

CORPORATE STRATEGIC PLAN

Actions and Metrics
2026 mid-year update



SAULT STE. MARIE

Focus Area 1: Community Development



Removing accessibility barriers and training staff by hosting

6 Events



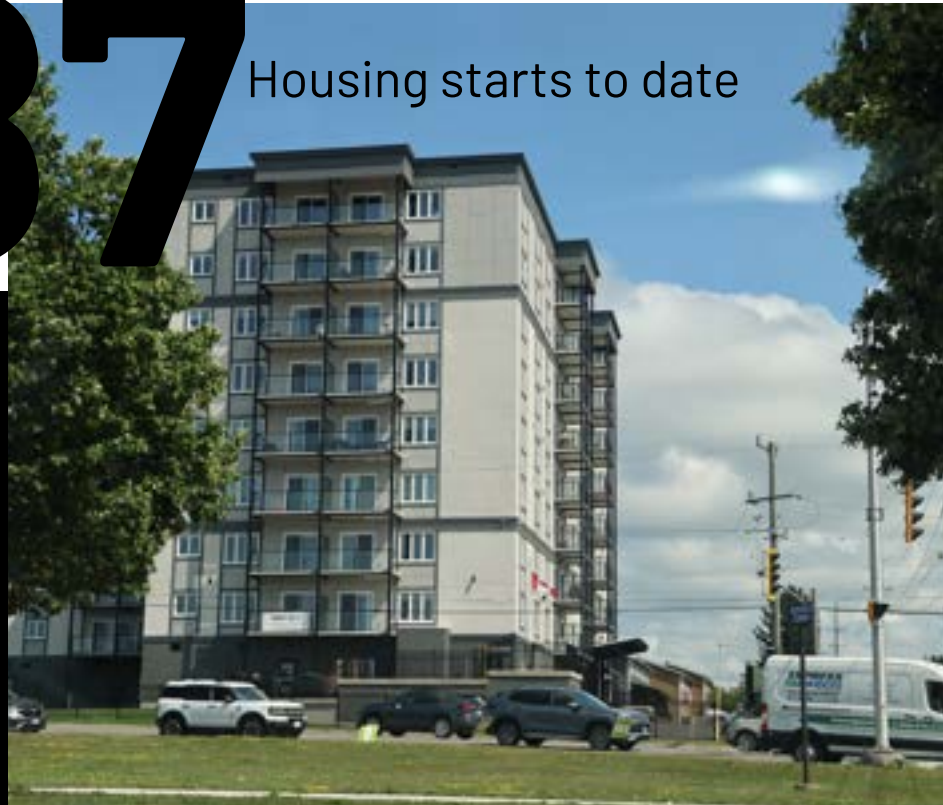
Cultural Competency Training

Local Immigration Partnership Festival of Cultures



87

Housing starts to date



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 2026	Property currently under assessment.
Attract new business and ensure sufficient supply of industrial land	Business development	Investment Funnel Pending - \$840M	Q4 2026	\$740M current investment funnel.
	Funding acquired	\$500,000	Q4 2026	\$626,000 in funding acquired year-to-date.
	Planning applications	Target 70 applications	Q4 2026	27 - Lower application volumes are largely due to amendments introduced to reduce red tape, increase regulatory flexibility, and eliminate the need for Planning applications in certain circumstances.
	Planning applications processing time	Planning applications processed on time	Q4 2026	85.2% - This is largely due to Site Plan Control applications, in which timelines depend on consultant responses and owner signatures. Several applications were submitted and processed well in advance of building permit requirements. While staff finalized the applications promptly, some owners did not complete the signing process for several months.

Focus Area 1: Community Development

Support the growth of a diversified economy.



Goal	Actions	Metrics	Timeline	Comments
Support entrepreneurs	Support entrepreneurs through Millworks Centre	4,400 Client engagements and outreach	Q4 2026	1,883 to date.
	Business attraction	50 jobs created and/or pending	Q4 2026	407 jobs created/pending.
Increase tourism visitor spending and occupancy rates	Occupancy average	Target greater than 64% occupancy	Q4 2026	59.10%
	Municipal Accommodation Tax	Target \$2.1M revenue	Q4 2026	\$894,207 year-to-date.

