

CORPORATE STRATEGIC PLAN

Actions and Metrics
2026 Update



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

Message from the Chief Administrative Officer

I am pleased to present the 2025 Actions and Metrics Report, highlighting our progress in advancing the 2024–2027 Corporate Strategic Plan. This document demonstrates our commitment to accountability and provides a summary of results achieved in support of Council's priorities.

Over the past year, the City has delivered results while maintaining a focus on high-quality services. We secured more than \$40 million in federal and provincial funding to support critical infrastructure and community priorities.

Key economic development milestones included the sale of property to Protexxa for a cybersecurity centre and new Memorandums of Understanding with Algoma Steel and the Hamilton Oshawa Port Authority, advancing the Port of Sault Ste. Marie.

We made important progress in addressing community needs through the opening of the Homelessness Addiction Recovery Treatment (HART) Hub and expanded mobile wellness services, alongside the completion of the Community Safety and Wellbeing Plan and the Homelessness Strategy.

Housing remained a priority, with 301 new housing starts, more than double the provincial target, with 27 percent of units classified as affordable. Tourism and downtown activity also remained strong, supported by increased Municipal Accommodation Tax revenues and continued investment in the downtown core.

Workforce development efforts were strong, with 16 new physicians recruited and 400 newcomers welcomed through the Rural Community Immigration Pilot.

These achievements reflect the dedication of our staff and collaboration with Council and community partners. Together, we are delivering on our priorities and building a sustainable future for Sault Ste. Marie.

Tom Vair
Chief Administrative Officer



Tom Vair, Chief Administrative Officer

Focus Area 1: Community Development



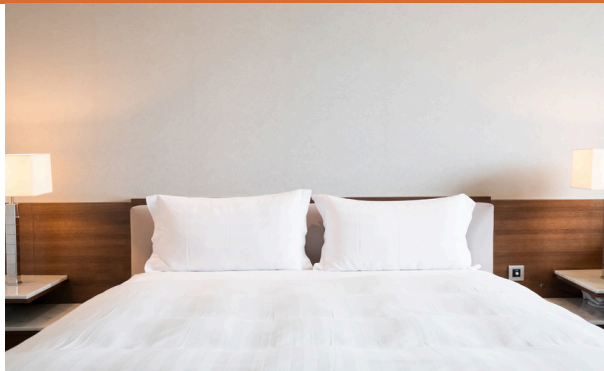
50 jobs created

Millworks Centre for Entrepreneurship assisted in creating 50 jobs

Homelessness Addiction Recovery Treatment (HART) Hub opened on December 11, 2025



MAT collection for the year
\$2,396,110



16

Doctors Recruited



Protexxa advances economic development by creating **200-1,000 jobs** and a 100-160k sq. ft. cybersecurity facility



Focus Area 1: Community Development

Support the growth of a diversified economy.



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	Property has been identified, and negotiations will begin in July 2026.
Attract new business and ensure sufficient supply of industrial land	Business development	Investment Funnel Pending - \$840M	Q4 2025	Significant growth in the number of Independent Electricity System Operator (IESO) energy applications, totaling \$1,685,000,000. The land sale to Protexxa advances economic development, with 200-1,000 jobs and a 100-160k sq. ft. cybersecurity facility.
	Funding acquired	\$500,000	Q4 2025	\$1,031,000 in acquired with the addition of \$233,100 in FedNor funding for the Port Project.
	Planning applications	Target 70 applications	Q4 2025	80 applications achieved. Amendments to the zoning by-law and Official Plan increased 'regulatory flexibility' as per the housing action plan.
	Planning applications processing time	Planning applications processed on time	Q4 2025	95% of Planning Act applications were processed 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	3,448 client engagements in 2025. Reporting has shifted from a March fiscal year-end to a January-to-December calendar year.
	Business attraction	50 jobs created and/or pending	Q4 2025	Completed.
Increase tourism visitor spending and occupancy rates	Occupancy average	Target greater than 64% occupancy	Q4 2025	Average occupancy was 66%.
	Municipal Accommodation Tax	Target \$1.7M revenue	Q4 2025	MAT collection for the year was \$2,011,234 (excluding the 2% increase starting in September) or \$2,396,110 (including a 2% increase from September to December).

