

SPECIAL MEETING OF CITY COUNCIL AGENDA

Monday, April 18, 2016

4:30 p.m.

Russ Ramsay Board Room

Civic Centre

Pages

1. APPROVE AGENDA AS PRESENTED

Mover Councillor S. Myers

Seconded Councillor J. Hupponen

That the Agenda for the April 18, 2016 Special City Council Meeting as presented be approved, with one additional item concerning Council travel.

Mover Councillor S. Myers

Seconded Councillor J. Hupponen

Resolved that Councillor S. Hollingsworth be authorized to travel to Toronto for 4 days in April to attend the Great Lakes Economic Forum at an estimated cost to the City of \$1,635.

2. COMMITTEE OF THE WHOLE

Mover Councillor S. Myers

Seconded Councillor J. Hupponen

Resolved that City Council now proceed into the Committee of the Whole to consider the following matter referred to it for consideration – 2016-2021 Corporation Strategic Plan.

3. OVERVIEW OF SESSION 1

4. REVIEW OF CURRENT STRATEGIC FOCUS AREAS & DIRECTIONS

5. SURVEY FEEDBACK

5.1	Summary of Council Survey	3 - 10
5.2	Summary of Senior Management Team Survey	11 - 20
5.3	Summary of Staff Survey	21 - 37
5.4	Summary of Public Survey	38 - 64

6. IDENTIFICATION OF KEY CHALLENGES

Small Group Discussion and Report Back

General Discussion

7. IDENTIFICATION OF TOP PRIORITIES/STRATEGIC FOCUS AREAS

8. RISE AND REPORT

Mover Councillor S. Myers

Seconder Councillor J. Hupponen

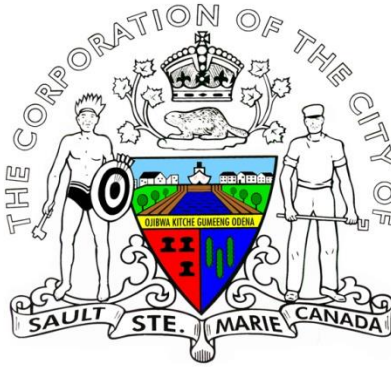
Resolved that the Committee of the Whole Council now rise without reporting on the matter referred to it by City Council – 2016-2021 Corporate Strategic Plan.

9. ADJOURNMENT

Mover Councillor S. Hollingsworth

Seconder Councillor J. Hupponen

That this Council shall now adjourn.



**Interview Guide
City Council
City of Sault Ste. Marie
Corporate Strategic Plan**

Introduction:

We are currently undertaking background work to update the corporate Strategic Plan to be used as a tool for Council and staff for the present term of Council (2015 to 2018). The process involves interviews with Council and City staff as well as other methods of information gathering. This interview will assist us in identifying key issues and outcomes that the strategic plan could address.

Phase two of the strategic planning process involves working sessions with Council, senior staff, and division heads to define strategic directions and rank priorities. It is expected that the working sessions will take place once a new CAO is selected.

Vision & Mission:

1. What are the key challenges facing the City today?

- Maintain existing programs/infrastructure (11)
- Infrastructure (10)
- Aging population (4)
- Youth retention (3)
- Low birth rate/population growth (2)
- Employment opportunities- (4)
- Maintaining services while reducing or levying taxes- (4)
- Business growth/ economic development (3)
- Stagnant local economy (3)
- Cost reduction (2)
- Staffing models / right people with right skills filling available jobs (3)
- Asset Management Plan (2)
- Taking advantage of “Alternative Energy Capital” profile
- Maintain current industries
- Isolation from province/country
- Transportation networks
- Public transit
- Healthcare
- Protection & use of agricultural land
- Environment
- Affordable housing
- Decreased provincial grants
- Requests for improvements in services
- Exodus of intellectual value from the city
- Reduced assessment

