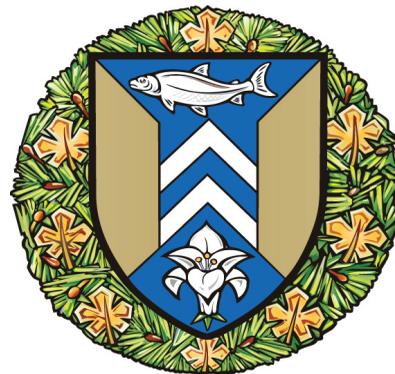


INFRASTRUCTURE • SERVICE DELIVERY • QUALITY OF LIFE • COMMUNITY DEVELOPMENT



THE CORPORATION OF THE CITY OF SAULT STE. MARIE
CORPORATE STRATEGIC PLAN
2016 - 2020





Thank you for reviewing the City of Sault Ste. Marie's Corporate Strategic Plan.

The priorities identified in this plan will guide our corporation through the next five years.

It is the goal of both Council and staff to see Sault Ste. Marie recognized as a leading and dynamic community.

Creating positive change at the corporate level will help lead to positive changes in the broader community. Our updated mission, vision and values reflect this ambitious new outlook.

Sault Ste. Marie is a resilient city with a storied history. As we enter our next chapter, this plan will ensure sound infrastructure, excellent services, innovative partnerships and an exceptional quality of life for the citizens that our government serves.

MAYOR CHRISTIAN PROVENZANO

MAYOR'S MESSAGE

I am proud to present the City of Sault Ste. Marie's Corporate Strategic Plan outlining the direction of our community over the next five years. In embracing our future with a strategic focus, it is our goal to make the City of Sault Ste. Marie one of the finest communities in the country. Throughout these pages you will see a plan based on the four cornerstones that will guide our community's progress over the next five years. Additionally, our Mission, Vision and Values in this strategic plan have been refined to better represent who we are as Corporation and where we will be in the future. As an organization filled with committed employees, we are dedicated to the tremendous opportunities of our Northern location – an environment and way of life that shapes and establishes our unique culture and the services we offer.

We look forward to further strengthening our community by working closely with our stakeholders like you. Thank you for your continued support.

CAO AL HORSMAN

CAO'S MESSAGE



CITY COUNCILLORS

2014 -2018



STEVE BUTLAND
WARD 1



PAUL CHRISTIAN
WARD 1



CHRISTIAN PROVENZANO
MAYOR



SANDRA HOLLINGSWORTH
WARD 2 - (2016-2018)



SUSAN MYERS
WARD 2



JUDY HUPPONEN
WARD 3



MATTHEW SHOEMAKER
WARD 3



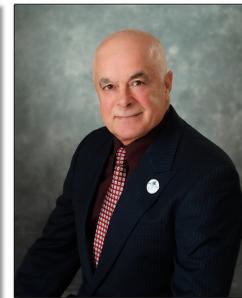
RICK NIRO
WARD 4



LOU TURCO
WARD 4



MARCHY BRUNI
WARD 5



FRANK FATA
WARD 5



JOE KRMPOTICH
WARD 6



ROSS ROMANO
WARD 6

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.

INTEGRITY AND HONESTY

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

COMMITMENT TO CITIZENS AND THE 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.

INNOVATION AND 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.

