



SAULT STE. MARIE

Corporate Strategic Plan

2021-2024



Infrastructure



Service Delivery



Community
Development



Quality of Life



City of Sault Ste. Marie Council

2019-2022



Paul Christian
Ward 1



Sandra Hollingsworth
Ward 1



Christian Provenzano
Mayor



Luke Dufour
Ward 2



Lisa Vezeau-Allen
Ward 2



Donna Hilsinger
Ward 3



Matthew Shoemaker
Ward 3



Marchy Bruni
Ward 4



Rick Niro
Ward 4



Corey Gardi
Ward 5



Matthew Scott
Ward 5

Mission

To promote, encourage and lead economic and social growth within our community through the effective provision of municipal services and the development of community partnerships.



Vision

To be the leading innovative, dynamic and efficient municipal corporation in the Province of Ontario.

Values

Accountability and Transparency

We will be accountable to our citizens and transparent in carrying out our responsibilities.

Environmental Stewardship

We will use resources wisely to maintain and create a sustainable city for future generations.

Commitment to Citizens & Community

We will work together to provide inclusive and accessible services to our diverse community. We will strive to improve productivity and achieve excellence in customer service.

Integrity & Honesty

We will demonstrate honesty, sincerity and fairness in carrying out our responsibilities.

Respect, Engage & Value Employees

We will foster a respectful workplace where employees are treated with dignity and can excel as members of the corporate team.

