

**NOTICE OF
SPECIAL MEETING OF CITY COUNCIL
2013 04 15 – 4:30 P.M.
RUSS RAMSAY BOARD ROOM**

There will be a special City Council meeting on the above-noted date and time.

The following item will be on the agenda:

1. Strategic Planning Workshop

An agenda is attached to this notice.

Malcolm White
City Clerk
2013 04 11

AGENDA
SPECIAL MEETING OF CITY COUNCIL
2013 04 15
5:45 P.M.
COUNCIL CHAMBERS

1. APPROVE AGENDA AS PRESENTED

Mover: Councillor R. Niro
Seconder: Councillor B. Watkins

Resolved that the Agenda for the 2013 04 15 Special Meeting of City Council as presented be approved.

2. 2013/14 CORPORATE STRATEGIC PLAN UPDATE

The report of the Deputy City Clerk and Manager of Quality Improvement is attached for the consideration of Council.

Mover: Councillor R. Niro
Seconder: Councillor B. Watkins

Resolved that City Council now proceed into the Committee of the Whole to consider the following matter referred to it for consideration – 2013/14 Corporate Strategic Plan Update.

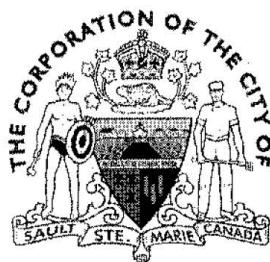
Mover: Councillor L. Turco
Seconder: Councillor P. Mick

Resolved that the Committee of the Whole Council now rise without reporting on the matter referred to it by City Council – 2013/14 Corporate Strategic Plan Update.

3. ADJOURNMENT

Mover: Councillor L. Turco
Seconder: Councillor B. Watkins
Resolved that this Council shall now adjourn.

Rachel Tyczinski
Deputy City Clerk &
Manager of Quality
Improvement



Clerk's Department

2013 04 15

Mayor Debbie Amaroso and
Members of City Council

RE: 2013/14 Corporate Strategic Plan Update

PURPOSE

The purpose of this report is to advise City Council concerning the 2013/14 corporate Strategic Plan update.

BACKGROUND

As Council is aware the 2011-2014 corporate Strategic Plan was approved on September 26, 2011. As stated at that time it was intended that the plan be updated for the last half of the term of this Council in order to review and reconfirm current activities and identify any new initiatives that should be undertaken over the next two years.

To assist in preparing for the update comments were sought from Council, staff and the general public. A summary of the responses from each group is attached to this report. The responses as well as material from other sources will be reviewed at tonight's special meeting by workgroups consisting of Council, the Senior Management Team and Division Heads from the nine corporate departments.

IMPACT

There is no financial impact associated with the updating of the Strategic Plan.

STRATEGIC PLAN

This is part of the process of ensuring the Strategic Plan is a current and valid document.

RECOMMENDATION

That the report of the Deputy City Clerk and Manager of Quality Improvement concerning 2013/14 Corporate Strategic Plan Update be received as information.

Respectfully submitted,



Rachel Tyczinski
Deputy City Clerk and
Manager of Quality Improvement

Recommended for approval,



Malcolm White
City Clerk

~~RECOMMENDED FOR APPROVAL~~


Joseph M. Pratesi
Chief Administrative Officer

City of Sault Ste. Marie

2011-2014 Corporate Strategic Plan – Mid-Term Update

Council Questionnaire

Vision Statement: (The future of the City)

The Corporation will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community.

Mission Statement: (What the City does)

To provide quality and cost-effective municipal services in a responsible and supportive manner.

How well are we achieving the Corporate vision/mission and where could we improve?

- Reasonably satisfied; doing a good job x6
- Department heads must demand efficiency; services must be scrutinized for possible cost savings; cost effectiveness x6
- Citizens expect services to be maintained without really knowing what impacts the delivery (i.e. gas prices, reduction of provincial transfer grants) x2
- Improvements are needed on communication with all parties (staff, senior staff, councillors and mayor and public) x2
- Keep the tax increase to an absolute minimum
- We need revenue – it is off the radar
- Improvement can come through ongoing monitoring of other ways of doing business (i.e. best practices, being open to change)
- We must always remember that the taxpayer pays us and allows us to do our jobs – they must always be treated with the utmost respect, even when they are criticizing us

Corporate Values

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

Accountability and transparency: We will be accountable to our citizens and transparent in our decision-making processes.

