluctuations in commercial demand. As such, the participation rate is flexible within a community. In 2008, the employment rate and the participation rates increased strongly over 2007. The participation rate increased from 58.1 per cent in 2007 to 61.5 per cent in 2008. The employment rate increased from 53.9 per cent to 58.0 per cent over the same period.

### Unemployment Rate

Sault Ste. Marie is a northern, resource industry-based community. As would be expected, the city's unemployment rate is more volatile than the provincial average. At the beginning of the period, unemployment rates in Northeast Ontario, as witnessed by Sault Ste. Marie and Sudbury, were significantly higher than the provincial average. By 2004, the gap had all but disappeared for the Sault. It is noteworthy that the gap closed, not because the provincial unemployment rate increased but because the Northeastern Ontario rates decreased.



Data Source: Service Canada

## Appendix 1 - Economic Indicators

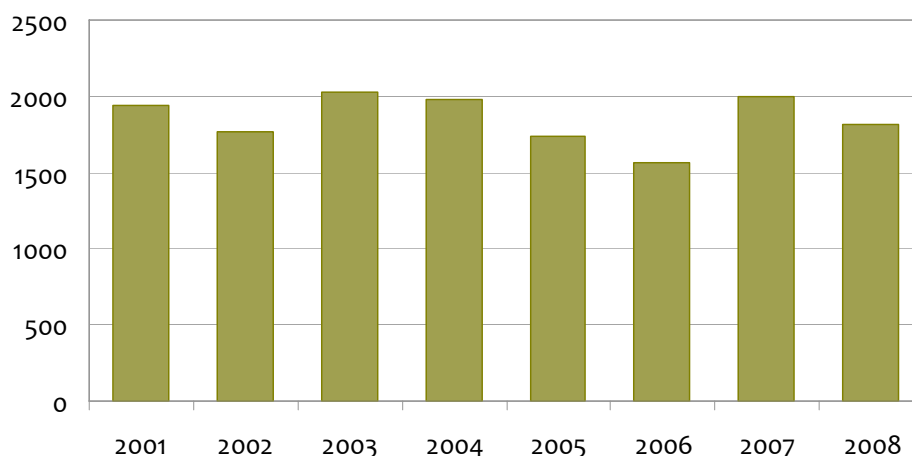
### Employment Insurance Claimants

Employment Insurance provides temporary assistance for unemployed workers. Short-term assistance, called Regular Benefits, is provided to workers who lose their job and search for a new one, perhaps upgrading their skills to expand their job

search opportunities. The number of claimants fell from a monthly average of 2,002 in 2007 to 1,810 in 2008, which represented an annual decrease of 9.6 per cent.

\*Please note that the chart does not include workers who are sick, pregnant or caring for a newborn or adopted child, as well as those who must care for a family member who is seriously ill with a significant risk of death. These individuals are eligible for Special Benefits and do not have to be available for employment.

