



The Corporation of the
City of Sault Ste. Marie

COUNCIL REPORT

March 23, 2026

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Tom Vair, CAO
DEPARTMENT: Chief Administrative Officer
RE: 2025 Actions and Metrics Report

Purpose

The purpose of this report is to provide Council with a summary of the 2025 Actions and Metrics as it relates to the 2024-2027 Corporate Strategic Plan.

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 and on August 11, 2025, Council received a mid-year update.

The Actions and Metrics report provides Council with a regular update to track progress, assess outcomes, and identify any necessary adjustments required.

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 metrics update document (Attachment A – 2025 Actions and Metrics Report) provides details on all the activities being undertaken to advance the plan.

Some highlights from 2025 include:

- Over \$40M in funding support received from Federal and Provincial funding programs exceeding annual target
- Investment attraction efforts resulted in the sale of property to Protexxa to advance a 100,000-160,000 square foot cybersecurity centre with a job creation estimate of 200-1,000 jobs
- Memorandums of Understanding were signed with Algoma Steel and the Hamilton Oshawa Port Authority (HOPA), to advance a port project in Sault Ste. Marie.
- The HART Hub officially opened in December 2025, and the City was successful along with community partners in receiving Emergency Treatment Fund support to expand mobile wellness services. These two programs mark an important step forward in enhancing homelessness and addiction services in the community.
- The City saw 301 new housing starts in 2025, doubling the Provincial housing target, with 27% of these units being affordable.
- Municipal Accommodation Tax revenue increased to \$2,396,110 demonstrating positive tourism momentum.
- Physician recruitment was successful in attracting sixteen doctors in 2025, exceeding its annual target.
- Queen Street Reconstruction Phase 1 completed, significantly enhancing the downtown core.
- The Rural Community Immigration Pilot welcomed 400 newcomers to Sault Ste. Marie to address labour market needs.

- The Community Safety and Wellbeing Plan and Homelessness Strategy were completed with community partners.
- Successful downtown programming saw 88 events at the Roberta Bondar Pavilion and over 30,174 participants at the Downtown Plaza.

The Actions and Metrics report contains much more detail on the achievements and work undertaken by staff and community partners in 2025. While there are always improvements, there is much that City staff can be proud of reflecting on the prior year. Staff will continue to refine the actions and metrics and continue to improve operations moving forward.

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 year-end 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:

Resolved that the report of the CAO dated March 23, 2026, concerning the 2025 year-end update for the Corporate Strategic Plan 2024-2027 actions and metrics be received as information.

Respectfully submitted,

Tom Vair, CAO

705.759.5347

cao.vair@cityssm.on.ca