



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

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

July 14, 2025

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

Purpose

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

Background

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

On April 7, 2025, Council approved the actions and metrics associated with the Corporate Strategic Plan. This mid-year update provides Council with a regular update to track progress, assess outcomes, and identify any necessary adjustments.

Analysis

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

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

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

The implementation of tariffs by the United States of America has created a significant shock to the local economy. As a priority, Economic Development staff have been working to a) support local businesses and identify any funding support available; b) advance opportunities to diversify the local economy. The development of a port in Sault Ste. Marie continues to be a priority and aligns well with the national infrastructure projects being favoured by the Federal and Provincial governments.

The metrics update document (Attachment A - Actions and Metrics Report) provides details on all the activities being undertaken to advance the plan. Of note:

- Over \$36M in funding support received to date from Federal and Provincial funding programs exceeding annual target
- Physician recruitment has been successful in attracting four doctors thus far in the year, and looks forward to achieving its annual target
- Kaitlyn Neveu, Anishnaabe E-Wiidookaage has been hired and is advancing reconciliation initiatives
- Queen Street Reconstruction Phase 1 is advancing with completion expected in September
- AI policy established for staff and GovAI implementation is underway
Community partners are finalizing the agreements for the HART Hub and look forward to launching services later this year
- A consultant has been retained to assist in completing the Community Safety and Wellbeing Plan

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

Financial Implications

There are no financial implications to the actions and metrics document that have not been already approved as part of the 2025 municipal budget.

Strategic Plan / Policy Impact / Climate Impact

This report provides the 2025 mid-year update for the actions and metrics associated with the Corporate Strategic Plan 2024-2027.

Recommendation

It is therefore recommended that Council take the following action:

Mid-Year Update – Corporate Strategic Plan Actions and Metrics

August 11, 2025

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Resolved that the report of the CAO dated August 11, 2025 concerning the mid-year update for the Corporate Strategic Plan 2024-2027 actions and metrics be received as information.

Respectfully submitted,

Tom Vair, CAO

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