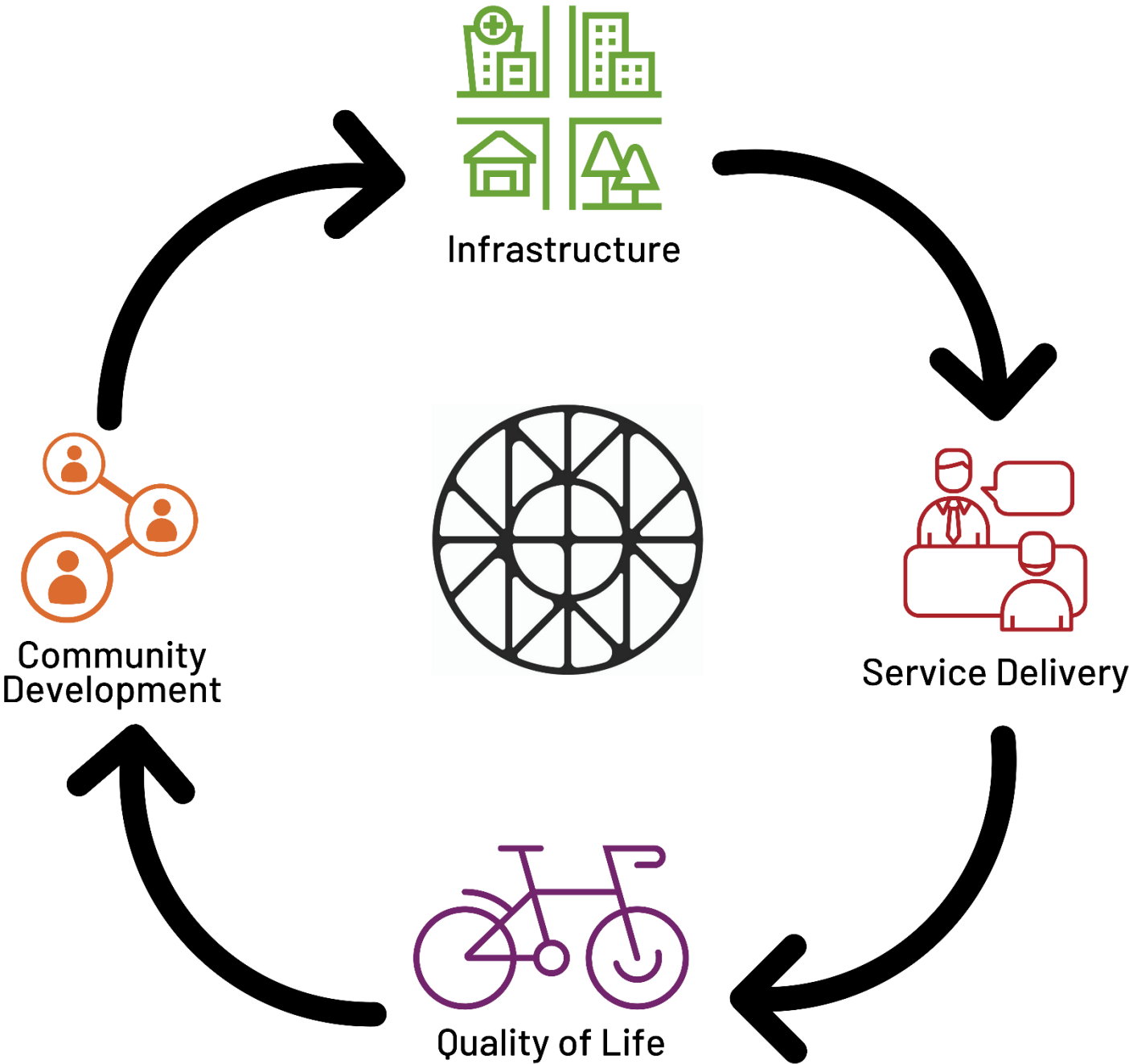
Innovation & Productivity

We will embrace innovative solutions to improve productivity and achieve excellence in customer service.

Fiscal Responsibility

We will manage municipal finances in a responsible and prudent manner. We will implement best practices to ensure best value in service delivery.

Strategic Focus Areas





Infrastructure

Asset management

Maintaining existing infrastructure

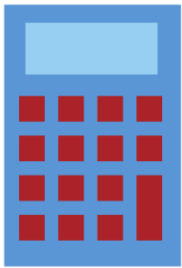
New infrastructure





Focus area: **Infrastructure**

Key 2021 Activities



Asset Management

- Asset Management Plan - Linear infrastructure



Maintaining existing infrastructure

- Capital Transformation Program
- West End Water Treatment Plant Upgrade - Phase 1



New infrastructure

- Fire Master Plan Implementation - New Fire Hall
- Landfill Biosolids Process and Design



Service Delivery

Delivering excellent and equitable
customer service

Developing employees

Eliminating barriers to business and
streamlining processes





Focus area: **Service Delivery**

Key 2021 Activities



Delivering excellent and equitable customer service

- KPMG Municipal Service Delivery Review Follow-up
- Fleet Services Review
- Civic Centre Security/Customer Interaction Review



Developing employees

- KPMG Municipal Service Delivery Review Follow-up
- Revised Non-Union Performance Evaluation Implementation
- Leadership/Non-technical Training Review



Eliminating barriers to business and streamlining processes

- KPMG Municipal Service Delivery Review Follow-up
- Comprehensive Delegation of Authority By-law
- Digital Strategy Implementation



Quality of Life

Promote quality of life advantages

Welcome and seek immigration

Vibrant downtown areas

Promote, grow and support arts and culture





Focus area: **Quality of Life**

Key 2021 Activities



Promote quality of life advantages

- Community Wayfinding Implementation
- Remote Worker Attraction Campaign



Welcome and seek immigration

- Rural and Northern Immigration Pilot Program



Vibrant downtown areas

- Downtown Plaza Project
- Downtown Revitalization Initiatives



Promote, grow and support arts and culture

- Cultural Plan Implementation



Environment

- Active Transportation Implementation
- Environmental Sustainability Committee
- Community Greenhouse Gas Plan



Community Development

Create social and economic activity

Develop partnerships with key stakeholders and reconciliation

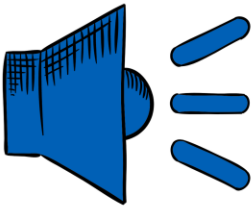
Maximize economic development and investment





Focus area: **Community Development**

Key 2021 Activities



Create social and economic activity

- Twin Pad Arena Project
- FutureSSM Implementation – Youth Initiatives



Develop partnerships with key stakeholders and reconciliation

- Community Safety Plan
- Tourism Attraction Product Development
- Bawating Advisory Circle



Maximize economic development and investment

- Completion of EDC/TDC Transition
- Community Branding Implementation
- New Official Plan
- Investment Attraction Pilot