2. How should the City meet those challenges over the next 4 years?

- Strategic plan (2)
- Be forward thinking/ proactive (2)
- Undertake staffing review

- Asset management plan
- Ongoing discussion regarding cost reductions (Council & CAO) without impacting services
- Opportunities for cost savings
- Cost cutting (internally)
- Changing technologies
- Council needs to get into a “sleeves rolled up” session with SSMEDC around addressing the shift of demographics and what they are doing to woo folks to our community. Related, where are the job niches. i.e. business expansion noted by John Martella and lack of trained staff.
- Council should bring parties together
- Working groups to discuss various challenges (building an Extraordinary Community model)
- Immigration strategy
- Employment strategy
- Not being risk-averse to taking a chance when opportunities arise
- Spending review
- Economic development- give strong direction to EDC; innovation Centre- expect more
- Implement transportation master plan
- Emphasis on federal and provincial funding
- Emphasize affordable housing, assistance to seniors- new retirement homes (reasonably priced)
- Things to enhance quality of life for seniors (eg. Benches on Queen St.)
- Introduce development charges
- Developing new partnerships/ alliances- particularly in Northern Ontario
- Fiscal responsibility, prioritize what Council will do over the term
- Planning and executing
- Create economic conditions necessary to ensure growth increases
- Increased youth retention should offset aging population
- Capital management plan addresses infrastructure maintenance etc.

3. Describe what the City would look like in 4 years if those challenges were met?

- Vibrant/exciting/dynamic community (4)
- Forward thinking, progressive city
- Growth (2)
- Reduction in staff, realignment of assignments
- Improvements in infrastructure will take longer to be evident
- Improved economy- vibrant industry
- Population increase
- More investment
- Smart grid model for north America in SSM
- Several data centres
- Keeping jobs in Sault Ste. Marie
- Developed gateway site
- Positive changes throughout the community- more events, etc.
- More opportunities for young people
- Improved for aging population
- Improved quality of life
- Lots of people working if growth was up- lower unemployment rate-inward migration
- Better tax base- help city finances- help infrastructure- self-fulfilling prophecy
- Younger, more active work force spending money in SSM
- Can't rest on our laurels

4. How can a strategic plan help in meeting those challenges?

- Document which is used as a guideline/ direction (5)
- Used as a source to refer back to (3)
- Helps Council understand key milestones; provides focus
- High level strategic idea- component parts that support it

- City Council in concert with local employers- large and small, needs to identify where they wish to go as private business and how the city can support and “get out of the way”
- Staff references strategic plan but Council doesn’t refer to it
- Should be used by Council more
- Important that Council plays an aggressive role- not be complacent
- Council needs to take a leadership role
- Prioritizes issues/ projects
- Should reflect the need for growth and guide decisions- including budget decisions
- Take actions as set out in the plan

5. What are your views on the current vision and mission statements?

Vision: (the future of the organization)

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

- Change (5)
- Don’t change (5)
- High level directives- still fits- should not be changed
- I think it is time for the corporation to look more outward into the community and see how we fit. What is our “new” role in today’s community development. If our community is not growing and “passing the baton”, we will not need City services.
- Always have to work to be as efficient as possible- quality of service has to be affordable
- With new mayor and CAO- vision and mission should be re-visited or at least fine tuned
- Fine
- Seems fine- may be ideas that we haven’t looked at- let’s not stick to the status quo
- Agree with all- key words are important
- Needs to be changed- not that it isn’t true- but it needs to be refreshed
- Do what they are supposed to do- shows direction
- Should be re-done. Needs to be re-stated
- Re-visit, refresh- be proactive

Mission: (the mandate of the organization)