Number of EI Claimants



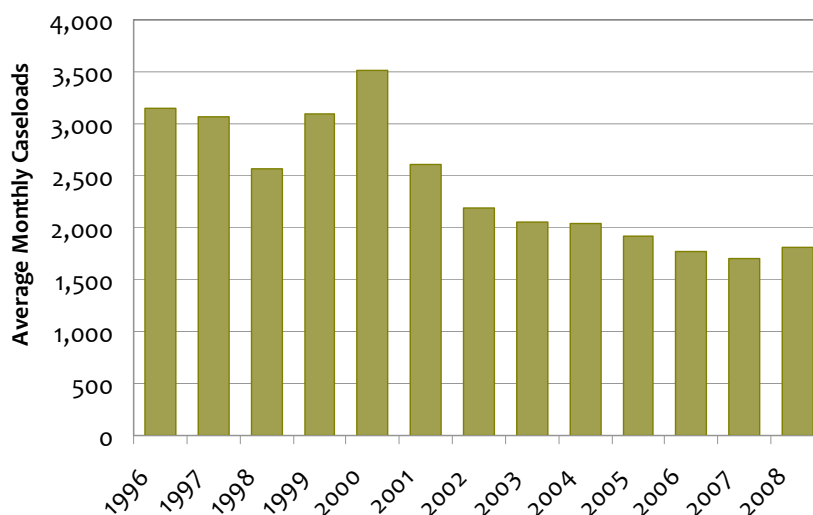
Data Source: Service Canada

### Ontario Works Caseloads

Ontario Works provides employment and financial assistance to those in need of temporary help. In the case of a major layoff, it is not usually those directly affected by the shutdown that seek assistance from the government. Rather, it is often those who are indirectly affected – workers in the service and retail sectors – that seek assistance. Ontario Works also helps people who move to Sault Ste. Marie in search of employment opportunities.

The number of caseloads is primarily dependent on two factors: the regional economy and government policy. The number of Ontario Works claims spiked in 2000, which reflected the downloading of support services from the province to district social services administrative boards. In 2008, the number of caseloads increased by 6.5 per cent over 2007 levels, breaking a seven-year run of

Number of Ontario Works Caseloads



Data Source: Ontario Works



## Appendix 1 - Economic Indicators

### Advertised Job Vacancies

Advertised job vacancies include job openings resulting from turnover in exiting positions, such as workers retiring or changing jobs. It does not include non-advertised positions. The number of advertised job vacancies indicates employer hiring intentions and their willingness to incur advertising costs to attract workers.

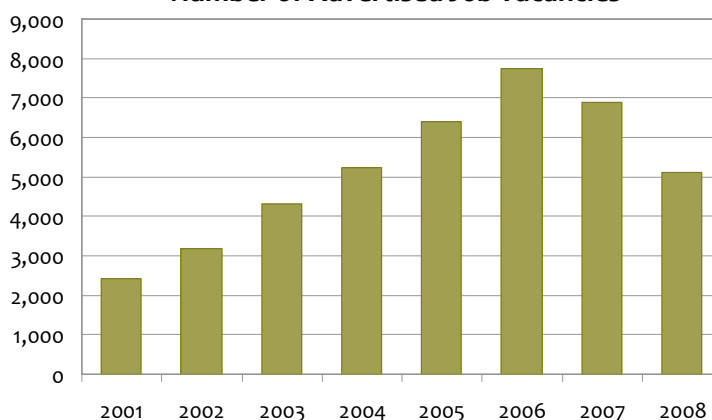
They are inversely related to unemployment.

When advertised vacancies are high, unemployment is low, and when advertised vacancies are low, unemployment is high.

After peaking in 2006 at 7,739, the number of advertised vacancies dropped almost 11 per cent in 2007. The decline continued in 2008.

Advertised job vacancies dropped from 6,896 in 2007 to 5,098 in 2008. This represents a drop of just over 25 per cent and suggests a continued softening of demand for labour.