Commitment to citizens and the community: Putting people first is a hallmark of success. We are committed to working together to provide inclusive and accessible services to protect, support and enrich quality of life in our community.

Respect and appreciation of employees: We will strive to create an environment where all employees share a common purpose and direction. We value energized and

enthusiastic employees who make the most effective use of available physical and financial resources to deliver the best possible service.

Fiscal responsibility: We will manage municipal finances in a responsible and prudent manner to provide quality and affordable services. We pursue best practices to lower costs and ensure best value in service delivery.

Environmental stewardship: We will use resources wisely to maintain and create a liveable city for future generations, minimizing the footprint of our activities on the environment

How well are we demonstrating our corporate values and what barriers are preventing us from doing so?

- We do an exceptional job x3
- We must demand efficiency from all x2
- Environmental – we are above 90% x2
- Funding is a barrier x2
- Fiscally – well demonstrated and CAO often articulates examples of this at Council x2
- Fiscal – too much spent on consultants and reports especially when we consider talents of staff
- Integrity, honesty, accountability and transparency, respect and appreciation of employees – 95% or better
- Commitment to citizens – we need better transit
- Boulevards and roadways need to be cleaned up – we need to develop pride in appearance – public and private
- We are demonstrating our corporate values more clearly in some areas than others.
- Respect and appreciation of employees – good staff relations; events that support community (United Way, etc.) Could develop more throughout the year – not just 25 year service
- Commitment to citizens and community – strong
- Accountability and transparency – Council is making a real effort – staying out of caucus whenever possible
- We should endeavour to more diligently convince ourselves and residents that we are doing quite well
- People will always be sceptical
- We are communicating the message reasonably well
- Staff and council must remain cool and calm with each citizen

Strategic Directions (Please reference main document)

For each strategic direction, please note any activities that you feel need to be added to the Plan:

Strategic Direction #1 – Developing Solid Infrastructure

Objective 1A – Environmental Leadership

- Concerned about cost to task payers
- Not looking for anything new
- Council must ensure private sector does the responsible thing
- Priorities seem in order and organized?
- Smart Energy Strategy led by Innovation Centre but we are integrally involved
- Need to find a way of having the Hazardous Waste Centre open during winter on a part-time basis
- Several road blocks – staff is working hard

Objective 1B – Transportation Network Improvements

- Council must insist that the by-pass east be completed ASAP
- Bridge plaza needs to get started
- Flow of traffic in all directions must be a concern (i.e. safety)
- Priority – Black Road / Second and Third Line
- More new buses – make them appealing and more effective – have customers want to ride
- Extension of Northern Avenue to Black Road supposed to be for 2014 but meanwhile perhaps remove vehicular barriers from the walkway between the P-Patch and Northern Avenue
- Difficult to add more than is allocated in the budget currently (i.e. number of streets reconstructed is dependent upon amount of money allocated to street reconstruction)
- Push harbour project past study phase
- Review transportation network improvement – revisit and analyze road improvements

Objective 1C – Property Management and Development

- Must include infrastructure management
- Essential items must be addressed/prioritized – if it's not essential it can wait
- Downtown
 - will have to be creative to move forward – private sector will do that on its own
 - Downtown needs customers – revenue
 - Big box – retail/ gateway retail – encourage downtown mall and Gateway to work together
- Adding corporate asset management plan
- Sell off any surplus vacant property or buildings/structures (as we are doing)
- Public Works building improvements
- Transit building and terminal improvements

Strategic Direction 2 – Delivering Excellent Services

Objective 2A – Communications

- Only do what involves no or minimal cost
- Working great – praise for staff – well done
- Much improved over past few years
- Provide more in-depth information to citizens so that they have a better understanding of how we spend tax dollars (e.g. What we budget for winter maintenance and how does the plowing of one street cost as part of the budget x how many streets are plowed x how many streets we remove snow banks from) Knowing that the winter control budget is \$5m and accounts for nearly 25% of the PWT budget is enough information for Council, but it needs to be put into simpler terms so citizens can understand what it costs when they ask for even better service than we are already providing
- Council-to-Council communications

Objective 2B – Process Management

- No changes to plan – costs must be kept down
- Must commence in 2014-15 – long overdue
- Process mapping with PWT – Maps provided to Council regarding areas of supervision, etc. (when Councillor receives a call, what are the next steps in process)

Objective 2C – Leadership and Staff Development

- No additional activities – costs must be kept down
- In all areas we have great leadership – CAO has assembled talent harmony and effectiveness
- Bring more training/staff development to Sault Ste. Marie, rather than sending people out
- More information for Councillors taking courses for self-improvement
-