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

- Change (7)
- Don’t change (3)
- Supportive? What does this mean?
- I think it is time for the corporation to look more outward into the community and see how we fit. What is our “new” role in today’s community development. If our community is not growing and “passing the baton”, we will not need City services.
- Always have to work to be as efficient as possible- quality of service has to be affordable
- With new mayor and CAO- vision and mission should be re-visited or at least fine tuned
- Fine
- Seems fine but worth discussing
- Agree
- Needs to be changed- not that it isn’t true- but it needs to be refreshed
- Does show what Council wants to do. Might want to use different words but likely says the same thing
- Should be re-done. Needs to be re-stated
- Re-visit, refresh- be proactive

Values:

1. What are the key values that should guide the City in its work?

- Integrity, honesty, and transparency (7)
- Existing values are relevant (3)
- Accountability to more than just citizens (2)
- Existing values with greater detail on accountability, transparency, fiscal, and commitment to citizens (2)
- Environmental stewardship (alternative energy sources (2)
- Fairness (2)
- Statement- value employee input to drive efficiencies
- State “we will...” in each value (opposed to “we are”)
- Don’t just say it- do it
- Excellence
- Independence
- Innovation
- Citizen engagement
- Lead by example- don’t just say it- do it

2. How would you know if those values were working?

- Public- complaints/ feedback (5)
- Openness can be measured by customer feedback and staff willingness to consider new approaches in how we carry out business
- Would see anecdotally if we are living up to corporate values (with staff and citizens)
- Reviews with each department, public, Councillors and staff
- Environmental – proof is in the pudding
- Integrity and honesty should be evident by the way we talk and act in public and in private
- Mutual trust and respect – intangible – feel it more than quantify it
- Crime rate
- Monitor, plan
- Increased engagement
- Engagement, transparency, customer service= more informed, more content public
- Self-monitoring

Strategic Priorities:

1. What are the important issues that the strategic plan should address?

- Delivering necessary city services in a cost efficient manner- not just a matter of delivering what we do now- but should we deliver at all- everything is up for possible realignment, reduction or removal- spending review
- Staffing models- opportunities for attrition, realignment, efficiencies
- Infrastructure maintenance- |||| ||
- Asset management- |||
- Customer service- ||
- Enhancing quality of life- |||
- Economic growth- ||
- Citizen engagement- ||
- Energy management- i.e. within civic centre
- Provide a snapshot of where we are at this point in our history i.e. services provided, at what cost and both financial and human resources; in other words, what does it require to do what we do?
- Inventory our staffing needs- skills and readiness to “step up” in succession as needed
- How does the corporation achieve sustainability and continuity in service levels

- Specific projects completed- commit to it and if major changes to the plan are required, keep Council and all staff team apprised of why the plan has to change
- Departmental reviews for efficiencies and quality services
- Employment
- Re-vitalizing downtown- gore street
- Deep water port
- Having the right people with the right skills to fill available jobs- identifying the issue
- Low birth rate/population growth
- Taking advantage of profile as “alternative energy capital”
- In-depth spending review with concrete results
- Working closely with other groups
- Financial policies- like not using surplus to reduce taxes- find creative ways to keep taxes low
- Aging population- burden of property tax
- Youth out migration
- Expectations of EDC, innovation centre
- Encouraging new development
- Delivering excellent services- enhanced animal care and control by-laws
- High quality municipal services
- Identify and guide plan for land use
- Governance training for members of Council and all board members
- Decreasing provincial grants
- Requests for improvements in services- parks, bussing, etc.
- Land use planning
- Increased transparency
- Use of available technologies to create efficiencies and enhance services
- Youth retention
- support quality of life; employment opportunities
- Improved processes (reduced bureaucracy, red tape, etc.)
- Communication tools- educating public

2. What are the top 3 issues?

- Infrastructure (6)
- Asset management (3)
- Economic growth (3)
- Enhancing quality of life
- Spending review (2)
- Citizen engagement & technology (2)|
- Enhancing quality of life (2)
- Delivering high quality, efficient services (2)
- Customer service (2)
- Provide a snapshot of where we are at this point in our history i.e. services provided, at what cost and both financial and human resources; in other words, what does it require to do what we do?
- Inventory our staffing needs – skills and readiness to “step up” in succession as needed
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- Specific projects completed – commit to it and if major changes to the plan are required, keep Council and all staff team apprised of why the plan has to change
- Deep water port
- Having the right people with the right skills to fill available jobs – identifying the issue
- Low birth rate/population growth
- Seniors issues
- Affordable housing
- Improved processes