Number of Advertised Job Vacancies

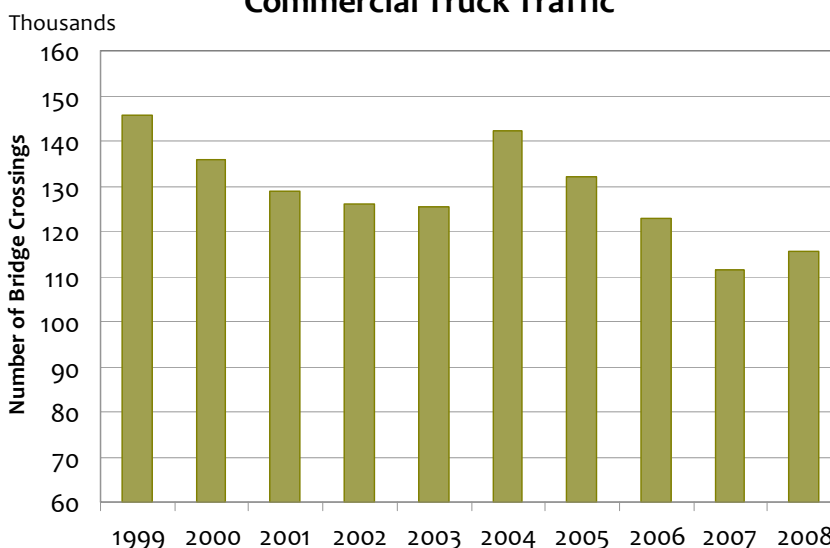


Data Source: City of Sault Ste. Marie and Service Canada

### Commercial Truck Traffic

Commercial truck traffic on the International Bridge is an indicator of the flow of goods and services through Northern Ontario. During 2008, there were 115,435 crossing for an average of 305 per day. This was an increase of 3.7 per cent from the previous year and was a welcome reversal of the three-year trend of declining commercial truck crossings. Commercial traffic declined steadily from 1999 to 2003, had a slight recovery in 2004, and then resumed its negative trend. Between 1999 and 2007, commercial truck traffic declined by an annual average rate of 3.4 per cent. It should be noted that this trend focuses only on the number of crossings, not the value of volume of freight. No recent studies have been undertaken to determine trends about the value of freight crossing the bridge. Also, no studies have been commissioned to identify the reason for the changes of commercial truck traffic. Possible causes include the volatility of the Canadian dollar, tighter and more complex border security, and specific economic trade issues, such as the weakening of the American economy. The Multimodal Strategy, currently under active study in Sault Ste. Marie, will take advantage of the excess capacity and increase truck traffic across the bridge.

Commercial Truck Traffic

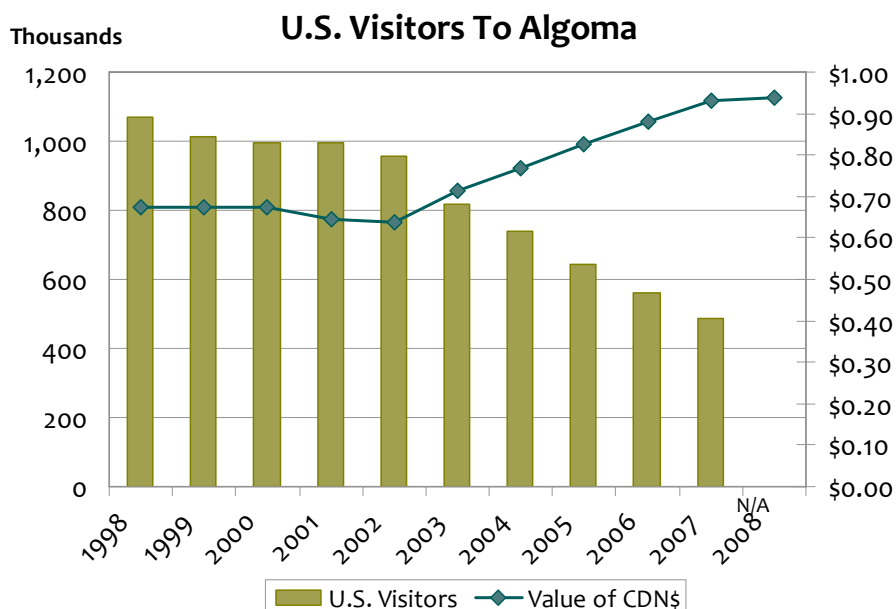


Data Source: International Bridge Authority

## Appendix 1 - Economic Indicators

### U.S. Visitors to Algoma District

The number of U.S. visitors to the Algoma District continued to decline in 2007, falling by over 75,000 visitors since 2006 at an annual rate of 13.5 per cent. This rate of fall was higher than the 11.3 per cent annual decline since 2001. The value of the Canadian dollar has been added to the right-hand axis in the table. Reduced American visitation was evident before 2001 and before the latest upward shift in the value of the Canadian dollar. The dollar was near parity with the U.S. greenback for the first seven months of the year, and at or near US\$0.95 for much of the summer tourist season. It settled at US\$0.81 by the end of the year.