Objective 2D – Technological Innovation

- No additional activities that involve additional costs
- Well thought out and effective; moving nicely forward – good work
- Paperless agendas – online

Strategic Direction 3 – Enhancing Quality of Life

Objective 3A – Recreational/Cultural Infrastructure

- No additional activities that involve additional cost
- McMeeken
- Improvements to Rhodes
- If we can't do the proper big jobs, then do the small stuff right – heating, cleanliness, concessions, etc.
- If funding cannot be found to build Heritage Discovery centre we need to look at options to expand present facility – 2 events turned away in 2012 – more staff required to meet demand
- Doing very well
- More concerns of providing diversified initiatives
- Continuation of the Hub Trail to the West End Community Centre

Objective 3B – Planning for the Future

- Project the state of our buildings – age and lifespan; reserve funds needed to replace x2
- Find more investment – manufacturing, service, etc. – we need jobs and customers should be #1
-]Monitor age of employees – good succession planning
- Should do more visioning – perhaps more abstract but a valuable exercise – gets people thinking
- More information to taxpayers – communication is key
- I will not support anything that increases costs for the City unless it supports economic development (i.e., industrial land strategy is a priority)

Other:

Community engagement is essential.

At a time of restraint, costs to the city must be kept to a minimum. My priorities lie with economic development and thus the tax base.

Let private development and other levels of government supply funding.

People are tired of taxes going up.

Each senior manager from CAO down should outline a personal three year plan (especially if retirement looms)

We need to have a full time mayor.

The current Council is being led by Mayor Deb very effectively and working as a team.

Staff is fantastic.

Our major traffic arteries are not efficient and promote alternate route usage. Do we enhance flow and improve? I have heard the word "traffic calming". Are we impeding? Hold off as long as possible on Transit roof – we need to establish PWT building replacement

Continue support for Best for Kids initiatives

Continue finding solutions for increasing traffic problems in Ward 3. Increasing traffic in residential area is a constant problem and a source of ongoing complaints

Retreats held years ago were fantastic for brainstorming, bonding, strategizing, etc. – Can we still do this?

Corporate Strategic Plan is a good one and not only identifies projects and plans to guide the community but they are projects and plans that are doable.

Based on uploads and cutbacks by the Province we need to consider what we add to the plan and how it impacts the budget – not just make the document a list of things that we would like to do

Elementa – status

Landfill gas collection – status

Deep water port

Mid-Term Update of 2011-2014 Strategic Plan SUMMARY OF RESPONSES TO PUBLIC SURVEY

Survey was available on the Internet from January 31, 2013 through March 15, 2013

31 responses received

The City's vision statement is: "The Corporation of the City of Sault Ste. Marie will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community." How well are we achieving the corporate vision and where could we improve?

- Road repairs/maintenance need improvement (x5)
- Hold the line on taxes (x4)
- Leadership by Council (x3)
- Always room for improvement/moderately (x2)
- Not well (x2)
- Nothing but feel-good words and it means absolutely nothing (x2)
- No real drive to create "new economy" jobs or to generate inventors and thinkers. We need to adopt new technologies, encourage creative ideas and welcome diversity; thinking creatively "outside the box" (x2)
- Infrequent, unreliable city services in some areas of the city (x2)
- Snow removal needs improvement (x2)
- Transit Service should continue to expand as the City moves north
- More needs to be done to support water quality improvement efforts and water conservation efforts.
- Connect Panoramic to Northern Avenue
- Youth continue to look elsewhere for opportunities
- More sustainable food sources (School Gardens)
- Reduce crime
- Racism – educate residents about the changing ethnic makeup of our community
- More focus on disadvantaged citizens
- More focus on elderly.
- Recent approval of a plan to build a subdivision (on a wetland) being passed on to council

The City's mission statement is "To provide quality and cost-effective municipal services in a responsible and supportive manner." How well are we achieving the corporate mission and where could we improve?

- Don't see cost efficiency (x3)
- Poor – quality is good; however, not cost efficient (x3)
- Not good (x2)

Mid-Term Update of 2011-2014 Strategic Plan

SUMMARY OF RESPONSES TO PUBLIC SURVEY

- Focus on staff training to improve the services that are being provided (x2)
- Concerns about centralizing recreational facilities to detriment of neighbourhoods (x2)
- Moderate
- Increased costs; decreased services
- Research sustainable water management practices and pose them to citizens
- Increase the urban service area
- More buses for the east end of the city, more frequent buses on weekends
- Extended public library hours
- Drop off container for used batteries at retail outlets (i.e. Canadian Tire)
- More focus on disadvantaged citizens
- Year-round walking hub trail maintenance
- Better city funded social service programs
- Clean up the downtown and Gore Street with a refocus on tourism
- Create community gardens around the city

What do you see as the key challenges facing the City today?

