

# 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

## Advocate for addiction and mental health



Sault Ste. Marie was successful in securing a Homelessness and Addiction Recovery Treatment Hub (HART Hub). This hub will provide a much-needed, coordinated healthcare approach that integrates addiction treatment, mental health services, and housing support within a single, accessible facility.

## Advocate for improved healthcare facilities personnel

The City and the Sault Area Hospital invested in allied health care recruitment and innovative labour force solutions by successfully recruiting four new doctors so far this year to the area.



## Implement a housing action plan to deliver affordable housing



The Housing Accelerator Fund Round 2 funding program has begun with the implementation of the Housing Action Plan. The City is on target with 38 starts since January 2025.

The City has completed its regional feasibility study to establish a clinical campus of the Northern Ontario School of Medicine (NOSM U) in Sault Ste. Marie.

## Take a proactive approach to 'reconcili-action'

Kaitlyn Neveu, Indigenous Policy and Process Renewal Advisor, has been hired. She is proactively building relations and has completed initiatives such as the Anishnaabemowin Word of the Week, a morning ceremony on National Indigenous Peoples Day, and dream catcher workshops for staff.



## Focus Area 1: Community Development

Support the growth of a diversified economy.



### Economic Activity

Goal	Actions	Metrics	Timeline	Comments
Develop shovel-ready projects to access available funding	Identify parcels for new industrial land development	Acres acquired/serviced - 40 acres	Q4 2025	In the process of completion, property negotiations have begun
Attract new business and ensure sufficient supply of industrial land	Business development	Investment Funnel Pending - \$840M	Q4 2025	The total funnel of \$1.2 billion is pending. An increase in the energy sector of \$320 million
	Funding acquired	\$500,000	Q4 2025	\$826,450 acquired
	Planning applications	Target 70 applications	Q4 2025	38 applications to date (current to Q2 2025)
	Planning applications processing time	Planning applications processed on time	Q4 2025	95.99% of applications are completed on time

## Focus Area 1: Community Development

Support the growth of a diversified economy.



### Economic Activity

Goal	Actions	Metrics	Timeline	Comments
Support entrepreneurs	Support entrepreneurs through Millworks Centre	4,400 Client engagements and outreach	Q4 2025	1,866 aligned client engagements to a January-to-January calculation versus fiscal ending in March
	Business attraction	50 jobs created and/or pending	Q4 2025	43 jobs are pending
Increase tourism visitor spending and occupancy rates	Occupancy average	Target greater than 64% occupancy	Q4 2025	On track
	Municipal Accommodation Tax	Target \$1.7M revenue	Q4 2025	\$628,829 as of May 2025

## Focus Area 1: Community Development

Take a collaborative approach toward a healthy and safe community.



Well-being

Goal	Actions	Metrics	Timeline	Comments
Advocate for addiction and mental health services	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	Ongoing support with HART Hub planning
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	Study complete. The City continues to advocate for funding with the provincial government
Foster collaboration and coordination of health and social services	Support Social Services in development of homelessness strategy	Finalize the homelessness strategy	Q3 2025	In progress
	Finalize the Community Safety and Wellbeing Plan	Finalize the Community Safety and Wellbeing Plan	Q1 2026	OrgCode consultant has been selected
Invest in allied healthcare recruitment and innovative labour force solutions	Physician recruitment committee	Eight doctors recruited	Q4 2025	Four new doctors have been recruited to date

## Focus Area 1: Community Development

Support equitable access and opportunities for everyone.