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	Monitor the impact and progress of HART Hub and Emergency Treatment Fund (ETF) funding	ETF-Staff hiring, vehicle procurement, training, and full-service launch by July 2026 HART Hub - metrics reported to include Individuals Served, Client Interactions, and number housed with HART Hub supportive housing	Q4 2026	Significant progress has been made, including hiring and training staff, and procuring vehicles. HART Hub (year to date): • 1,004 clients served • 2,037 visits • 4,236 service interactions were provided by all partners • 37 individuals housed in HART Hub supportive housing
Advocate for improved healthcare facilities and personnel	Advocate with Ministry of Health	Additional funding for Sault Area Hospital, Group Health Centre, Ontario Finnish Resthome, and Northern Ontario School of Medicine (NOSM) campus development	Q4 2026	Ongoing - Association of Municipalities of Ontario (AMO) delegations were completed with the Ministry of Health; the Ministry of Colleges, Universities, Research Excellence and Security; and the Ministry of Long Term Care.

Focus Area 1: Community Development

Take a collaborative approach toward a healthy and safe community.



Goal	Actions	Metrics	Timeline	Comments
Foster collaboration and coordination of health and social services	Implementation of homelessness strategy by Social Services	Advocate for additional funding for supportive housing units. Indicators will be reported from the 10 year Housing and Homelessness Action Plan	Q4 2026	Ongoing - AMO delegations with relevant Ministries.
	Implement the Community Safety and Wellbeing Plan	Establish and hold a meeting with the Executive Leadership Table and report on metrics and indicators from the Community Safety and Wellbeing (CSWB) Plan.	Q4 2026	On track. CSWB Coordinator hired.
Invest in allied health care recruitment and innovative labour force solutions	Physician recruitment committee	8 doctors recruited	Q4 2026	9 doctors have been recruited year-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 2026	Programs are implemented with ongoing administration.
	Monitor annual housing starts	150 annual housing starts per year	Q4 2026	87 housing starts to date.
Support the full participation of user groups of all abilities	Accessibility activities	3 significant barriers removed or accessibility enhancements installed	Q4 2026	6 barriers removed to date.
		5 accessibility ramps installed where full barrier curb exists	Q3 2026	4 ramps installed to date.
Support programs that foster a safe, welcoming and inclusive community	Local Immigration Partnership community engagement	Host 26 events	Q4 2026	6 events.

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 2026	In progress.
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	Q3 2026	March 3–6, 2026: Return to Spirit in-person cultural competency training was delivered to staff. June 4, 2026: Waabanong – Anishinaabe Knowledge Sharing, an online training program developed through extensive collaboration by Kaitlyn Neveu, Anishinaabe E-Wiidookaaged, was launched. The training content reflects knowledge shared by Elders and Knowledge Keepers. July 17, 2026: Ms. Neveu delivered Indigenous Knowledge Training to 34 summer students across three sessions during summer 2026.
Take a proactive approach to ‘reconciliation’	Engage meaningfully with each First Nation partner	Identify and prioritize projects and initiatives of importance	Q4 2026	In progress.

Focus Area 2: Quality of Life



NCC Indigenous artwork installation



Downtown Development

Council approval of Phase 1 design to refer to budget and seek funding

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	1.13M visits with 700k to Tourism Sault Ste. Marie (TSSM) website; 430K views on Welcome to Sault Ste. Marie's website (WTSSM)	Q4 2026	There have been 279,977 visits for TSSM and 106,199 visits for WTSSM year to date.
Exceed Provincial housing targets annually	Launch the Housing Action Plan and the Housing Community Improvement Plan	150 housing starts	Q4 2026	There have been 87 housing starts year-to-date.
Encourage and support sustainable transportation options	Continue with the expansion of the Hub Trail	Peoples Road -Phase 1 Second Line to Penno Road	Q3 2026	On track.
	Expand the multi-use trail system	Peoples Road Reconstruction Phase 2 Penno Road to Third Line	Q3 2027	On track.