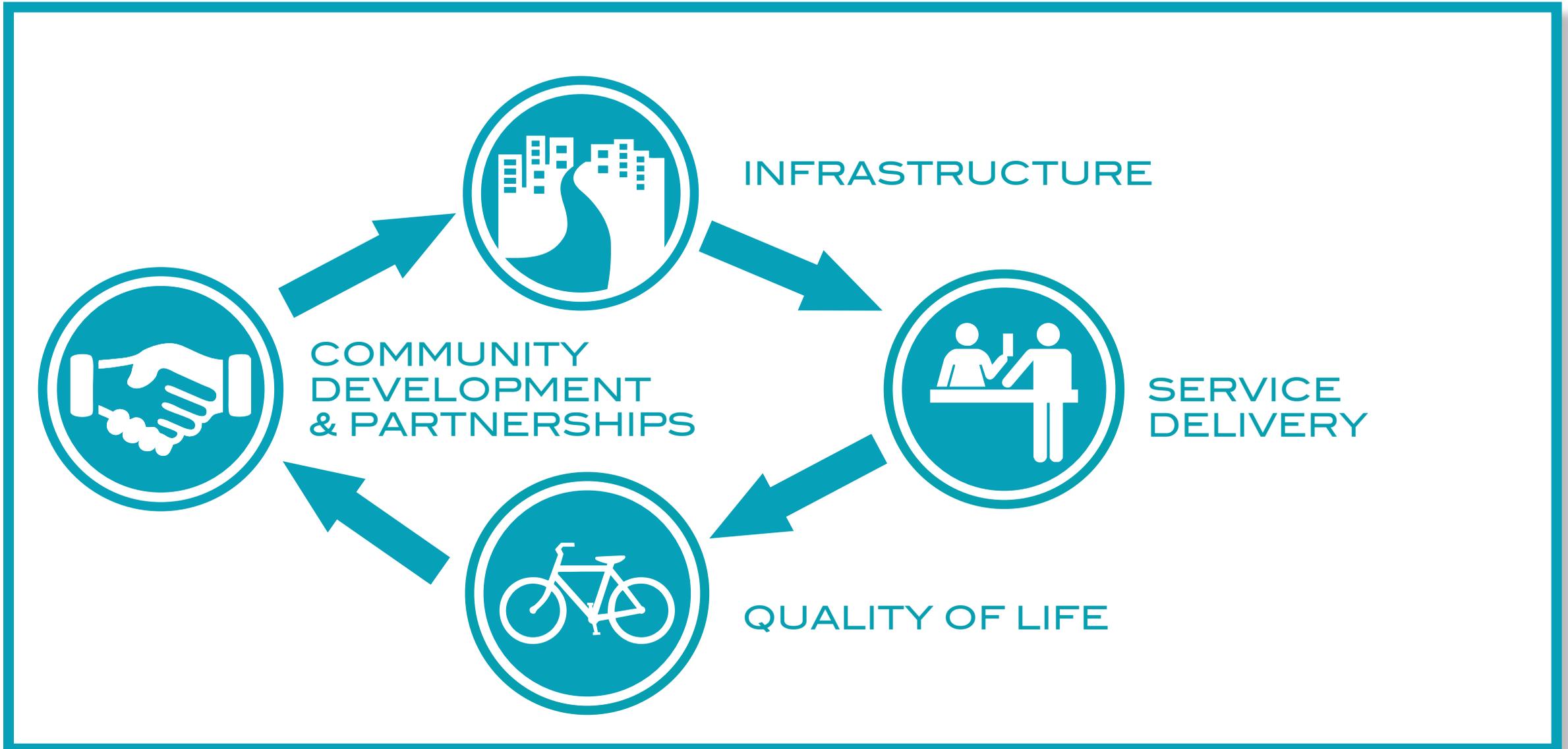
RESPECT, ENGAGE AND VALUE EMPLOYEES

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

ENVIRONMENTAL STEWARDSHIP

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

STRATEGIC FOCUS AREAS





- ASSET MANAGEMENT

- MAINTAINING EXISTING INFRASTRUCTURE

- NEW INFRASTRUCTURE

INFRASTRUCTURE



THE FOCUS AREA:

INFRASTRUCTURE



ASSET MANAGEMENT

Asset management allows us to make the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposition of assets. Our Asset Management Plan provides an integrated approach to maximize benefits, manage risk and provide safe and reliable levels of service to the public.



MAINTAINING EXISTING INFRASTRUCTURE

Maintenance of existing infrastructure will ensure its longest possible life cycle and create cost savings to reinvest in the future. We manage existing infrastructure in a responsible and sustainable way. Preserving and improving the City's assets ensures we are on the leading edge of Ontario municipalities.



NEW INFRASTRUCTURE

Planning for new infrastructure to replace deteriorating assets and create new public spaces will support competitiveness on a global scale. New infrastructure is essential to the City's growth, economic development, citizen safety and quality of life.