- Increasing taxes, user fees (Transit) (x5)
- Upgrading aging infrastructure/roads (x4)
- Jobs; high unemployment (x4)
- City spending on employee salaries and defined pension plans (x3)
- Reduce crime; drug-related crime (x3)
- Expansion and increasing cost of city services in low density developments/ urban sprawl and development outside of urban service line (x2)
- Seniors housing
- Dilapidated downtown core/Gore Street
- Reduce spending on the downtown core.
- Transportation
- Trying to compete with more worldly cities.
- Skills development for people on social assistance
- Racism
- Economy – adverse impact of big box superstores and cross-border shopping.
- Environment –conservation of drinking water
- Continued need to conform to the expectations of the community rather than bringing something new and better
- Attracting new business/jobs to the city
- Aging population
- Lack of focus on disadvantaged
- Provincial and federal monies
- Lack of choice in medical care
- Lack of options for education at elementary and secondary levels

Mid-Term Update of 2011-2014 Strategic Plan SUMMARY OF RESPONSES TO PUBLIC SURVEY

How do you think that City Council and staff can meet those challenges over the next two years?

- Engage with the community in new ways to access unheard voices; more community open houses (x4)
- Pay freezes for staff pay; staff contributions to their benefits, (x3)
- Be creative (x2)
- Strong public messaging denouncing racist and prejudice offences; ad campaign communicating positive messages about newcomers to our community; engage in a campaign to promote diversity of thought (not just ethnicity) (x2)
- Fix roads/more money on infrastructure (x2)
- Organize
- Council leadership; more involvement with citizens
- Longer term plan – more visionary – beyond Council's term
- Upgrade transit fleet; modernize city bus terminal; hold line on youth transit passes
- Add another bus for the east end
- Create more options to help people locate jobs that are available
- Provide funding to people who want to start up businesses
- Improve City Police services, focus on patrol and prevention.
- Business needs to be reintroduced to the downtown area rather than the constant migration of business to the north end of town. Continue with the plan to revitalize the area surrounding the international bridge and redirect new business to that area
- Proactive by-laws about water conservation,(limiting dates and times residents can water lawns) ;introduce a rain barrel program
- Boost efficiencies – more efficient staff, not more staff
- Expand hub trail, spokes to improve fitness, active transportation and to make to city more attractive to tourists and businesses
- Shelters/accommodation for marginalized
- Keep tax increases to zero
- Attract industry
- Do not allow development of major subdivision at Pointe Louise and other such proposals until we improve the core and infill existing vacant and underused land within the urban core.

What are the three most important issues that the City's corporate Strategic Plan should address?

- Lower taxes; do more with less (x4)
- Fix the drinking water (x4)
- Social Service skills development for disadvantaged, services for disadvantaged seniors (x3)
- Stop urban sprawl (x3)

Mid-Term Update of 2011-2014 Strategic Plan

SUMMARY OF RESPONSES TO PUBLIC SURVEY

- Fix roads; infrastructure renewal (x3)
- Improve the city's image – first thing US tourists see as they enter the city is a strip club, a dilapidated border station, and heavy industry surrounded by low-income homes (x2)
- Homelessness/cost of housing (x2)
- Increase tourism (x2)
- Employment (x2)
- Senior housing and services (x2)
- Operational review – cost effectiveness; improved efficiencies (x2)
- Promote water conservation
- Add another bus in the East end – stops are too far apart and there are too many roads with no buses.
- Attraction and retention of forward-thinking young people.
- Control expenses, stop building rinks
- Public recreational facilities, hockey rinks, youth programs, skateparks, gaming facilities.
- Expand Hub Trail, cycling master plan
- Ethnic awareness and integration.
- Building opportunities for implementation and creation of technological solutions (jobs, medicine, education)
- Improve walkability of the City (clearing of sidewalks in the winter, location of pedestrian crossings on streets, reduced speeds in school zones)
- Engage more citizens; broader representation of voices at City Hall
- Develop Gateway and St Mary's site
- Accessibility issues, more low floor transit buses, green committee funds
- Policing
- Schooling
- Sault Transit
- Snow removal;
- Attract industry related to steel
- Community gardens
- Participative government'

City of Sault Ste. Marie
Mid-Term Update of 2011-2014 Corporate Strategic Plan
Staff Input

Survey was available on the staff Intranet from January 31, 2013 through March 1, 2013

32 responses received. No manual responses were received

What do you see as the key challenges facing the City today?

