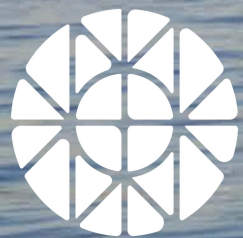


CORPORATE STRATEGIC PLAN

2024-2027



SAULT STE.MARIE

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.





Mayor Matthew Shoemaker

Message from the Mayor

City Council and the City of Sault Ste. Marie are committed advocates for positive change, and the Corporate Strategic Plan outlines a structure for effective governance that will position us to address the immediate needs of residents while laying the groundwork for long-lasting prosperity. The City has a key role to play in developing a thriving and inclusive place to live, and we will continue to use every tool at our disposal to build the community I know we can become. We are making progress – Sault Ste. Marie’s population has reached a level we haven’t seen since the 90s driven by growth we haven’t experienced since the 70s. This plan reflects our aspirations to build on recent success, address challenges and unlock our community’s full potential.

I am pleased to present the Corporate Strategic Plan for the City of Sault Ste. Marie. This plan guides decision-making, resource allocation, and operational priorities, to drive our community forward. Our vision is clear: to be a safe, inclusive, and thriving community where everyone belongs. The plan focuses on:

Community Development. Support economic diversification, foster a healthy and safe community, support fair access for all, and strengthen relationships with First Nations and Métis communities.

Quality of Life. Support our ongoing development as a welcoming community with a vibrant downtown, strong arts and culture, and four-season recreational opportunities.

Infrastructure. Invest in modern, sustainable infrastructure to support our growth.

Service Delivery. Streamline processes, leverage technology, enhance customer service, and collaborate with community partners.

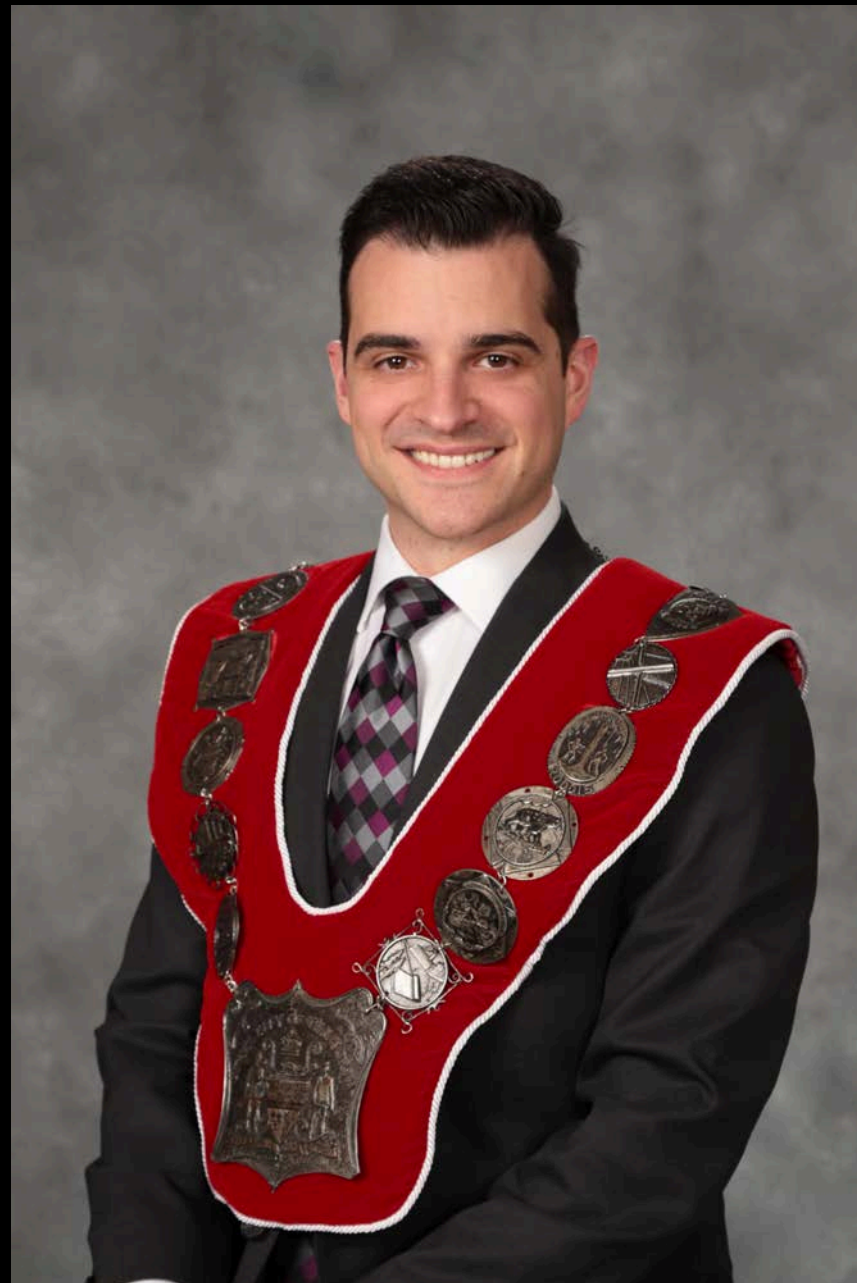
The success of this plan relies on the collective effort and commitment of the entire community. I invite you to share your ideas and be part of the exciting future we are building together. Thank you for making Sault Ste. Marie an exceptional place to live, work, and play.