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	Expand cycling lanes within the City	Sackville Road extension with 800m trail	Q4 2026	Project delayed due to unforeseen slope stability issues.
		East Street (Bay to Wellington) cycle track (curb-separated bicycle facility)	Q4 2026	Project behind schedule due to rock excavation.
Invest in recreational infrastructure	Expansion of bike trails	1km of new biking trails at Wishart Park	Q4 2026	Completed.
	Upgrade of park equipment	Wilcox Park - rubber surfacing and court repairs Manitou Park - grand opening summer Rosedale Park - Kiwanis upgrades Wishart Park - rubber surfacing Snowdown Park - court upgrades Manzo Park accessibility features (Spring 2027)	Q3 2026/ Q2 2027	In progress.
	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	John Rhodes roof replacement	A new roof installed, extending asset life	Q3 2026	50% Complete.
	John Rhodes HRV pool units	Replace pool units 1, 2, and 3	Q4 2026	Design Request for Proposal awarded, construction spring/summer 2027.
	Lighting Queen E Field B	Replace lighting	Q3 2026	Extended to October due to installation delays.
	Strathclair dog park upgrade	Install new solar lighting	Q4 2026	In progress - on target.
	Develop new dog park	New leash free dog park	Q4 2026	This is moved to spring 2027.
	John Rhodes Lighting Upgrade	Install new LED lighting	Q2 2026	On target.
	Upgrade outdoor rink facilities	Esposito rink shack	Q4 2027	Design complete, budget request for 2027 construction.
	Wishart Park	Bridge installation and park upgrades	Q3 2026	Ongoing.
	Accessible Washrooms/Change Area study	Manzo Park and Greco Pool	Q4 2026	The Greco Pool will be done in Q4 2026. The Manzo Pool will be done Q4 2027.

Focus Area 2: Quality of Life

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



Goal	Actions	Metrics	Timeline	Comments
Attract newcomers	Maximize our Rural Community Immigration Pilot allocation annually	Attract 300 newcomers to Sault Ste. Marie	Q4 2026	On track with 91 applicants processed year to date.
Promote multi-cultural events	Organize arts and culture events	12 standalone events	Q4 2026	On target - Forecasted to exceed target.
Establish diverse, equitable, inclusive and accessible community spaces	Engage seniors in community programming	55,000 program visits in Bay Street and Northern Community Centre Active Living Centres 55+	Q4 2026	On target, 47,986
	Manzo Park playground updates	Accessible features upgrades	Q4 2026	The pool ramp, accessible picnic tables, and communication board have been installed. Playground equipment installation is scheduled to begin in September 2026, with rubber safety surfacing to follow. Should weather conditions delay the work, the remaining installation will be completed in spring 2027.

Focus Area 2: Quality of Life

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



Goal	Actions	Metrics	Timeline	Comments
Increase participation and grow the number of events in the Downtown year over year	Roberta Bondar Pavilion event programming	85 events and bookings	Q4 2026	On target with 15. Busy months of July and August yet to be recorded.
	Downtown Plaza programming	30,000 participants	Q4 2026	On target with 8,705. Months July and August are yet to be recorded.
	Broader downtown events	13 events	Q4 2026	On target.
	GFL Memorial Gardens programming	9 events with over 1,200 participants (not including Greyhound games)	Q4 2026	On target with 8.
	GFL number of visitors (including Soo Greyhound games)	195,000 annual visitors	Q4 2026	On target with 173,814.
	Ermatinger Clergue National Historic Site (ECNHS) programming	25,000 annual visitors	Q4 2026	On target 4,412. Events in July and August are yet to be recorded.

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 2026	2024-2025 citywide increase of 0.7% 2024-2025 First Neighbourhoods increase of 2.9%
		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2026	Phase 1 and 2 Environmental Studies are complete.
		Implement new Queen Street design to the extent of the Downtown, Phase 2 tender and construction	Q2 2028	On track.
		Investigate funding alternatives to establish Facade grant program	Q1 2026	Currently unfunded.
	Downtown Ambassador Program	Report number of client interactions and calls for support	Q4 2026	Ongoing.
Continue to develop world-class waterfront destinations	Advance the City's Waterfront Development Master Plan	Council approval of Phase 1 design to refer budget and seek funding	Q4 2026	In progress.

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 2026	On target.
	Commission an Indigenous artwork installation	1 new installation	Q4 2026	Northern Community Centre installation complete.
Promote and conserve heritage assets	Utilize existing heritage conservation program	\$103,000 in heritage tax rebates	Q1 2026	In progress.
	Number of heritage properties registered	42 properties registered under part of the Ontario Heritage Act	Q4 2026	42 current registrations.
	Install new windows in the Sault Ste. Marie Museum building	\$200,000 window upgrade project	Q4 2026	Delayed to 2027.
	Implementation of the Ermatinger Clergue National Historic Site digital strategy	Implement FedNor grant	Q4 2026	Extended to March 2027.
	Host heritage walks and Doors Open event	5 events and walks	Q4 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
Enhance funding support for cultural initiatives	Deploy increased budget through the Cultural Vitality Committee	\$170,000 distributed to community arts organizations	Q4 2026	Completed.