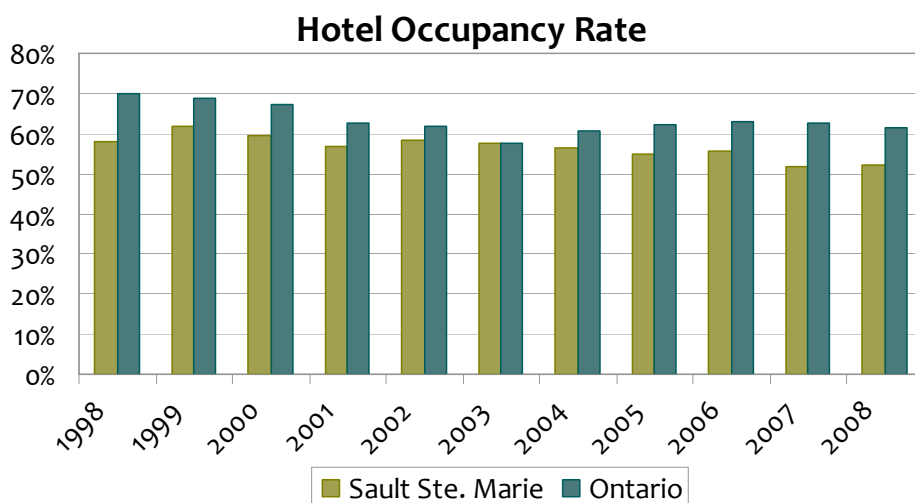


Data Source: Ontario Ministry of Tourism - Regional Profiles for Algoma District

### Hotel Occupancy

The hotel occupancy rate stabilized in 2008, increasing slightly to 52.0 per cent from 51.9 per cent in 2007. Although the slight up-tick in the occupancy rate is welcome, it does not reverse the cumulative losses in recent years when the annual occupancy rate fell from almost 62 per cent in 1999. These results are generally consistent with declining occupancy rates in Ontario, as a whole, suggesting a provincial dimension to this issue. There are a number of factors that could have contributed to this local trend, including the appreciation of the Canadian dollar, the high price of gasoline, the deteriorating American economy and security procedures at the U. S. border.

An analysis of Sault Ste. Marie occupancy rates should look at the relative magnitude of the increased hotel capacity in the city compared to the increased capacity at the provincial level. As well, the specific market segments that attract people to the city – business travellers, through traffic and destination-specific tourists – should also be studied.



