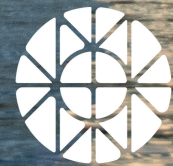


# CORPORATE STRATEGIC PLAN

**Actions and Metrics**



**SAULT STE. MARIE**

## Land Acknowledgement

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



# Strategic Plan

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

### **Vision**

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

### **Mission**

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

# Strategic Plan

## Our Narrative

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

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

## Values

### **Service Driven**

We will provide high quality and responsive service

### **Employee Centred**

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

### **Responsible Growth**

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

### **Diversity and Inclusion**

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

### **Integrity**

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

# Focus Area 1: Community Development



## Economic Activity

Support the growth of a diversified economy.

Goal	Actions	Metrics	Timeline
Develop shovel-ready projects to access available funding	Identify parcels for new industrial land development	Acres acquired/serviced - 40 acres	Q4 2025
Attract new business and ensure sufficient supply of industrial land	Business development	Investment Funnel Pending - \$840M	Q4 2025
	Funding acquired	\$500,000	Q4 2025
	Planning applications	Target 70 applications	Q4 2025
	Planning applications processing time	Planning applications processed on time	Q4 2025
Support entrepreneurs	Support entrepreneurs through Millworks Centre	4,400 Client engagements and outreach	Q4 2025
	Business attraction	50 jobs created and/or pending	Q4 2025
Increase tourism visitor spending and occupancy rates	Occupancy average	Target greater than 64% occupancy	Q4 2025
	Municipal Accommodation Tax	Target \$1.7M revenue	Q4 2025

# Focus Area 1: Community Development



Well-being

Take a collaborative approach toward a healthy and safe community.

Goal	Actions	Metrics	Timeline
Advocate for addiction and mental health services	Support Canadian Mental Health Association where required in implementation of a Homelessness Addiction Recovery Treatment (HART) Hub in the community	Homelessness Addiction Recovery Treatment (HART) Hub operational	TBD
Advocate for improved healthcare facilities and personnel	Finalize the Northern Ontario School of Medicine University (NOSM) Regional Campus feasibility study and advocate for implementation	Obtain \$15.9M in start-up funds	Q2 2026
Foster collaboration and coordination of health and social services	Support Social Services in development of homelessness strategy	Finalize the homelessness strategy	Q3 2025
	Finalize the Community Safety and Wellbeing Plan	Finalize the Community Safety and Wellbeing Plan	Q1 2026
Invest in allied healthcare recruitment and innovative labour force solutions	Physician recruitment committee	8 doctors recruited	Q4 2025

# Focus Area 1: Community Development



## Social Equity

Support equitable access and opportunities for everyone.

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

# Focus Area 1: Community Development

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



## Truth and Reconciliation

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

## Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline
Promote Sault Ste. Marie as a municipality of choice	Continue with the Sault Ste. Marie promotional campaign	1M visits to Tourism Sault Ste. Marie website, 160K views on Welcome to Sault Ste. Marie website	Q4 2025
Exceed Provincial housing targets annually	Launch the Housing Action Plan and the Housing Community Improvement Plan	150 housing starts	Q4 2025
Encourage and support sustainable transportation options	Continue with the expansion of the Hub Trail	Mark Street trail expansion People's Road - Second Line to Rossmore Road	Q4 2025 Q4 2026
	Expand the multi-use trail system	Peoples Road Reconstruction <ul style="list-style-type: none"> <li>Off-road multi-use trail 800m expansion</li> <li>Off-road multi-use trail with additional 800m expansion</li> </ul>	Q4 2025 Q4 2026
		Sackville Road extension with 800m trail	Q4 2026
	Expand cycling lanes within the City	East Street (Bay to Wellington) cycle track (curb-separated bicycle facility)	Q4 2025

## Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline
Invest in recreational infrastructure	Expansion of bike trails	5 km of new biking trails	Q4 2025
	Upgrade of park equipment	One park improved	Q4 2025
	John Rhodes roof replacement	A new roof installed, extending asset life	Q4 2025
	Upgrades to Rocky DiPietro field	New scoreboard and football upgrades	Q4 2025
	Strathclair dog park upgrades	Install new solar lighting	Q4 2025
	Develop a new dog park	New leash free dog park	Q4 2025
	John Rhodes Lighting Upgrade	Install new LED lighting	Q4 2025
	John Rhodes Pool	Upgrade starting blocks	Q4 2025
	Upgrade outdoor rink facilities	Esposito rink shack	Q4 2025
	Wishart Park	Bridge installation and park upgrades	Q4 2025
	Accessible Washrooms/Change Area study	Manzo Park and Greco Pool	Q4 2025
	North Street field	Lighting upgrade	Q4 2025

## Focus Area 2: Quality of Life



**Welcoming**

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

Goal	Actions	Metrics	Timeline
Attract newcomers	Maximize our Rural Community Immigration Pilot allocation annually	Attract 300 newcomers to Sault Ste. Marie	Q4 2025
Promote multi-cultural events	Organize arts and culture events	22 standalone events	Q4 2025
Establish diverse, equitable, inclusive and accessible community spaces	Engage seniors in community programming	52,000 program visits in Bay Street and Northern Community Centre Active Living Centres 55+	Q4 2025
	Manzo Park Playground Updates	Accessible features upgrades	Q4 2026

## 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
Increase participation and grow the number of events in the Downtown year over year	Roberta Bondar Pavilion event programming	80 events and bookings	Q4 2025
	Downtown Plaza programming	30,000 participants	Q4 2025
	GFL Memorial Gardens programming	9 events with over 1,200 participants (not including Greyhound games)	Q4 2025
	GFL number of visitors (including Soo Greyhound games)	195,000 annual visitors	Q4 2025
	Ermatinger Clergue National Historic Site programming	25,000 annual visitors	Q4 2025

## 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
Increase assessment value and growth rate in the Downtown	Investment in the Downtown Core	Increased Assessment Value on par with other areas of the community	Q4 2025
		Housing Community Improvement Plan Launch	Q4 2025
		Queen Street Reconstruction Phase 1 completion	Q3 2025
		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2027
		Façade Grants	Q1 2026
		Downtown Ambassador Program	Annual
Continue to develop world-class waterfront destinations	Finalize the City's Waterfront Development Master Plan	Receive Council approval and advance Phase 1 funding	Q4 2025

## Focus Area 2: Quality of Life



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

Arts and Culture

Goal	Actions	Metrics	Timeline
Celebrate diversity in public art	Commission new murals and public art as part of the Vivid Arts Festival	3 new murals	Q3 2025
	Commission an Indigenous artwork installation	1 new installation	Q4 2025
Promote and conserve heritage assets	Utilize existing heritage conservation program	\$98,000 in heritage tax rebates	Q1 2026
	Number of heritage properties registered	15	Q4 2025
	Install new windows in the Sault Ste. Marie Museum building	\$200,000 window upgrade project	Q2 2026
	Implementation of the Ermatinger Clergue National Historic Site digital strategy	Implement FedNor grant	Q4 2025
	Memorial Tower	Critical repairs complete	Q4 2025
	Host heritage walks and Doors Open event	5 events and walks	Q4 2025
Enhance funding support for cultural initiatives	Deploy increased budget through the Cultural Vitality Committee	\$170,000 distributed to community arts organizations	Q1 2026

# Focus Area 3: Infrastructure



## Current Assets

Monitor, maintain, and redevelop existing infrastructure.