Focus Area 3: Infrastructure

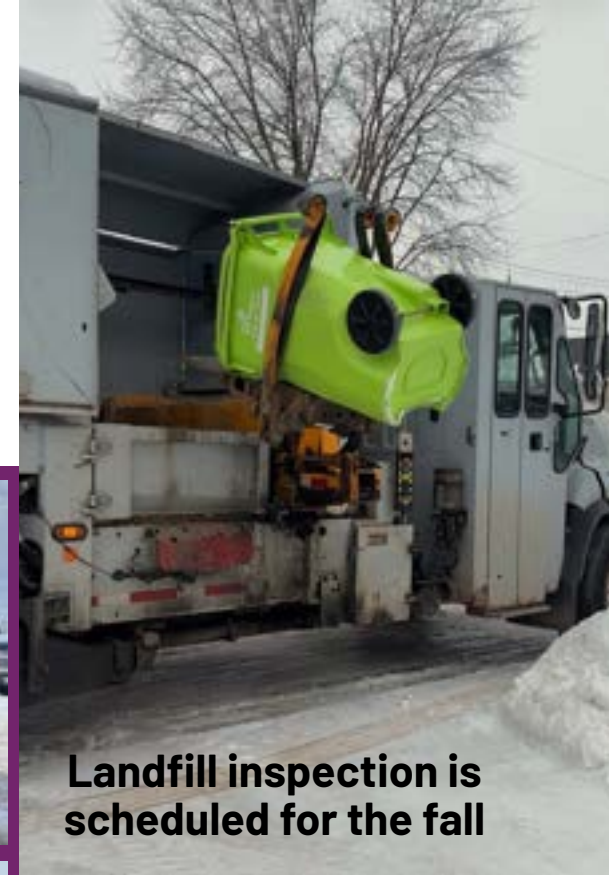
Manzo Park updates



John Rhodes pool
roof replacement
50% complete



2EV's purchased



Landfill inspection is
scheduled for the fall

29%

of vehicles exceed
the recommended
replacement age

Focus Area 3: Infrastructure

Monitor, maintain, and redevelop existing infrastructure.



Current Assets

Goal	Actions	Metrics	Timeline	Comments
Maintain a robust asset management plan	Monitor and utilize for capital projects expenditures	Use asset management plan to inform projects	Q3 2026	Updating pavement condition indices in 2026. Will report on more service levels in 2026.
	Maintain a functional public works fleet	Percentage of vehicles that exceed the recommended replacement age - currently 39% with goal of 32% by year end	Q4 2026	29% of vehicles exceed the recommended replacement age.
	Maintain a robust sidewalk network	1500m2 of sidewalk replaced yearly	Annually	831 sq.m completed to date.
	Maintain municipal drainage works	750 catchbasins (CB) cleaned per year	Annually	To date, 777 catchbasins have been cleaned.
	Maintain municipal drainage works	12km of ditches cleaned per year	Annually	To date, 3.8km of ditches have been cleaned.

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 2026	On target.
Leverage funding opportunities	Submit Provincial and Federal applications	\$28M in funding support	Q4 2026	\$18,369,113 in funding support has been received
	Implement the Approved 2026 Capital Transportation Plan (TMP)	Design, award tenders and construct all road reconstruction projects for 2026.	Q4 2026	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 2026	Completed. 2027-2031 Capital Transportation Plan approved at the July 13, 2026, Council meeting.
	Long-range planning through the Transportation Master Plan (TMP)	Review recommendations in TMP and update	Q4 2026	Procure a transportation planning consultant to update TMP in 2026.
	Update and Improve Asset Data	Keep data up to date - Pavement Condition Index (PCI) scores and sewer condition	Q4 2025	On track.

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 2026	On track.
Accessible and barrier-free	Manzo Park/Greco Pool accessible washrooms/changerooms	\$60,000 Manzo Park, \$35,000 for Greco Pool	Q4 2026	Manzo Park will be completed in 2027.
Upgrade assets for energy efficiency and climate resilience	Facility energy efficiency	Projects include JRCC LED lighting, JRCC replace cooling tower, Field B LED lighting, Roberta Bondar Pavilion parking lot lighting, Bay Street Active Living Centre rooftop unit, Bay Street LED lighting, 65 Old Garden River Road HVAC, 72 Tancred roof replacement, Library controls and electrical upgrade, PW Admin Building HVAC, JRCC roof replacement, HVAC,	Q4 2026	In progress.
	Electric vehicle charger installation	EV charge costing study completed	Q3 2026	Completed.