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	The HART Hub opened on December 11, 2025.
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	Feasibility study completed. Sault Ste. Marie was selected for a Primary Care Teaching Centre, with ongoing discussions with NOSM University regarding expansion.
Foster collaboration and coordination of health and social services	Support Social Services in development of homelessness strategy	Finalize the homelessness strategy	Q3 2025	Homelessness strategy completed and presented.
	Finalize the Community Safety and Wellbeing Plan	Finalize the Community Safety and Wellbeing Plan	Q1 2026	Approved by Council on February 23, 2026. Actioning from 2026 to 2030.
Invest in allied healthcare recruitment and innovative labour force solutions	Physician recruitment committee	Eight doctors recruited	Q4 2025	16 doctors recruited.

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	301 new housing starts in 2025, 27% of which are affordable.
Support the full participation of user groups of all abilities	Accessibility activities	Three significant barriers removed or accessibility enhancements installed	Q2 2026	5 barriers removed in 2025. The approval of the Multi-Year Accessibility Plan introduces new metrics.
Support programs that foster a safe, welcoming and inclusive community	Local Immigration Partnership community engagement	300 activities (supported events, outreach, stakeholder meetings)	Q4 2025	669 activities completed.

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	Return to Spirit hosted cultural competency training. KnowledgeNow, an organization committed to Truth and Reconciliation, is developing online training for the City's new hire orientation.
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



301 New Housing Starts in 2025
27% of which are affordable



Hub Trail expansion

Attract Newcomers
400 approved

Roberta Bondar Pavilion Event Programming

88



Events in 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
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: 730,698 year-to-date website views WTSSM: 288,919 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	301 housing starts in 2025, 27% are affordable.
Encourage and support sustainable transportation options	Continue with the expansion of the Hub Trail	Mark Street trail expansion	Q4 2025	Completed.
	Expand the multi-use trail system	People's Road - Second Line to Rossmore Road	Q4 2026	Churchill Avenue to Second Line was deferred and will be completed in 2026.
		Peoples Road Reconstruction Off-road multi-use trail 800m expansion	Q4 2025	Phase 2 of Elliott Road to Third Line will be completed in 2026. Additional funding is required.
		Off-road multi-use trail with additional 800m expansion	Q4 2026	This project was not advanced in 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
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	8km of biking trails have been built in Hiawatha Highlands and Wishart Park area.
	Upgrade of park equipment	One park improved	Q4 2025	The timeline was updated from Q4 2025 to 2026. Wilcox Park equipment has been installed, and the rubber surfacing will be installed in the spring.
	John Rhodes roof replacement	A new roof installed, extending asset life	Q4 2025	The timeline was updated from Q4 2025 to 2026. The project is 50% completed.

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	Completed.
	Strathclair dog park upgrades	Install new solar lighting	Q4 2025	The timeline was updated from Q4 2025 to 2026. NOHFC funding has been secured.
	Develop a new dog park	New leash free dog park	Q4 2025	The project has been moved from Q4 2025 to 2026.
	John Rhodes Lighting Upgrade	Install new LED lighting	Q4 2025	The project is ongoing. Completion is now scheduled for Q2 2026, updated from the original Q4 2025 timeline.
	John Rhodes Pool	Upgrade starting blocks	Q4 2025	Completed.

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 (continued)	Upgrade outdoor rink facilities	Esposito rink shack	Q4 2025	Engineering work is complete; construction is scheduled for 2026, up from the Q4 2025 timeline.
	Wishart Park	Bridge installation and park upgrades	Q4 2025	Opening spring 2026. The rubber surfacing is the final component.
	Accessible Washrooms/Change Area study	Manzo Park and Greco Pool	Q4 2025	Work has started. The timeline has been updated from Q4 2025 to 2026.
	North Street field	Lighting upgrade	Q4 2025	Lights and poles have been removed. Reinstallation will be evaluated in the future.