Roles & Responsibilities:

1. What should be the role of City Council in the development and implementation of the strategic plan?

- Council says what its priorities are for the term
- Set policy that supports it and keep it top of mind
- Council should be heavily involved in both guiding CAO to follow strategic plan once completed; decisions should follow strategic plan
- Set out vision and goals – working with staff – individual members of Council championing projects- garnering support- sell the idea to the community
- Be open minded; stop NIMBYism; be less political and more realistic in approach
- Should be the voice of the constituents to staff to have implemented
- Full input into development – should be involved in implementation, should monitor. Make sure that departments are meeting objectives and timelines in the plan
- Joint role – staff and Council – Council should oversee
- Leaders in developing – implementation – should follow plan once approved. Provide resources to implement
- Create and approve plan – do everything necessary to support it, to sell it

2. What is the role of the staff in the development and implementation of the plan?

- To implement as Council has directed (6)
- Create policies that balance/comply with city-wide vision/ mission (2)
- Input; (2)
- More reporting
- Meet with Council to hear input into goals but to “educate” as to needs of the corp.
- Staff needs to be involved in development;
- Staff should bring forward ideas for new projects. Look beyond day-to-day operations
- Dialogue between staff and Council
- Joint – staff and Council – reporting on progress, making Council aware of financial opportunities
- Providing data in creation

3. What is the role of the community in the development and implementation of the plan?

- Provide input in development (services sought and “bright ideas” for improving quality of life)- surveys, website, town meetings (draws for returning surveys (8)
- Community involvement- by EDC, Chambers of Commerce, Downtown Association (2)

Impact:

1. How could the strategic plan affect the work of the Council?

- Roadmap or guiding document of direction Council wants to go and goals to be achieved during the term of Council (7)
- Could provide Council with a tool to better commit to accomplishing specifics and budgeting accordingly; manage costs
- Trying to find the balance – fulfilling the strategic plan – fund projects, decisions should flow from strategic plan
- If utilized and endorsed should be a reference for projects or activities

2. How could the plan affect the work of the staff?

- Provides staff with direction as to what Councils priorities and expectations are (7)
- Significant projects should be related to strategic plan- should reference in reports be coloured or bolded to make more significant.

- Could provide Council with a tool to better commit to accomplishing specifics and budgeting accordingly; manage costs
- Costs involved, additional work
- Staff and Council need to work closely together- interaction, cohesiveness. Staff gives Council; information- communication

3. How could the plan affect the community in general?

- Informs community as to what Council's goals, priorities & activities are (2)
- Improves lives of residents and community – identifies costs (2)
- Communicates vision, mission and values. Best use of resources
- The plan could provide the community with a level of comfort in seeing leadership and outcomes emerging from City hall that they feel that they have been part of creating
- Provides the public with a sense of trust – can see what is envisioned – sense of purpose and direction
- Road map – benefits community, should enhance growth
- Better customer service; greater public engagement. Finding efficiencies, technology – save money
- Sense of ownership, pride, accomplishment

Accountability:

1. Who should be accountable for implementation of the strategic plan?

- Council (8)
- Staff (8)
- Mayor (4)
- CAO (3)
- Individual responses Included in above*
- CAO
- CAO with SMT in concert with C.C.
- Mayor Council CAO and SMT
- Staff with champions on Council
- Mayor and Council, staff supporting Council
- Staff led – overseen by departmental head who reports to Council
- Mayor and Council, department heads, employees, everyone
- Council and staff
- Staff with Council providing resources
- Mayor and Council