Goal	Actions	Metrics	Timeline
Maintain a robust asset management plan	Finalize the asset management plan for all municipal infrastructure assets	Approved asset management plan	Q3 2025
	Maintain a functional public works fleet	43% of vehicles with remaining service life - goal to increase the percentage to 65%	Q1 2027
	Maintain a robust sidewalk network	1500m2 of sidewalk replaced yearly	Annually
	Maintain municipal drainage works	750 catchbasins cleaned per year	Annually
	Maintain municipal drainage works	12 km of ditches cleaned per year	Annually
Transit fleet age is in line with the Provincial average	Invest in fleet	Average age of fleet less than 8 years to align with Ontario average	Q4 2025
Leverage funding opportunities	Submit Provincial and Federal applications	\$28M in funding support	Q4 2025

# Focus Area 3: Infrastructure



## Current Assets

Monitor, maintain, and redevelop existing infrastructure.

Goal	Actions	Metrics	Timeline
Improvements to the transportation network	Implement the Approved 2025 Capital Transportation Plan (TMP)	Design, award tenders and construct all road reconstruction projects for 2025.	Q4 2025
	Update the Five-Year Capital Transportation Plan	Revise and obtain Council approval for the 5-year plan to reflect the newest priorities and funding	Q2 2025
	Long range planning through the Transportation Master Plan	Review recommendations in TMP and update	Q4 2025
	Update and Improve Asset Data	Keep data up to date - Pavement Condition Index (PCI) scores and sewer condition	Q4 2025
	Improve wastewater infrastructure with long range planning through the Wastewater Master Plan (WWMP)	Review recommendations in Wastewater Master Plan (WWMP)	Q4 2025

# Focus Area 3: Infrastructure



## Current Assets

Monitor, maintain, and redevelop existing infrastructure.

Goal	Actions	Metrics	Timeline
Accessible and barrier-free	Manzo Park/Greco Pool accessible washrooms/changerooms	\$60,000 Manzo Park, \$35,000 for Greco Pool	Q4 2025
Upgrade assets for energy efficiency and climate resilience	Facility energy efficiency Electric vehicle charger installation	Retrofit studies complete 5 installations	Q4 2025 Q2 2025

# Focus Area 3: Infrastructure



Future Assets

Strategically build and acquire infrastructure to support a growing community.

Goal	Actions	Metrics	Timeline
Invest in maintaining an attractive and vibrant downtown core with a world-class waterfront	Upgrade Queen Street	Complete Phase I Queen Street revitalization	Q3 2025
	Finalize the City’s Waterfront Development Master Plan	Receive Council approval and advance to Phase I funding	Q4 2025
Expand active transportation network	Expand hubtrail, multi use trails and cycling lanes	Mark Street, People’s Road, Sackville Road, East Street, and Wishart Park	Q4 2026
Ensure community parks, green spaces, and recreation infrastructure needs are met	Upgrade one park	Invest \$180,000 in park upgrade projects with funding sought for second park	Q4 2025

# Focus Area 3: Infrastructure



## Environment

Be a leader in environmental sustainability and climate action.

Goal	Actions	Metrics	Timeline
Net zero emissions by 2050	Greenhouse Gas (GHG) Community Reduction Plan	Completion of Plan	Q1 2025
Enhance and protect our public green spaces	Greenhouse Gas Community Reduction Plan	Prioritization of Greenhouse Gas Action Items and Budget Process	Q3 2025
Seek opportunities to implement sustainable solutions	Fleet transition to electric vehicles	<ul style="list-style-type: none"> <li>• 2 electric ice resurfacers, 1 transit bus</li> <li>• 1 electric transit bus</li> <li>• 1 electric half ton pick-up for Public Works</li> </ul>	Q1 2025 Q4 2026 Q3 2025
	Biosolid Management Facility	Complete design of new biosolids and household organics processing facility	Q3 2025
	Landfill waste diversion	2,500 tonnes of material diverted through recycling and composting programs	Q2 2026
Implement practices and technologies to improve air/water quality and enhance biodiversity	West End Wastewater Treatment Plant Phase 2 Upgrades	Design and prepare tender and contracts for 2026/27	Q1 2026
	East End Wastewater Treatment Plant Ultra Violet (UV System Upgrades	Construction of new Ultra Violet system	Q2 2026