Social Equity

Goal	Actions	Metrics	Timeline	Comments
Implement a housing action plan to deliver affordable housing	Housing Accelerator Fund Round 2 funding programs roll-out	Implementation of the Housing Action Plan according to timelines	Q4 2025	On track
	Monitor annual housing starts	150 annual housing starts per year	Q4 2025	38 starts from January 1 to July 15
Support the full participation of user groups of all abilities	Accessibility activities	3 significant barriers removed or accessibility enhancements installed	Q2 2026	On track
Support programs that foster a safe, welcoming and inclusive community	Local Immigration Partnership community engagement	300 activities (supported events, outreach, stakeholder meetings)	Q4 2025	On track



## Focus Area 1: Community Development

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



### Truth and Reconciliation

Goal	Actions	Metrics	Timeline	Comments
Implement Municipal Calls to Action from the Truth and Reconciliation Commission	Develop Truth and Reconciliation Commission Strategy document	Completed plan with Baawaating Advisory Committee endorsement	Q4 2025	Ongoing
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	Exploring local providers as facilitators
Take a proactive approach to 'reconciliation'	Engage meaningfully with each First Nation partner	Identify and prioritize projects and initiatives of importance	Q2 2026	On track
	Hire an Indigenous Policy and Process Advisor	New staff role established	Q1 2025	Complete

# Focus Area 2: Quality of Life

## Promote Sault Ste. Marie as a municipality of choice



Continue with the Sault Ste. Marie promotional campaign with over 1M visits to Tourism Sault Ste. Marie's website and over 160,000 visits to its Welcome to Sault Ste. Marie website.

## Attract newcomers

The Rural Community Immigration Pilot program is attracting newcomers to Sault Ste. Marie with 86 applications approved since March.

## Promote multi-cultural events

The Sault Ste. Marie and Area Local Immigration Partnership hosted a Multicultural Day Festival in the Downtown Plaza. The event was a beautiful celebration of culture, connection and community.



## Encourage and support sustainable transportation options

Off-road multi-use trails system expansions are underway, with Peoples Road reconstruction and the Sackville Road extension adding 800m to each area.

## Invest in recreational infrastructure



The Big Ben double-decker bus is now in use. This new hop-on, hop-off experience offers visitors and residents a unique and engaging way to explore our City's rich history, vibrant culture, and scenic waterfront, bringing a fresh perspective on the community's many landmarks.



This summer, the City of Sault Ste. Marie opened Kiwanis Park and celebrated the revitalization of Parkland and Westwood Park.

# Focus Area 2: Quality of Life

## Increase participation and grow the number of events in the Downtown year over year



Since January, the Downtown Plaza has seen over 19,000 visitors. Events hosted in the Plaza have included the Festival of Beer, Poutine Feast, and Multicultural Day Festival.



The Roberta Bondar Park and Marina site hosted a successful Canada Day celebration with over 20,000 people attending the festivities and fireworks display.

## Continue to develop world-class waterfront destinations

The Waterfront Development Master Plan has received Council approval to advance to Phase 1 of securing funding.

## Promote and conserve heritage assets



The City of Sault Ste. Marie has provided over \$98,000 in heritage tax rebates.

## Enhance funding support for cultural initiatives



The City's Arts and Culture Assistance Program has distributed \$170,000 in grants to local arts, culture, and heritage organizations.

## Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Promote Sault Ste. Marie as a municipality of choice	Continue with the Sault Ste. Marie promotional campaign	1M visits to Tourism Sault Ste. Marie (TSSM) website, 160K views on Welcome to Sault Ste. Marie (WTSSM) website	Q4 2025	TSSM: 399, 992 year-to-date website views WTSSM: 188, 685 year-to-date website views
Exceed Provincial housing targets annually	Launch the Housing Action Plan and the Housing Community Improvement Plan	150 housing starts	Q4 2025	38 housing starts from January 1 to July 15 have begun
Encourage and support sustainable transportation options	Continue with the expansion of the Hub Trail	Mark Street trail expansion	Q4 2025	This is underway and on schedule to be completed by August 2025
		People's Road - Second Line to Rossmore Road	Q4 2026	On target
	Expand the multi-use trail system	Peoples Road Reconstruction Off-road multi-use trail 800m expansion	Q4 2025	On target, and funding is required
		Off-road multi-use trail with additional 800m expansion	Q4 2026	On target, and funding required

## Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Encourage and support sustainable transportation options		Sackville Road extension with 800m trail	Q4 2026	Phase 1 is underway, and Phase 2 is on track for 2026. A detailed design is required.
	Expand cycling lanes within the City	East Street (Bay to Wellington) cycle track (curb-separated bicycle facility)	Q4 2025	Construction has been deferred until spring 2026.
Invest in recreational infrastructure	Expansion of bike trails	5 km of new biking trails	Q4 2025	Active transportation Master Plan completed
	Upgrade of park equipment	One park improved	Q4 2025	The Request for Proposal award has been approved by Council. The expected installation is scheduled for fall at Wilcox Park
	John Rhodes roof replacement	A new roof installed, extending asset life	Q4 2025	Construction has been awarded. The start date is July 2025, and materials will be delivered to the site.

## Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Invest in recreational infrastructure	Upgrades to Rocky DiPietro field	New scoreboard and football upgrades	Q4 2025	The scoreboard has been installed
	Strathclair dog park upgrades	Install new solar lighting	Q4 2025	Tentatively Scheduled for fall 2025 with Public Works
	Develop a new dog park	New leash free dog park	Q4 2025	Tentatively scheduled at Tom Tipton for fall 2025 with Public Works.
	John Rhodes Lighting Upgrade	Install new LED lighting	Q4 2025	To be completed during annual maintenance in September
	John Rhodes Pool	Upgrade starting blocks	Q4 2025	Request for Proposal is expected in August 2025

## Focus Area 2: Quality of Life

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



Work. Life. Balance.

Goal	Actions	Metrics	Timeline	Comments
Invest in recreational infrastructure	Develop a new dog park	New leash free dog park	Q4 2025	Tentatively scheduled for fall with Public Works. Location at Tom Tipton.
	Upgrade outdoor rink facilities	Esposito rink shack	Q4 2025	Public Works is securing the infrastructure
	Wishart Park	Bridge installation and park upgrades	Q4 2025	The bridge has been installed, and park equipment procurement is in progress
	Accessible Washrooms/Change Area study	Manzo Park and Greco Pool	Q4 2025	Greco Pool: Plumbing has been awarded to upgrade the toilets Manzo Pool: Windows have been installed and completed
	North Street field	Lighting upgrade	Q4 2025	A capital request is required with an anticipated 2026 installation

## Focus Area 2: Quality of Life

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



Welcoming

Goal	Actions	Metrics	Timeline	Comments
Attract newcomers	Maximize our Rural Community Immigration Pilot allocation annually	Attract 300 newcomers to Sault Ste. Marie	Q4 2025	86 applications have been approved from March to June
Promote multi-cultural events	Organize arts and culture events	22 standalone events	Q4 2025	Q2 had six standalone events
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	On track with Q2 with 35,815 participant days
	Manzo Park playground updates	Accessible features upgrades	Q4 2026	Quotes and feedback are being gathered. A report to Council, and a budget request for 2026 is forthcoming.



## Focus Area 2: Quality of Life

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



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase participation and grow the number of events in the Downtown year over year	Roberta Bondar Pavilion event programming	80 events and bookings	Q4 2025	Q2 had a total of 20 events at the Roberta Bondar Pavilion
	Downtown Plaza programming	30,000 participants	Q4 2025	Q2 had 19,174 participants (above average) at the Downtown Plaza
	GFL Memorial Gardens programming	9 events with over 1,200 participants (not including Greyhound games)	Q4 2025	Six events were hosted with over 1,200 people
	GFL number of visitors (including Soo Greyhound games)	195,000 annual visitors	Q4 2025	Q2 had a total of 80,915 visitors to the GFL Memorial Gardens
	Ermatinger Clergue National Historic Site (ECNHS) programming	25,000 annual visitors	Q4 2025	Q2 had a total of 9,437 visitors to the ECNHS

## Focus Area 2: Quality of Life

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



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase assessment value and growth rate in the Downtown	Investment in the Downtown core	Increased Assessment Value on par with other areas of the community	Q4 2025	On track
		Housing Community Improvement Plan (CIP) launch	Q4 2025	New CIP has been launched
		Queen Street Reconstruction Phase 1 completion	Q3 2025	Queen Street has reached 'substantial completion' with final completion expected by September 2025