- Properly managing the resources currently available; continuing current services with minimal tax increases (10x)
- Retaining and developing good quality employment; youth out-migration (10x)
- Maintaining aging infrastructure including buildings, roads and sewers (5x)
- Tourism and attractions; modernizing waterfront; Gateway (4x)
- Keeping up with changes to technology; lack of progress in terms of modernization and forward-thinking compared to other municipalities (4x)
- Attracting industry and small businesses (3x)
- Crime, domestic violence; drug abuse (3x)
- Lack of housing
- Transparency
- Hiring locally
- Treatment of employees

How should/can the City meet those challenges over the next four years?

- Round table discussions and problem solving with front line management, and sometimes ideas from the union side; learn to accept change/change management (x5)
- Research/seek funding opportunities (x4)
- Marketing (x4)
- Encourage federal and provincial funding to keep businesses growing; recruit innovative large businesses; keep Essar Steel healthy (x4)
- More communication with other municipalities as examples (x3)
- Refrain from giving funds to outside organizations until all facilities are properly maintained; require three business plans before approving external funding requests (x2)
- Investments in new technology; fibre optics lines throughout the City (x2)
- Develop the Gateway site and waterfront better; make city more attractive (x2)
- Put aside "nice-to-have" projects until funding can be found (x2)
- Invest in quality of life initiatives (x2)

- Tax incentives (x2)
- Develop and implement key strategies to ensure the long sustainability for City services (x2)
- Create a task force dedicated to arresting/removing violent and repeat criminals and gangs from our city and encouraging judges to impose maximum sentences for the criminals; press releases, the mayor speaking out about domestic violence, rehabilitation wait lists shortened (x2)
- Identify areas where waste or unnecessary spending is occurring.
- Direct funds towards upgrades on existing buildings
- Efficiencies, new equipment runs more efficiently
- Create an RV park on the waterfront (like Sault Michigan)
- Develop a program to encourage youth to return and help create employment to keep them here.
- Not hiring or making positions that are not needed
- Ensuring that staff are able to utilize the latest technology
- Allocate \$400,000 for vehicle replacement per year from federal gas tax
- Summary of expenditures available on the website for all taxpayers to peruse
- Construction projects should be offered to local companies.
- Ensure that the city does not expand beyond our core responsibilities

How well are we achieving the corporate vision statement and where could we improve: "The Corporation will be a leader in the provision of efficient, affordable and quality services supporting a progressive and sustainable community."

- So far so good; on track; B-; well on our way, but cannot stop trying to improve; continuous improvement process; we keep trying as a corporate body and as individuals; good ;somewhat (x9)
- Needs to improve; on the downhill slide, leading to dissention within the corporate structure from management right down through the union ranks; could improve by cutting fat at top instead of bottom; falling behind; not well at all; not progressive; 15 years behind even smaller cities within Ontario ; 5/10 (x7)
- Very well; keep developing a team that takes pride in their roles and duties; admirable given financial and physical resources available (x6)
- Communications, community engagement from all divisions; website behind other municipalities; use of social media is poor. Good that twitter @cityssm has launched, but could be more info; improve on reporting on spending of tax dollars; send out surveys or have individuals complete surveys on line (x6).
- The corporation is providing a remarkable service; over and above; level of service in many cases is too high and expensive to maintain (x2)
- The future will be a challenge; review to make sure vision suits the future (x2)

- Improvements are necessary in process mapping to identify redundancies.
- Our instructions are clear and we are following them
- Unsure
- New smart phones would improve communications
- People who are low income, who are the invisible homeless, who are not middle class are ignored, more could be done to create a holistic investment into the community that includes all walks of life
- PUC is out of control and the city needs to step in and reduce rates or become self-sufficient with wind farm and produce our own energy for entire city

How well are we achieving the corporate mission statement and where could we improve? "To provide quality and cost-effective municipal services in a responsible and supportive manner."