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	400 applications have been approved in 2025.
Promote multi-cultural events	Organize arts and culture events	22 standalone events	Q4 2025	17 events in 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	63,336 participants in programs for 2025.
	Manzo Park playground updates	Accessible features upgrades	Q4 2026	This project is on target with funding secured. This will be procured in 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	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	88 events in 2025.
	Downtown Plaza programming	30,000 participants	Q4 2025	30,174 participants in 2025.
	GFL Memorial Gardens programming	9 events with over 1,200 participants (not including Greyhound games)	Q4 2025	Eight events were held in 2025.
	GFL number of visitors (including Soo Greyhound games)	195,000 annual visitors	Q4 2025	162,115 visitors in 2025. There were four less playoff games than in previous years.
	Ermatinger Clergue National Historic Site (ECNHS) programming	25,000 annual visitors	Q4 2025	29,591 visitors to the ECNHS in 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	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	Staff are working to develop data for reporting.
		Housing Community Improvement Plan (CIP) launch	Q4 2025	Completed.
		Queen Street Reconstruction Phase 1 completion	Q3 2025	Completed.
		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2028	The project was rescheduled from 2027 to a 2028 start for Phase 2.
		Façade grants	Q1 2026	Not currently funded. Staff continues to explore options with individual business owners who may be eligible for NOHFC grants.
		Downtown Ambassador Program	Annual	Ongoing. Successful program in collaboration with the Canadian Mental Health Association.

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
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 by Council. Staff are refining the plan and exploring funding opportunities.

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	Three new murals	Q3 2025	The City achieved five public art installations, including the Pride crosswalk, John Rhodes mural, and vivid murals.
	Commission an Indigenous artwork installation	One new installation	Q4 2025	The project was moved to 2026 due to a change in materials for the Northern Community Centre.
Promote and conserve heritage assets	Utilize existing heritage conservation program	\$98,000 in heritage tax rebates	Q1 2026	The 2024 rebate is \$103,235 (reporting is based on a one-year trailing period).
	Number of heritage properties registered	15	Q4 2025	17 properties have been registered.
	Install new windows in the Sault Ste. Marie Museum building	\$200,000 window upgrade project	Q2 2026	On target.

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
Promote and conserve heritage assets	Implementation of the Ermatinger Clergue National Historic Site digital strategy	Implement FedNor grant	Q4 2025	Ongoing. The timeline was extended from Q4 2025 to Q2 2026.
	Memorial Tower	Critical repairs complete	Q4 2025	Completed.
	Host heritage walks and Doors Open event	Five events and walks	Q4 2025	Three heritage walks have been completed.
Enhance funding support for cultural initiatives	Deploy increased budget through the Cultural Vitality Committee	\$170,000 distributed to community arts organizations	Q1 2026	Completed and \$170,000 has been allocated.

Focus Area 3: Infrastructure

\$40.8M

 funding support achieved in 2025

In 2025 the average age of the entire fleet was **7.3 years**
Ontario's 2024 average was 8.9 years



**FIRST
ELECTRIC VEHICLE**

Goal:
Net Zero
Emissions by
2050



5

EV Charger
stations installed



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	The percentage of vehicles with remaining service life is now 45%.
	Maintain a robust sidewalk network	1500m2 of sidewalk replaced yearly	Annually	1532 m2 completed in 2025.
	Maintain municipal drainage works	750 catchbasins (CB) cleaned per year	Annually	488 catchbasins cleaned due to equipment challenges which have been corrected for 2026.
	Maintain municipal drainage works	12 km of ditches cleaned per year	Annually	12.5 km cleaned in 2025.

Focus Area 3: Infrastructure



Current Assets

Monitor, maintain, and redevelop existing infrastructure.

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	In 2025 the average age of the fleet was 7.3 years vs. Ontario's 2024 average of 8.9 years.
Leverage funding opportunities	Submit Provincial and Federal applications	\$28M in funding support	Q4 2025	\$40.8M in funding from provincial and federal programs was secured.
	Implement the Approved 2025 Capital Transportation Plan (TMP)	Design, award tenders and construct all road reconstruction projects for 2025.	Q4 2025	Completed.
	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	The timelines was adjusted to Q2 2026.
	Long-range planning through the Transportation Master Plan (TMP)	Review recommendations in TMP and update	Q4 2025	The timeline was adjusted to Q4 2026.
	Update and Improve Asset Data	Keep data up to date - Pavement Condition Index (PCI) scores and sewer condition	Q4 2025	Procuring a consultant to update PCI scores in 2026.

Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
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	The timeline was updated from Q4 2025 and should be completed in 2026.
Accessible and barrier-free	Manzo Park/Greco Pool accessible washrooms/changerooms	\$60,000 Manzo Park, \$35,000 for Greco Pool	Q4 2025	The project has been delayed until 2026.
Upgrade assets for energy efficiency and climate resilience	Facility energy efficiency	Retrofit studies complete	Q4 2025	On track.
	Electric vehicle charger installation	Five installations	Q2 2025	Completed.

Focus Area 3: Infrastructure

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 complete.
	Finalize the City's Waterfront Development Master Plan	Receive Council approval and advance to Phase I funding	Q4 2025	The plan has been approved. Staff are seeking funding to proceed.
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	The timeline was updated from Q4 2025. Wilcox Park equipment was installed, rubber surfacing will be completed in the spring for opening.

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	While emissions have increased, multiple initiatives are underway to achieve the 2050 goal.
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 (EV)	Two electric ice resurfacers, 1 transit bus	Q1 2025	An additional electric ice resurfer in 2025 and two EV vehicles have been added to the fleet.
		One electric transit bus	Q4 2026	Hybrid options selected.
		One electric half ton pick-up for Public Works	Q3 2025	Completed and delivered in February 2026.
	Biosolid Management Facility	Complete design of new biosolids and household organics processing facility	Q3 2026	Delayed (timeline was Q3 2025).

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Environment

Goal	Actions	Metrics	Timeline	Comments
Seek opportunities to implement sustainable solutions (continued)	Landfill waste diversion	2,500 tonnes of material diverted through recycling and composting programs	Q2 2026	2,809 tonnes of material were diverted through recycling and composting programs at the landfill.
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	Q4 2026	RFP currently out for selection of an engineer (timeline was Q1 2026).
	East End Wastewater Treatment Plant Ultra Violet (UV System Upgrades	Construction of new Ultra Violet system	Q3 2026	Construction is delayed with an anticipated fall completion date. The original timeline was Q2 2026.
	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	171.6km of sewers were flushed in 2025.

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 (continued)	Landfill compliance with Provincial legislation	Exceed provincial expectations on annual inspections	Annually	Last inspection was November 4, 2024. No deficiencies were identified.
	Collection of Source Separated Organics and Composting (SSO)		Q4 2027	Planning and implementation will commence concurrent with the construction of the Biosolids Processing Facility.
	Review of waste collection options (Solid Waste, SSO, Recycling)		Q4 2026	On target.
	Expansion of Methane Collection System Emissions (Climate Change)		Q2 2027	To be completed in conjunction with landfill expansion.
	Continued Collection of Household Hazardous Waste (HHW) – Environment Stewardship		Ongoing	185 tonnes of HHW was collected in 2025. An increase of 15 tonnes from 2024.

Focus Area 4: Service Delivery



1,118

Active Living 55+ programs delivered

Summer STUDENT SPOTLIGHT



Ashlyn Pallot
Summer Student at the
Active 55+ Centre



Feature employee testimonials

295

Fire Safety demonstrations,
lectures, and public events



Foster Civic Pride and Team Building



Focus Area 4: Service Delivery



Customer Service

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

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	Ongoing to 2026, working with Accessibility in review of practices and policies.
Regularly collect and review customer feedback for continuous improvement	Monitor participation in programs and identify opportunities for customer feedback:	1.9M Transit rides	Q4 2025	1,518,004 rides
		5,200 total participants in programs, John Rhodes Pool	Q4 2025	4,952 participants
		Active Living 55+ (Bay Street and NCC locations) 1,050 programs	Q4 2025	1,118 for both locations.
		195,000 GFL Memorial Gardens visitors, including Greyhound games.	Q4 2025	162,115 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 5:26 minutes or less. Average response time is 3:12.