## Focus Area 2: Quality of Life (continued)

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



Vibrant Downtown

Goal	Actions	Metrics	Timeline	Comments
Increase assessment value and growth rate in the Downtown		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2028	On target
		Façade grants	Q1 2026	The project is underway, and staff are exploring funding options
		Downtown Ambassador Program	Annual	Canadian Mental Health Association ambassadors and Norpro foot patrols are in place
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	The plan has been approved, and staff are looking for funding from both levels of government

## Focus Area 2: Quality of Life

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



Arts and Culture

Goal	Actions	Metrics	Timeline	Comments
Celebrate diversity in public art	Commission new murals and public art as part of the Vivid Arts Festival	3 new murals	Q3 2025	Four murals are to be installed in the summer of 2025. The Pride crosswalk has been installed. Two public art pieces are planned for fall 2025.
	Commission an Indigenous artwork installation	1 new installation	Q4 2025	An installation is planned for the Northern Community Centre with a second project involving art wraps.
Promote and conserve heritage assets	Utilize existing heritage conservation program	\$98,000 in heritage tax rebates	Q1 2026	A Council report in Q4 will request annual rebates
	Number of heritage properties registered	15	Q4 2025	Information is being compiled for the 2025 recommendations
	Install new windows in the Sault Ste. Marie Museum building	\$200,000 window upgrade project	Q2 2026	Scheduled for 2026 completion. There will be a budget request for the second and third floors

## Focus Area 2: Quality of Life

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



Arts and Culture

Goal	Actions	Metrics	Timeline	Comments
	Implementation of the Ermatinger Clergue National Historic Site digital strategy	Implement FedNor grant	Q4 2025	This has been awarded and is in progress
	Memorial Tower	Critical repairs complete	Q4 2025	This has been awarded and is in progress
	Host heritage walks and Doors Open event	5 events and walks	Q4 2025	Two heritage walks have been completed, and the Doors Open event is scheduled for October 4
Enhance funding support for cultural initiatives	Deploy increased budget through the Cultural Vitality Committee	\$170,000 distributed to community arts organizations	Q1 2026	All funds have been awarded and utilized

# Focus Area 3: Infrastructure

## Maintain a robust asset management plan



450m of sidewalks (30%), 215 catchbasins cleaned (29%) and 4.6 km (38%) of ditches have been cleaned.

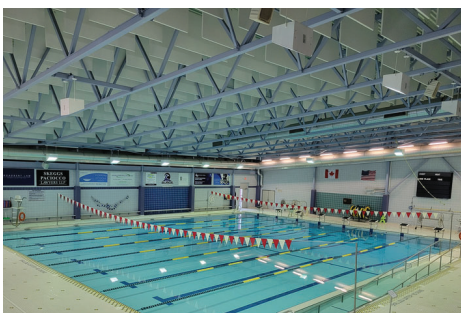
## Invest in maintaining an attractive and vibrant downtown core with a world-class waterfront

Phase 1 of Queen Street construction is nearing completion. Our last investment in Queen Street, as a community, is believed to have been more than four decades ago.



## Seek opportunities to implement new, sustainable solutions

2,500 tonnes of material have been diverted through recycling and composting programs as part of the City's landfill waste diversion program.



## Upgrade assets for energy efficiency and climate resilience

The City was successful in a grant application for \$1,000,000 through the Green and Inclusive Community Buildings fund to allow for the John Rhodes Community Centre Energy Retrofit to focus on LED lighting and accessibility upgrades, including seating.



## Seek opportunities to implement sustainable solutions

The City has added its very first electric vehicle (EV) to its fleet. This investment supports our commitment to net zero emissions by 2050 and climate action by reducing emissions and lowering fuel costs.

## Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
Maintain a robust asset management plan	Finalize the asset management plan for all municipal infrastructure assets	Approved asset management plan	Q3 2025	Completed
	Maintain a functional public works fleet	43% of vehicles with remaining service life - goal to increase the percentage to 65%	Q1 2027	On target
	Maintain a robust sidewalk network	1500m <sup>2</sup> of sidewalk replaced yearly	Annually	450m of sidewalks have been replaced (30%)
	Maintain municipal drainage works	750 catchbasins (CB) cleaned per year	Annually	215 CBs have been cleaned (29%)
	Maintain municipal drainage works	12 km of ditches cleaned per year	Annually	4.6km of ditches have been cleared (38%)

## Focus Area 3: Infrastructure



Monitor, maintain, and redevelop existing infrastructure.

### Current Assets

Goal	Actions	Metrics	Timeline	Comments
Transit fleet age is in line with the Provincial average	Invest in fleet	Average age of fleet less than 8 years to align with Ontario average	Q4 2025	The average age of the transit fleet is 6.2 years, which is under the National (9.4) and Ontario's average (8.40).
Leverage funding opportunities	Submit Provincial and Federal applications	\$28M in funding support	Q4 2025	Over \$36M in funding from Provincial and Federal programs
	Implement the Approved 2025 Capital Transportation Plan (TMP)	Design, award tenders and construct all road reconstruction projects for 2025.	Q4 2025	On track
	Update the Five-Year Capital Transportation Plan	Revise and obtain Council approval for the 5-year plan to reflect the newest priorities and funding	Q2 2025	Updated plan brought to Council on July 14, 2025
	Long-range planning through the Transportation Master Plan (TMP)	Review recommendations in TMP and update	Q4 2025	Ongoing



## Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
	Update and Improve Asset Data	Keep data up to date - Pavement Condition Index (PCI) scores and sewer condition	Q4 2025	There will be a request for updated PCU scores in the 2026 Budget
Improvements to the transportation network	Improve wastewater infrastructure with long range planning through the Wastewater Master Plan (WWMP)	Review recommendations in Wastewater Master Plan (WWMP)	Q4 2025	Ongoing
Accessible and barrier-free	Manzo Park/Greco Pool accessible washrooms/changerooms	\$60,000 Manzo Park, \$35,000 for Greco Pool	Q4 2025	Quotes are being gathered. There will be a request in the 2026 Budget
Upgrade assets for energy efficiency and climate resilience	Facility energy efficiency	Retrofit studies complete	Q4 2025	In progress and on track
	Electric vehicle charger installation	5 installations	Q2 2025	Complete

## Focus Area 3: Infrastructure



Future Assets

Strategically build and acquire infrastructure to support a growing community.

Goal	Actions	Metrics	Timeline	Comments
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	Phase 1 of Queen Street construction is nearing completion
	Finalize the City's Waterfront Development Master Plan	Receive Council approval and advance to Phase I funding	Q4 2025	The plan has been approved, and staff are looking for funding
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	Mark Street is completed. People's Road, Wishart Park, and Sackville Road are underway. East Street is deferred to 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	Wilcox Park is scheduled for construction in Q4

## Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Environment

Goal	Actions	Metrics	Timeline	Comments
Net zero emissions by 2050	Greenhouse Gas (GHG) Community Reduction Plan	Completion of Plan	Q1 2025	On track
Enhance and protect our public green spaces	Greenhouse Gas Community Reduction Plan	Prioritization of Greenhouse Gas Action Items and Budget Process	Q3 2025	On track
Seek opportunities to implement sustainable solutions	Fleet transition to electric vehicles	2 electric ice resurfacers, 1 transit bus	Q1 2025	Staff will re-evaluate in 2 years
		1 electric transit bus	Q4 2026	On target
		1 electric half ton pick-up for Public Works	Q3 2025	On target
	Biosolid Management Facility	Complete design of new biosolids and household organics processing facility	Q3 2025	On target
	Landfill waste diversion	2,500 tonnes of material diverted through recycling and composting programs	Q2 2026	On target

## Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Environment

Goal	Actions	Metrics	Timeline	Comments
Implement practices and technologies to improve air/water quality and enhance biodiversity	West End Wastewater Treatment Plant Phase 2 Upgrades	Design and prepare tender and contracts for 2026/27	Q1 2026	Ongoing
	East End Wastewater Treatment Plant Ultra Violet (UV System Upgrades	Construction of new Ultra Violet system	Q2 2026	On target

## Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Environment

Goal	Actions	Metrics	Timeline	Comments
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	50.5km of sewers have been flushed to date (41%)
	Landfill compliance with Provincial legislation	Exceed provincial expectations on annual inspection	Annually	On target
	Collection of Source Separated Organics and Composting (SSO)		Q4 2027	On target
	Review of waste collection options (Solid Waste, SSO, Recycling)		Q4 2026	On target
	Expansion of Methane Collection System Emissions (Climate Change)		Q2 2027	On target
	Continued Collection of Household Hazardous Waste - Environment Stewardship		Ongoing	On target

# Focus Area 4: Service Delivery

## Explore technologies that support innovation and efficiency

Senior staff have adopted Grammarly, and the Clerk's office has adopted a digital signature technology pilot program. In addition, staff have adopted an AI technology policy and implemented GovAI.



## Foster civic pride and team building

The City of Sault Ste. Marie Employees Association is a staff-led and funded initiative that promotes recreational, social, and community-minded activities for employees and their families throughout the year. One of the Association's signature events is the annual family BBQ, which brings together staff and their loved ones for a day of connection and fun.



Colleagues, friends, and families came together to celebrate the annual Health & Safety Employee Recognition BBQ hosted by Public Works and Engineering Services. This event brings the team together in appreciation and recognition for their efforts throughout the year.

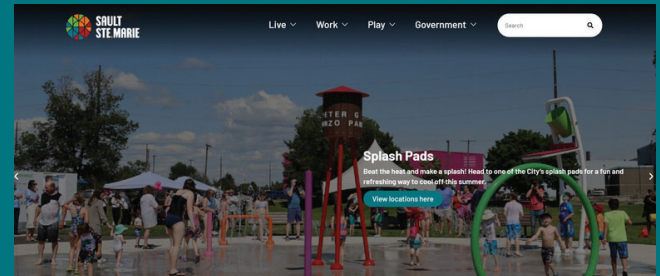


## Implement strategies to attract and retain talent

The City of Sault Ste. Marie has been recognized with the prestigious Employment Partner of the Year award, supported by Community Living Algoma. This recognition is a testament to the City's leadership in empowering and inspiring individuals with diverse abilities.

## Remove physical and digital barriers to enhance accessibility

In an effort to adopt accessible, friendly technology, the City is in the final stages of launching its new AODA-W3C website.



Video remote interpreting has been introduced at the Ronald A. Irwin Civic Centre. This service provides improved communication support for Deaf customers who use American Sign Language (ASL) or Langue des Signes Québécoise (LSQ).

## Focus Area 4: Service Delivery

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



### Customer Service

Goal	Actions	Metrics	Timeline	Comments
Standardize customer service practices and policies	Undertake review of current practices and policies	Finalize and implement recommendations of review	Q4 2025	The Accessible Customer Service Policy is being finalized
Regularly collect and review customer feedback for continuous improvement	Monitor participation in programs and identify opportunities for customer feedback: Transit ridership John Rhodes Pool Active Living 55+ (Bay Street and NCC locations) GFL Memorial Gardens visitors, including Greyhound games	1.9M rides 5,000 total participants in programs 600 programs  195,000	Q4 2025 Q4 2025 Q4 2025  Q4 2025	Q2 - 801, 833 rides Q1 - 2,039 participants Q2 - 545 for both locations  Q2 - 80,915 visitors to the GFL Memorial Gardens
	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	90% of incidents have a response time of 4:45. Average response time is 2:56.