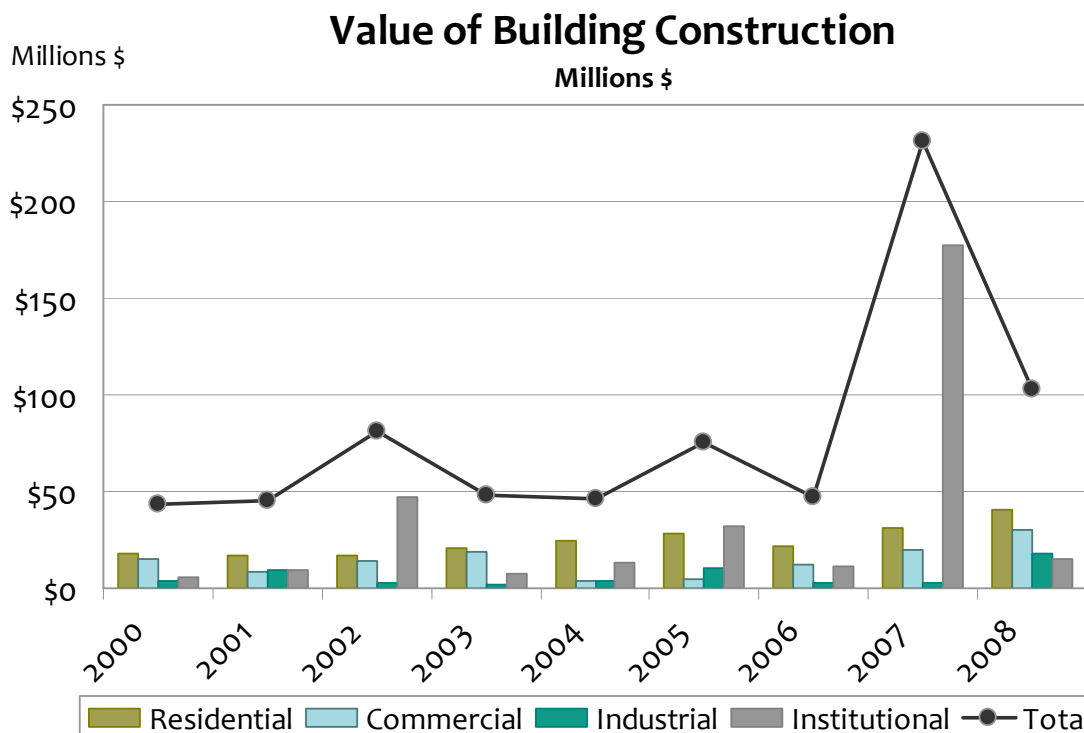
Data Source: Tourism Sault Ste. Marie and PKF Consulting

## Appendix 1 - Economic Indicators

### Construction Values

The total value of construction in Sault Ste. Marie remained strong. Although the building permit values show a significant decline in institutional construction between 2007 and 2008, this is a reflection of the permit for the new hospital being issued in 2007, rather than a decline in work. Construction continues on the new hospital building with an expected completion date of fall 2010.

Residential construction, an indicator of the confidence of individual citizens and their commitment to the community, increased by almost 30 per cent year-over-year. It reached \$40 million, the highest value since at least 1979. Commercial construction also registered very strong annual growth, increasing by 54 per cent over 2007 for a total value of just over \$30 million. The strongest annual growth was recorded by industrial construction, which rose five-fold to \$17.6 million in 2008 from \$2.9 million the year before.



Data Source: City of Sault Ste. Marie Planning Department - Building Division

### Bankruptcy Statistics

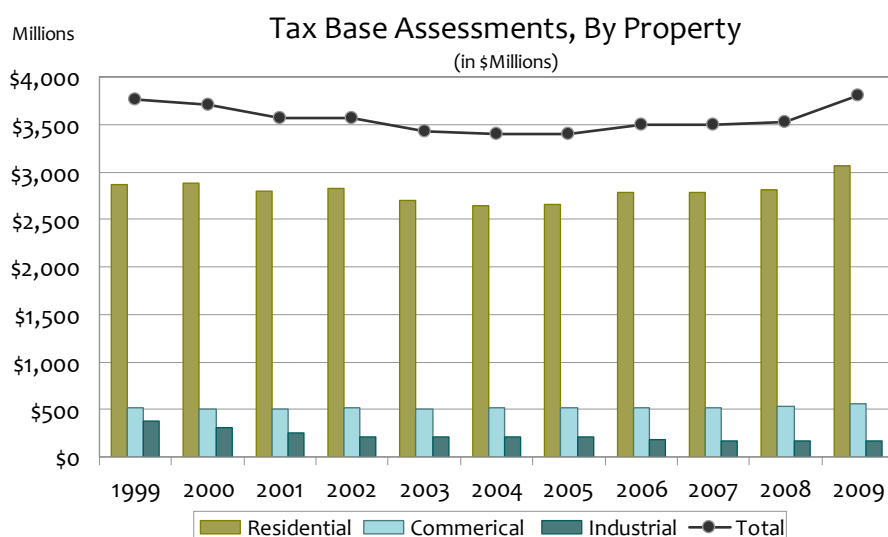
Bankruptcy statistics for Sault Ste. Marie were included for earlier progress reports. However, there was some difficulty obtaining them for 2008. Data was gathered for Northeastern Ontario, but it was not used for this local analysis.