Focus Area 3: Infrastructure

Strategically build and acquire infrastructure to support a growing community.



Future Assets

Goal	Actions	Metrics	Timeline	Comments
Invest in maintaining an attractive and vibrant downtown core with a world-class waterfront	Advance the City's Waterfront Development Master Plan	Council approval of Phase 1 design to refer to budget and seek funding	Q4 2026	In progress.
Expand active transportation network	Expand hubtrail, multi use trails and cycling lanes	Peoples Road, Sackville Road, East Street	Q4 2026	Sackville and East Street will not be complete until 2027.
Ensure community parks, green spaces, and recreation infrastructure needs are met	Upgrade three parks	Wilcox Park - rubber surfacing and court repairs Manitou Park - grand opening summer Rosedale Park - Kiwanis upgrades Wishart Park - rubber surfacing Snowdown Park - court upgrades Manzo Park accessibility features (Spring 2027)	Q4 2026	Ongoing upgrade of Wilcox, Manitou and Kiwanis Park. Grand Openings of Manzo Park into 2027 Q2. Wishart Grand Opening is complete.

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Goal	Actions	Metrics	Timeline	Comments
Net zero emissions by 2050	Greenhouse Gas (GHG) Community Reduction Plan	Implementation of plan and report to Council annually	Q4 2026	In progress.
Enhance and protect our public green spaces	Greenhouse Gas Community Reduction Plan	Prioritization of Greenhouse Gas Action Items and Budget Process	Q4 2026	In progress.
Seek opportunities to implement sustainable solutions	Fleet transition to electric vehicles (EV)	4 electric vehicles purchased	Q3 2026	2 electric vehicles purchased to date.
		1 electric transit bus	Q4 2026	Hybrid options selected.
	Biosolid Management Facility	Complete design of new biosolids and household organics processing facility	Q4 2026	On track.
	Landfill waste diversion	2,500 tonnes of material diverted through recycling and composting programs	Q2 2027	To date, 1,020 tonnes have been diverted through recycling and composting programs at the landfill.

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



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	Q4 2026	On track.
	East End Wastewater Treatment Plant Ultra Violet (UV System Upgrades	Construction of new Ultra Violet system	Q3 2026	On track.
	Wastewater system reliability and minimize number of sewage backups per year <10 due to main blockages	125km of sewers flushed per year	Q4 2026	90.5km of sewers flushed to date.
	Landfill compliance with Provincial legislation	Exceed provincial expectations on annual inspection	Annually	Inspection is scheduled for the fall.
	Review of waste collection options (Solid Waste, SSO, Recycling)	Review complete	Q4 2026	Underway.
	Expansion of Methane Collection System Emissions (Climate Change)	Expansion complete	Q4 2027	Ongoing.

Focus Area 3: Infrastructure

Be a leader in environmental sustainability and climate action.



Goal	Actions	Metrics	Timeline	Comments
Implement practices and technologies to improve air/water quality and enhance biodiversity (continued)	Collection of Source-Separated Organics and Composting (SSO)	Collection established	Q2 2028	Ongoing.
	Continued Collection of Household Hazardous Waste (HHW) – Environment Stewardship	Ongoing operation of HHW facility	Ongoing	In-line with recent years.

Focus Area 4: Service Delivery



547,773
Transit rides

Crucial Conversations Learning Module



Staff participate in bead-making workshops hosted by Kaitlyn Neveu, Anishinaabe E-Wiidookaaged



Fire Safety demonstrations, lectures, and public events to date

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 2026	Ongoing.
Regularly collect and review customer feedback for continuous improvement	Monitor participation in programs and identify opportunities for customer feedback:	1.5M Transit rides	Q4 2026	Below the target of 547,773, largely due to a decline in international student numbers.
		5,200 total participants in programs, John Rhodes Pool	Q4 2026	On target with 2,900 participants.
		Active Living 55+ (Bay Street and NCC locations) 1,050 programs	Q4 2026	On target with 47,986 participants.
		195,000 GFL Memorial Gardens visitors, including Greyhound games.	Q4 2026	On target.
	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 2026	As of Q2 5:14 or less 90% of the time (average of 3:16)