# Focus Area 3: Infrastructure



**Environment**

**Be a leader in environmental sustainability and climate action.**

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

# Focus Area 4: Service Delivery

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



## Customer Service

Goal	Actions	Metrics	Timeline
Standardize customer service practices and policies	Undertake review of current practices and policies	Finalize and implement recommendations of review	Q4 2025
Regularly collect and review customer feedback for continuous improvement	Monitor participation in programs and identify opportunities for customer feedback:		
	Transit ridership	1.9M rides	Q4 2025
	John Rhodes Pool	5,000 total participants in programs	Q4 2025
	Active Living 55+ (Bay Street and NCC locations)	600 programs	Q4 2025
	GFL Memorial Gardens visitors, including Greyhound games	195,000	Q4 2025
	Maintain Fire Service average response time to calls	First arriving engine company on the scene in 4:00 minutes or less 90% of the time	Q4 2025
	Conduct proactive Fire Service training throughout the community	Over 240 fire safety demonstrations and speaking events	Q4 2025
	Educate youth on fire prevention and safety	Reach 3,500 students with elementary and secondary school program	Q4 2025

# Focus Area 4: Service Delivery

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



Customer Service

Goal	Actions	Metrics	Timeline
Develop new methods of collecting and analyzing customer feedback	Implement customer surveys to obtain feedback	5 surveys per year	Q4 2025

# Focus Area 4: Service Delivery



## Develop Employees

Create a supportive workplace that invests in employees.

Goal	Actions	Metrics	Timeline
Explore technologies that support innovation and efficiency	Finalize needs assessment and roadmap for Human Resources Information System (HRIS) and Enterprise Resource Planning (ERP)	Strategy paper and recommendation complete	Q4 2025
	Artificial Intelligence (AI) technology adoption	Strategy paper, policy and recommendation complete	Q4 2025
	Corporate Office 365 Applications Adoption	Office 365, Teams, One Drive and Collaboration Apps	Q3/Q4 2025
Maximize investment in training	Use of in-house subject matter experts to deliver management skills training	Offer 3 workshop-style topics targeting new supervisors	Q2 2026
	Provide targeted training based on emerging trends and issues	Substance Abuse and Addictions Identification Training for Supervisory staff	Q1 2025
		Two additional de-escalation training sessions for front-line staff	Q4 2025
		Mental health & resilience training for all front-line staff	Q3 2026

# Focus Area 4: Service Delivery



## Develop Employees

Create a supportive workplace that invests in employees.

Goal	Actions	Metrics	Timeline
Implement strategies to attract and retain talent	Increase visibility as an employer of choice in the area	Participate in 3 job fairs	Q4 2025
		Partner with local post-secondary career offices for enhanced advertising	Q4 2025
		Feature employee testimonials with the community	Q4 2025
		Create new post-secondary co-op opportunities in areas of high turnover	Q4 2025
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
	Development of a Diversity, Equity and Inclusion (DEI) guiding policy for the Corporation	Draft to be submitted to Senior Management Team (SMT) for feedback/approval	Q3 2025
	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

# Focus Area 4: Service Delivery



## Develop Employees

Create a supportive workplace that invests in employees.

Goal	Actions	Metrics	Timeline
Advance diversity, equity, and inclusion in the workplace	<p>Training to roll out DEI policy to all staff</p> <p>Full implementation of French language service directive</p>	<p>Introduce training modules on unconscious bias, micro-aggressions, allyship</p> <p>Continue to monitor and enhance the ability for Francophone residents to navigate municipal services in French</p>	<p>Q4 2026</p> <p>Annually</p>
Foster civic pride and team building	Continue team-building events and activities throughout the corporation	Hold >12 staff team building and recognition events throughout the year	Q4 2025

## Focus Area 4: Service Delivery



**Eliminate Barriers**

**Identify obstacles that hinder growth and development and streamline processes.**

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

# Focus Area 4: Service Delivery



## Community Partnerships

Build collaborative relationships to enhance service delivery options.

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

**Where you belong.**

[saultstemarie.ca](http://saultstemarie.ca)