Focus Area 4: Service Delivery



Customer Service

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

Goal	Actions	Metrics	Timeline	Comments
Regularly collect and review customer feedback for continuous improvement (continued)	Conduct proactive Fire Service training throughout the community	Over 240 fire safety demonstrations and speaking events	Q4 2025	Staff have completed 295 public education fire safety demonstrations in 2025.
	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 3,900 elementary and secondary school students in delivering programs.
Develop new methods of collecting and analyzing customer feedback	Implement customer surveys to obtain feedback	Five surveys per year	Q4 2025	Six surveys have been completed on topics such as Transit, Parks, Parking, Downtown Safety and Budget.

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 Strategy & Roadmap was delivered to Council on Oct. 14, 2025. 11 meetings have been held on the HRIS needs assessment.
	Artificial Intelligence (AI) technology adoption	Strategy paper, policy and recommendation complete	Q4 2025	Staff have adopted an AI Technology policy and training.
	Corporate Office 365 Applications Adoption	Office 365, Teams, One Drive and Collaboration Apps	Q3/Q4 2025	Complete.
Maximize investment in training	Use of in-house subject matter experts to deliver management skills training	Offer three workshop-style topics targeting new supervisors	Q2 2026	Training activity suspended for the latter half of 2025 due to budget constraints.

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Maximize investment in training (continued)	Provide targeted training based on emerging trends and issues	Substance Abuse and Addictions Identification Training for Supervisory staff	Q1 2025	NorthStream Safety and Rehab provided Drug and Alcohol Awareness Supervisor Training. 44 supervisors participated.
		Two additional de-escalation training sessions for front-line staff	Q4 2025	One session was held to ensure trainers remained certified. 20 employees completed training.
		Mental health & resilience training for all front-line staff	Q3 2026	738 employees have completed this training.
Implement strategies to attract and retain talent	Increase visibility as an employer of choice in the area	Participate in three job fairs	Q4 2025	Staff have attended four job fairs.
		Partner with local post-secondary career offices for enhanced advertising	Q4 2025	Partnered with Employment Solutions and Sault Community Career Centre.
		Feature employee testimonials with the community	Q4 2025	Completed staff testimonials, podcasts and features on employees.
		Create new post-secondary co-op opportunities in areas of high turnover	Q4 2025	Five post-secondary apprenticeships in place.

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	This work was paused given the significant work required for the non-union job evaluation project.	
	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	This work was paused given the significant work required for the non-union job evaluation project.	
	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	This work was paused given the significant work required for the non-union job evaluation project.
		Introduce training modules on unconscious bias, micro-aggressions, allyship		Q4 2026	This work was paused given the significant work required for the non-union job evaluation project.

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 more than 12 staff team building and recognition events throughout the year	Q4 2025	28 events were held.

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 (SSMIC) Cerolink Online application platform	Live Online planning application	Q2/Q3 2025	A soft launch occurred in Q4 2025. SSMIC is addressing outstanding issues.
	Ensure adherence to legislated timelines for Planning Act applications	Tracking and monitoring response times	Annual	95% of Planning Act applications were processed on time.
Review processes, policies, and procedures to identify efficiencies	Review and prioritization of policy document revision	Complete review and update more than two policies	Q4 2025	Four new policies were approved, Three policies were updated.
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	A soft launch of a usable portal is being planned and anticipated roll out is in Q2 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	Complete.

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	13 delegations at AMO conference. NOLUM advocacy day at Queen's Park completed. Ongoing participation in economic development and tourism association meetings.
	Meet with Michigan & Chippewa County Economic Development Corporation colleagues	Six meetings annually: Eastern Upper Peninsula Planning Group, Chippewa County Economic Development Corporation, and Sault Ste. Marie, Michigan Economic Development Corporation.	Q4 2025	Completed. Staff continue to keep open lines of communication and to discuss opportunities.
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	11 meetings/events in 2025, exceeding the target of 10.
Foster strategic partnerships with post-secondary education institutions for labour force and economic development	Implement a Bi-Annual Meeting with Post Secondary Institutions	Minimum four meetings/year	Q3 2025	12 meetings in 2025, exceeding the target of four in 2025.

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