- Moderately; fair; room to improve; half way there; could improve; currently being achieved; services are good; OK (x8)
- Well; very well; A+; admirable given financial and physical resources (x5)
- Review fees – reduce some and increase others; take a closer look at how some services are being provided. Certain operations should be evaluated from a business point of view; can this service / operation be done more cost effectively?; each department needs to look at redundancy and spending (x4)
- Not very well; need more grass roots employee involvement in this area (x2)
- City is doing an excellent job but Council needs to understand that more damage is done when you do not increase taxes as opposed to making reasonable increases.0 is not reasonable; .quality is very high and that comes at a cost (x2)
- Everyone wants more for less, yet quality performance comes at a cost. You are doing a good job at promoting the corporate image.
- Because ideas and suggestions seem to get dismissed or rejected, morale has plummeted, therefore no one is forthcoming with ideas or suggestions, leading to erroneous and expensive ideas and purchases
- NQI vision that started processes, including the strategic plan, has not continued. Training and meetings have been halted.
- Support the working class with quality service
- Too many light duty jobs
- All employees must be held accountable for assigned duties and responsibilities.
- If we are talking about snow removal and property taxes – relatively fair
- Be clearer to the public about which departments offer which services, etc
- We have all the tools in place to achieve this statement
- Quality of service is falling because people are very self-focused. Many ground level employees are very unhappy with the way they have been treated.

How would you know if our corporate values were working?

- Public opinions/feedback and comments (x8)
- Tax rates maintained; scope of work completed within or below budget; CAO and Finance department run a tight ship (x4)
- Employees would be happier; communicating well; team morale would change (x3)
- Liaise with taxpayers and business owners; employee and public feedback forum online (x2)
- Compared to other places (x2)
- Unless you are at the working level and see where the money is being wasted, then you only know what you're being told; many are jaded by the thought that "they" never listen and do what "they" want to do or if "they" listen, "they" don't really hear (x2)
- Strategic Plan has been valuable in establishing and meeting goals
- Unsure
- Keep track of sick time being used or abused
- Residents would be calling the people they need to speak to first, rather than getting bounced around between different departments.
- Review of financial information and key performance indicators (need to get these in place)
- Common sense, tangible results
- Being able to see our leaders (the Mayor and Council) take a public stand against discrimination and stand up for social justice, making it a true priority
- PUC would reduce rates to compete with wind farm or close down

What are the top three things that should be accomplished during the balance of this Council term?

- Council – reduce politics/grandstanding; work together; keep differences out of the public eye, be positive and proactive. Take lessons from North Bay; stop being old school, remove the individuals that are a problem at the very top; start putting the community first and stop focusing on making themselves look better; don't see where this Council has made any significant accomplishment other than spending considerable time and money on 2012 Celebrations; more Council presence with public forums. Councillors should familiarize themselves with city departments and try and get a handle on the obstacles each one faces; listen to departments equally, each division has basic needs and then extras to make life easier, no one department is more important than another; accountability/awareness (x10)

- Manage unnecessary corporate spending; limit tax increases; cost-efficient; balance budget; control costs. (x7)
- Attracting new business; entice international corporations (x5)
- Find a developer for the Gateway site; improve waterfront (x5)
- Bicycle lanes; transit bike racks; active transportation (x3)
- Complete asset management plan and funding requirements (x3)
- Review non-mandatory services as to whether they should be continued (x3)
- Lower the crime rate; drug rehabilitation programs; public statements regarding domestic violence (x3)
- More input from/to the public, take public input more seriously; educate taxpayers as to what we do (x3)
- Complete the west end twin pad; replace McMeeken Centre (x2)
- Increase employee morale; continue with current positive working relationship with staff (x2)
- Work with local post-secondary institutions, "high tech" programs (x2)
- Downtown revitalization (x2)
- Create a top five list – make people understand and execute it
- Continue updating Strategic Plan including establishing budgets and goals to improve aging infrastructure.
- Continued training city staff
- Increase the marketability of the city by providing tax breaks to new businesses
- Development of the deep sea port
- Encourage OLG to remain in the Sault and maintain the jobs,
- Continue supporting each department with core needs
- Maintenance of roads,
- Fibre optic lines
- Simplify as many procedures as possible
- Develop affordable condos
- Further energy saving initiatives
- Ensure non-union staff get their wage increase
- Greater social media presence
- Finish the Essar centre with suites and restaurant
- Homelessness
- Solve traffic problem on Great Northern Road
- Ensure that planning principles are followed and reinforced at council.
- Sort out parks issue,
- Sort out signs issue
- Sort out Pointe Louise Estates
- Job creation