## Appendix 1 - Economic Indicators

### Tax Base Assessment

The tax base is the assessed value of properties within Sault Ste. Marie. The assessed value fell from \$3,705 million in 1999 to \$3,396 million in 2004, where it stabilized. In 2008, assessments increased by 7.7 per cent to \$3,807 million from the year before. It was the largest increase in the last decade surpassing the 1999 total assessed value. The tax base is broken into three categories: residential, commercial and industrial. Residential property accounted for 80.5 per cent of total value, up from 79.4 per cent in 1999. Residential assessments were very strong in 2008: they increased to \$3,166 million, a 9.3 per cent over 2007 surpassing the previous high reached in 2000.

Commercial property assessments continued its strong growth, registering an increase of 4.5 per cent, thus maintaining its share of the municipal tax base. Together, commercial and residential property assessments are an important indicator of community financial vitality. They are both dependent on the willingness and the confidence of residents to spend money within the community. Industrial assessed property values are dominated by the steel products industrial cluster in Sault Ste. Marie, which has been challenged by



Data Source: City of Sault Ste. Marie Finance Department

### Municipal Tax Revenues

Municipal tax revenues finance City infrastructure and services, and it is not uncommon for the provincial and federal levels of government to require municipalities to participate financially to access their programs. Tax revenues increased from \$101.6 million in 2007 to \$103.7 million in 2008. This represented a 2.1 per cent annual increase, just slightly below its six-year compound rate of increase of 2.7 per cent. The below-average increase represented a potential revenue loss of \$0.6 million in 2008. Please note that this indicator reflects political decisions concerning the level of the local tax load. The other indicators reflected market-based activities or were the direct consequences of market-based activities. It is included in this report for consistency with the previous progress reports.



Data Source: City of Sault Ste. Marie Finance Department



## Appendix 1 - Economic Indicators

- **Tourism Strategy Statistics** - Tourism Sault Ste. Marie
- **Population Change** - Statistics Canada Census 2006, 2001, 1996 and 1991
- **Housing Starts** - Corporation of the City of Sault Ste. Marie Planning Department - Building Division
- **Labour Force Statistics** - Service Canada
- **Employment and Participation Rates** - Service Canada
- **Unemployment Rate** - Service Canada
- **Employment Insurance Claimants** - Service Canada
- **Ontario Works Caseloads** - Ontario Works
- **Advertised Job Vacancies** - Corporation of the City of Sault Ste. Marie and Service Canada
- **Commercial Truck Traffic** - International Bridge Authority
- **U. S. Visitors to Algoma District** - Ontario Ministry of Tourism - Regional Profiles for the Algoma District
- **Hotel Occupancy** - PKF Consulting
- **Construction Values** - Corporation of the City of Sault Ste. Marie Planning Department - Building Division
- **Tax Base Assessment** - Corporation of the City of Sault Ste. Marie Finance Department
- **Municipal Tax Revenue** - Corporation of the City of Sault Ste. Marie Finance Department





Destiny SSM  
99 Foster Drive, 3rd Floor  
Sault Ste. Marie Ontario  
P6A 5X6  
Tel: (705) 759-2782



Sault Ste. Marie  
ECONOMIC  
DEVELOPMENT  
CORPORATION



SAULT STE. MARIE  
INNOVATION  
CENTRE  
Community/Germesha Centre



Community Development Corporation  
OF SAULT STE. MARIE & AREA  
A Community Futures Development Corporation



Ontario

Canada