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 (continued)	Conduct proactive Fire Service training throughout the community	Over 240 fire safety demonstrations and speaking events	Q4 2026	There have been 119 fire safety demonstrations to date.
	Educate youth on fire prevention and safety	Reach 3,500 students with elementary and secondary school program	Q4 2026	Fire Service has met with 2,500 students to date.
Develop new methods of collecting and analyzing customer feedback	Implement customer surveys to obtain feedback	5 surveys per year	Q4 2026	4 surveys 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	Develop RFI for ERP solution	RFI released	Q3 2026	Completed.
	Artificial Intelligence (AI) technology adoption	Develop AI Strategy and Roadmap - Identify pilot projects	Q3 2026	AI Strategy and Roadmap completed by December 2026.
Maximize investment in training	Use of in-house subject matter experts to deliver management skills training	Offer 3 workshop-style topics targeting new supervisors	Q4 2026	Training completed in 2026: Sick Leave, WSIB, Attendance Management, and best practices regarding accommodation and Return to Work for new Supervisors and Managers.
	Provide targeted training based on emerging trends and issues	2 additional de-escalation training sessions for front-line staff	Q4 2026	De-escalation sessions were held on November 19, 2025, and June 3, 2026, with 41 participants.
		Mental health & resilience training for all front-line staff	Q3 2026	"Resilient Me" online training has been completed by 799 employees to date.

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
Implement strategies to attract and retain talent	Increase visibility as an employer of choice in the area	Participate in three job fairs	Q4 2026	Participated in the City's Job Fair at the GFL Memorial Gardens on February 3, 2026, and at the Sault College job fair on February 4, 2026. Scheduled to attend the Sault College Job Fair on September 29, 2026.
		Partner with local post-secondary career offices for enhanced advertising	Q4 2026	Partnered with Employment Solutions and Sault Community Career Centre. Continued sharing of our job opportunities and job postings.
		Feature employee testimonials with the community	Q4 2026	Communications has completed testimonials, podcasts, and features on employees which are available on the City's social media channels.

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	Participation in this program has been limited, with an estimated three to five employees utilizing it in 2025. The Human Resources Department is currently exploring options to better track program usage through the existing Accounts Payable system. New for 2026, the program has been expanded to support employees in the Building and By-Law Division by helping to cover the cost of additional exam attempts required to complete mandatory training and certification.
	Development of DEI guiding policy for the Corporation	Draft to be submitted to the Senior Management Team (SMT) for feedback/approval	Q4 2026	The research process started.
	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	A total of 15 spaces were made available by Police Services for the Building a Respectful, Inclusive and Psychologically Safe Workplace workshop held on April 20 and 21, 2026. Nine City employees participated in the training.

Focus Area 4: Service Delivery

Create a supportive workplace that invests in employees.



Develop Employees

Goal	Actions	Metrics	Timeline	Comments
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 2026	8 staff team-building and recognition events have been held in 2026 to date. An additional 4 events have been led by the Employee Association.

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 2026	The portal will be ready to launch in September 2026.
	Ensure adherence to legislated timelines for Planning Act applications	Tracking and monitoring response times	Annual	This is primarily due to Site Plan Control applications, in which timelines often depend on consultants and property owners. In many cases, applications are reviewed and finalized by the City well in advance of building permit requirements, but the owner does not complete the final signing process for several months.
Review processes, policies, and procedures to identify efficiencies	Review and prioritization of policy document revision	Complete review and update more than two policies	Q4 2026	Completed Flexible Work Arrangements Program Policy reviews.
Reduce red tape and accelerate timelines for responses and approvals	Implement online application portal for planning applications	Training and launch of new portal solution	Q2 2026	The portal will be ready in September 2026, with training and launch on track for Q3.

Focus Area 4: Service Delivery

Build collaborative relationships to enhance service delivery options.



Community Partnerships

Goal	Actions	Metrics	Timeline	Comments
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 2026	The installation of the new Council chambers virtual meeting system is scheduled to begin in October 2026, with completion by November 2026.
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/NOL UM/FCM/EDCO/TIAC/TIAO	Q4 2026	4 partnerships.
	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 2026	2 meetings complete.

Focus Area 4: Service Delivery

Build collaborative relationships to enhance service delivery options.



Community Partnerships

Goal	Actions	Metrics	Timeline	Comments
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 2026	5 meetings complete.
Foster strategic partnerships with post-secondary education institutions for labour force and economic development	Implement a Bi-Annual Meeting with Post Secondary Institutions	Minimum 10 meetings/year	Q3 2026	6 meetings complete.

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