Message from the CAO



Tom Vair, Chief Administrative Officer

City of Sault Ste. Marie Council



Matthew Shoemaker
Mayor



Sandra Hollingsworth
Ward 1



Sonny Spina
Ward 1



Luke Dufour
Ward 2



Lisa Vezeau-Allen
Ward 2



Angela Caputo
Ward 3



Ron Zagordo
Ward 3



Marchy Bruni
Ward 4



Stephan Kinach
Ward 4



Corey Gardi
Ward 5



Matthew Scott
Ward 5



Our Corporate 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.

Strategic Plan

Vision

Mission

Our Narrative

Values

Focus Area 1:

Community Development

Economic Development • Well-being
Social Equity • Truth and Reconciliation

Focus Area 3:

Infrastructure

Current Assets • Future Assets
Environment

Focus Area 2:

Quality of Life

Work. Life. Balance. • Welcoming
Vibrant Downtown • Arts and Culture

Focus Area 4:

Service Delivery

Customer Service • Develop Employees
Eliminate Barriers • Community Partnerships

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.

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

We will know that our community is thriving when people make these statements.

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.

High Level Goals:

- Develop shovel-ready projects to access available funding
- Attract new business and ensure sufficient supply of industrial land
- Support entrepreneurs
- Increase tourism visitor spending and occupancy rates



Well-being

Take a collaborative approach towards a healthy and safe community.

- Advocate for addiction and mental health services
- Advocate for improved health-care facilities and personnel
- Foster collaboration and coordination of health and social services
- Invest in allied healthcare recruitment and innovative labour force solutions



Social Equity

Support equitable access and opportunities for everyone.

- Implement housing action plan to deliver affordable housing
- Support the full participation of user groups of all abilities
- Support programs that foster a safe, welcoming and inclusive community



Truth and Reconciliation

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

- Implement Municipal Calls to Action from Truth and Reconciliation Commission
- Expand cultural competency training throughout the Corporation
- Take a proactive approach to 'reconcili-action'

Focus Area 2:

Quality of Life



Work. Life. Balance.

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

High Level Goals:

- Promote Sault Ste. Marie as a municipality of choice
- Exceed Provincial housing targets annually
- Encourage and support sustainable transportation options
- Invest in recreational infrastructure



Welcoming

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

- Attract newcomers
- Promote multi-cultural events
- Establish diverse, equitable, inclusive and accessible community spaces



Vibrant Downtown

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

- Increase participation and grow the number of events in the Downtown year over year
- Increase assessment value and growth rate in the Downtown
- Continue to develop world-class waterfront destinations



Arts and Culture

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

- Celebrate diversity in public art
- Promote and conserve heritage assets
- Enhance funding support for cultural initiatives

Focus Area 3:

Infrastructure



Current Assets

Monitor, maintain, and redevelop existing infrastructure.

High Level Goals:

- Maintain a robust asset management plan
- Transit fleet age in line with Provincial average
- Leverage funding opportunities
- Improvements to transportation network
- Accessible and barrier-free
- Upgrade assets for energy efficiency and climate resilience



Future Assets

Strategically build and acquire infrastructure to support a growing community.

- Invest in maintaining an attractive and vibrant downtown core with a world-class waterfront
- Expand active transportation network
- Ensure community parks, green spaces, and recreation infrastructure needs are met



Environment

Be a leader in environmental sustainability and climate action.

- Net zero emissions by 2050
- Enhance and protect our public green spaces
- Seek opportunities to implement sustainable solutions
- Implement practices and technologies to improve air/water quality and enhance biodiversity

Focus Area 4:

Service Delivery



Customer Service

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

High Level Goals:

- Standardize customer service practices and policies
- Regularly collect and review customer feedback for continuous improvement
- Develop new methods of collecting and analyzing customer feedback



Develop Employees

Create a supportive workplace that invests in employees.

- Explore technology that supports innovation and efficiency
- Maximize investment in training
- Implement strategies to attract and retain talent
- Advance diversity, equity, and inclusion in the workplace
- Foster civic pride and team building



Eliminate Barriers

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

- Implement and enhance online tools for applications and permits
- Review processes, policies, and procedures to identify efficiencies
- Reduce red tape and accelerate timelines for responses and approvals
- Remove physical and digital barriers to enhance accessibility



Community Partnerships

Build collaborative relationships to enhance service delivery options.

- Facilitate collaboration with neighbouring communities and community groups to achieve shared goals
- Liaise with community groups to improve communications
- Foster strategic partnerships with post-secondary education institutions for labour force and economic development

Where you belong.

saultstemarie.ca