## Focus Area 4: Service Delivery

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



Customer Service

Goal	Actions	Metrics	Timeline	Comments
Regularly collect and review customer feedback for continuous improvement	Conduct proactive Fire Service training throughout the community	Over 240 fire safety demonstrations and speaking events	Q4 2025	Staff have completed 171 public education fire safety demonstrations to date
	Educate youth on fire prevention and safety	Reach 3,500 students with elementary and secondary school program	Q4 2025	Fire Services has hit the target of 3,500 students in delivering school programs
Develop new methods of collecting and analyzing customer feedback	Implement customer surveys to obtain feedback	5 surveys per year	Q4 2025	Three surveys have been completed



## Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Explore technologies that support innovation and efficiency	Finalize needs assessment and roadmap for Human Resources Information System (HRIS) and Enterprise Resource Planning (ERP)	Strategy paper and recommendation complete	Q4 2025	The ERP committee is in Phase 4. The work to date will inform the Request for Proposal
	Artificial Intelligence (AI) technology adoption	Strategy paper, policy and recommendation complete	Q4 2025	Staff have adopted an AI Technology policy. GovAI has been implemented.
	Corporate Office 365 Applications Adoption	Office 365, Teams, One Drive and Collaboration Apps	Q3/Q4 2025	Senior staff have adopted Grammarly. Consigno digital signature technology has been adopted as a pilot project with the Clerk's office.
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	Managers have completed disability, sick leave, WSIB, attendance, and benefits training

## Focus Area 4: Service Delivery



Create a supportive workplace that invests in employees.

Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Maximize investment in training	Provide targeted training based on emerging trends and issues	Substance Abuse and Addictions Identification Training for Supervisory staff	Q1 2025	Completed
		Two additional de-escalation training sessions for front-line staff	Q4 2025	To be completed in Q4 2025
		Mental health & resilience training for all front-line staff	Q3 2026	Completed
Implement strategies to attract and retain talent	Increase visibility as an employer of choice in the area	Participate in 3 job fairs	Q4 2025	Staff have attended four job fairs
		Partner with local post-secondary career offices for enhanced advertising	Q4 2025	Trades-related recruitment was delivered to Sault College students
		Feature employee testimonials with the community	Q4 2025	Recipient of the Employment Partner of the Year award
		Create new post-secondary co-op opportunities in areas of high turnover	Q4 2025	Students' summer employment at the City can be used towards co-op

## Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments	
Advance diversity, equity, and inclusion in the workplace	Internal awareness campaign of the "Financial Assistance for Training and Development Courses" benefit	5% increase in the utilization of the existing benefit	Q2 2026	In progress	
	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	In progress	
	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	In progress
		Introduce training modules on unconscious bias, micro-aggressions, allyship		Q4 2026	In progress

## Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Advance diversity, equity, and inclusion in the workplace	Full implementation of French language service directive	Continue to monitor and enhance the ability for Francophone residents to navigate municipal services in French	Annually	Ronald A. Irwin Civic Centre directional signage installation with French language incorporated
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	On track

## Focus Area 4: Service Delivery

Identify obstacles that hinder growth and development and streamline processes.



Eliminate Barriers

Goal	Actions	Metrics	Timeline	Comments
Implement and enhance online tools for applications and permits	Phase one: Roll out of Sault Ste. Marie Innovation Centre's Cerolink Online application platform	Live Online planning application	Q2/Q3 2025	In progress
	Ensure adherence to legislated timelines for Planning Act applications	Tracking and monitoring response times	Annual	95.5% of applications are completed on time
Review processes, policies, and procedures to identify efficiencies	Review and prioritization of policy document revision	Complete review and update >2 policies	Q4 2025	On track
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	Internal staff training is underway
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	Website is in progress and will be completed by Q4 Video Remote Interpreting implemented

## Focus Area 4: Service Delivery

Build collaborative relationships to enhance service delivery options.



Community Partnerships

Goal	Actions	Metrics	Timeline	Comments
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	CAO and DCAOs attending AMO, OMAA Workshops, and NOLUM meetings
	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	Three meetings to date
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	Seven meetings to date
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	Six meetings to date

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