2. What kind of process should be in place to ensure accountability?

- Quarterly updates (7)
- Presentations to Council; updated strategic plan – make a presentation status updates by strategic direction (as opposed to departmental presentations)
- Just having on consent doesn't get the attention it should
- Should be more dynamic/ alive – keep referring to strategic plan
- Physically post the plan in city facilities – post values, etc. in Council Chambers
- Town hall meetings once a term in each ward with ward Councillors totally engaged
- Quarterly meetings specific to strategic plan
- Specific Councillors should be assigned to each part of the strategic plan (with expertise in that field)
- Balancing act – to deal with new issues as they arise
- Individual responses Included in above*
- Quarterly update – red flag what is necessary – bring to the attention of Council when/if something changes
- Quarterly reporting, reference in Council reports – Council should give more weight

- Quarterly reporting – visual of what is happening or not – highlighting changes to plan
- Workshops re: quarterly reporting – lead staff noting any changes – not just changing dates and amounts
- Quarterly reporting and annual
- Quarterly reporting on regular agenda rather than consent
- CAO should be held accountable
- Quarterly reporting “state of the city” and then annually- through CAO

Community Participation:

1. Which key groups or individuals should be consulted?

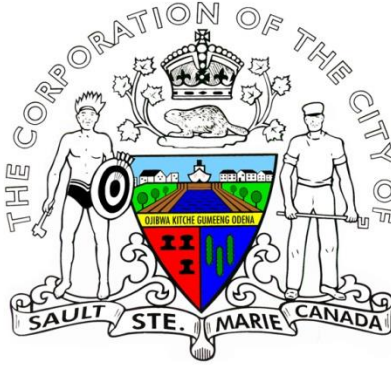
- Businesses in community – Essar, OLG; CEOs of major employers (4)
- Education sector (4)
- Non-profit social services groups; large charities (3)
- Health sector (3)
- Chamber of Commerce (3)
- Downtown Association (3)
- EDC (2)
- First Nations
- Arts and culture sector
- Focus groups; i.e. environmental groups
- Neighbouring communities
- MP/MPP
- Major unions
- For community strategic plan – not for corporate strategic plan – but not to add more layers, redundancies in existing services

2. How should they be consulted?

- Specific invitation (6)
Individual responses Included in above
- Specific invitation to a planning sessions – are there synergies (1/2 day sessions)
- Key influencers luncheon event with a PowerPoint presentation made jointly by the mayor and CAO. Follow up commitment to provide feedback by a distributed SHORT survey to be sent within one week
- Scheduled opportunities/ discussions
- Website, social media, Facebook, twitter
- Opportunity for public – send your feedback

3. How can the community actively participate in the implementation of the strategic plan?

- Not applicable to implementation
- N/A
- They don't
- Not sure they can.... More of a role to support the “big picture vision”
- Not necessarily applicable to implementation- more on development
- Education- being informed
- Working groups- follow up with key groups that have been involved
- Annual reports as to status
- Periodic structured meetings with community partners
- Ensure that Council members are meeting commitments they made when they got elected
- Website, surveys, town hall meetings- INPUT



**Interview Guide
City Council
City of Sault Ste. Marie
Corporate Strategic Plan**

Introduction:

We are currently undertaking background work to update the corporate Strategic Plan to be used as a tool for Council and staff for the present term of Council (2015 to 2018). The process involves interviews with Council and City staff as well as other methods of information gathering. This interview will assist us in identifying key issues and outcomes that the strategic plan could address.

Phase two of the strategic planning process involves working sessions with Council, senior staff, and division heads to define strategic directions and rank priorities. It is expected that the working sessions will take place once a new CAO is selected.

Vision & Mission:

What are the key challenges facing the City today?