- DELIVERING EXCELLENT CUSTOMER SERVICE

- ELIMINATING BARRIERS TO BUSINESS AND STREAMLINING PROCESSES

- DEVELOPING EMPLOYEES



SERVICE DELIVERY



THE FOCUS AREA:

SERVICE DELIVERY



DELIVERING EXCELLENT CUSTOMER SERVICE

The citizens of Sault Ste. Marie are the focus of our work and our existence. Providing outstanding service to citizens benefits the resilience of our community and our collective future as a society. Dynamic citizen engagement is critical to our success.



ELIMINATING BARRIERS TO BUSINESS & STREAMLINING PROCESSES

Streamlining processes improves relationships with individual and corporate citizens. Addressing barriers that may impede success and fostering a culture that encourages innovative solutions will result in enhanced service delivery.

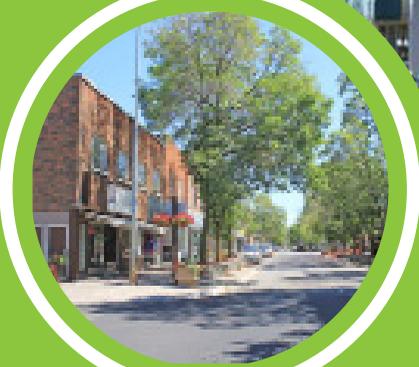


DEVELOPING EMPLOYEES

Our people are our most valued resource. We will engage and inspire our employees to achieve our vision of becoming the most innovative, dynamic and efficient municipality in Ontario. Our people have the ability and know-how to fulfill this goal.



- PROMOTE QUALITY OF LIFE ADVANTAGES
- PROMOTE & SUPPORT ARTS & CULTURE
- WELCOME & SEEK OUT IMMIGRATION
- VIBRANT DOWNTOWN AREAS



QUALITY
OF
LIFE



THE FOCUS AREA: QUALITY OF LIFE



PROMOTE QUALITY OF LIFE ADVANTAGES

The City of Sault Ste. Marie is distinctively poised to provide and promote a superior quality of life. The City is located on the border to the United States and uniquely positioned in the middle of three of the largest Great Lakes.



PROMOTE & SUPPORT ARTS & CULTURE

Promotion of our City's arts, culture, historic and heritage sites is an essential component in achieving economic health. Arts and cultural activities draw crowds from within and around the municipality contributing to a dynamic community.



WELCOME & SEEK OUT IMMIGRATION

We embrace newcomers. One of our key priorities is civic engagement as we plan, communicate and deliver municipal services. Diversity generates new ideas, perspectives, and new frontiers for community growth.



VIBRANT DOWNTOWN AREAS

We are striving to create a vibrant and attractive downtown that contributes to the vitality and resiliency of our City. Downtown areas play a central role in defining the character of our City.



- CREATE SOCIAL & ECONOMIC ACTIVITY

- DEVELOP PARTNERSHIPS WITH KEY STAKEHOLDERS

- MAXIMIZE ECONOMIC DEVELOPMENT & INVESTMENT



COMMUNITY DEVELOPMENT & PARTNERSHIPS



THE FOCUS AREA:

COMMUNITY DEVELOPMENT & PARTNERSHIPS



**CREATE SOCIAL &
ECONOMIC ACTIVITY**

Continued revitalization of public spaces creates opportunities for economic growth, diversity and social interaction. A truly dynamic community demonstrates vibrant social activity.



**DEVELOP
PARTNERSHIPS WITH
KEY STAKEHOLDERS**

We are committed to ongoing communication and stakeholder consultation to create an environment that encourages engagement and the exploration of mutual goals to grow our community. Collaboration with community partners and stakeholders is essential to our success.



**MAXIMIZE ECONOMIC
DEVELOPMENT &
INVESTMENT**

We foster an environment where economic development dollars are maximized so that existing and new business can flourish. Citizens expect true value for their tax dollars. We are committed to maintaining financial viability by strategically embracing our future with careful consideration and calculated risk in all undertakings.