- *Infrastructure (7)*
- *Business growth/ economic development (3)*
- *Maintaining necessary services while reducing taxes- (2)*
- *Core infrastructure / aging infrastructure / asset management – specifically for buildings and storm sewer works as they are not well funded (7)*
- *Population/demographics (aging population, population decline, labour force) to meet job opportunities and growth of economy/ millennial generation has vastly different expectations than senior population. How will the needs of all citizens be addressed (2)*
- *Economic development (need to increase migration as existing workforce retires)*
- *Quality-of-life (e.g. Essar Centre, Hub Trail)*
- *Maintaining services while reducing taxes;*
- *youth retention;*
- *Economic /business growth and development*
- *Police and Fire service costs exceeding the community's ability to pay and as a result other services decline as funding is redirected.*
- *Culture*
- *Employee engagement/moral,*
- *Departmental silos and lack of system/service integration,*
- *Dated IT systems and infrastructure,*
- *Fiscal pressures to do more with less (4)*
- *Replacing key positions as employees retire – 35% to 40% turnover*
- *Absenteeism*

Providing service levels that strike a balance between the level of service needed, desired or required with costs that will continue to rise. What are the appropriate levels of service across the vast array of services that SSM provides? What are the priorities for these vast arrays of services provided? Do we provide a basic service for some services and a higher level for others?

As this exercise shows is the need for extensive ongoing strategic planning and dedicated staff focused solely on this important process. Part of the strategic planning needs to involve all staff with an eye to ensuring that all understand their role in providing customer service, line of sight, so they will be committed as service providers to our customers and get and remained engaged.

The development of a high performance service organization requires investment in education and training of staff at all levels at all times.

1. How should the City meet those challenges over the next 4 years?

- *Really need to look at a longer period to see results – 10-15 years.*
- *Continue to designate base funding in the budget for management of building assets. 2015 budget was a good start. Consider reducing the sanitary sewer surcharge which appears to be on a track to be overfunded, and implement a storm sewer surcharge to properly fund storm sewer works. Essentially move some sanitary money to storm. It may result in a reduction overall – reduction in the urban only levy? Don Elliott and Shelley have already had discussions about this.*
- *The current Strategic Plan is largely an internal document with a great many projects. When everything is a priority, nothing is a priority. City Council needs to revisit these strategic directions. My suggestion would be quality-of-life and environmental leadership, economic development, infrastructure renewal and corporate excellence.*
- *Develop detailed strategies and processes to address the issues.*
- *Formulate a combined plan which includes the asset management plan. Put a team together to rank and distribute funds to correct the highest priority issues and update annually.*
- *Re-think how we conduct business i.e.: what are we doing that is effective and what is not*
- *Utilize technology better / invest in technology (2)*
- *Re-evaluate user fees and the use of them as additional revenue source*
- *Input from all types/ages of citizens as to what they want to their community to be in future*
- *Strategic change and system integration,*
- *Encourage and foster a culture of employee innovation and accept increased levels of risk.*
- *Training and succession plan in place for ease of transition.*
- *Exit interviews for constructive feedback*
- *Corporate contemporary recruitment and selection program*
- *Health Prevention and Wellness training*
- *Clearly delineate what level of service is required and then fund to that level both operationally and through capital. If costs are an issue than service levels need to be adjusted accordingly.*
- *Provide education and training to maintain and develop skill levels, give responsibility and hold accountable for expectations of high performance.*
- *Identify only 3 to 5 projects under each strategic direction that can be funded and completed within the term of Council. Some of the projects*

currently identified in our Strategic Plan are worthwhile, but have no funding commitment. As such, they may not be priorities of City Council.

2. Describe what the City would look like in 4 years if those challenges were met?

- *Again can't measure successfully in 4 years.*
- *There would be a more balanced funding for sanitary and storm works, and a good base of annual funding for building asset management.*
- *A community with a progressive and inclusive reputation that people want to move to and invest in for the outstanding quality of life.*
- *Prosperous and growing.*
- *If you follow the plan without deviation you will see improvement.*
- *If economy and diversification occurs, the community would become more vibrant and the citizens would have greater value for their tax dollars*
- *Competent well trained staff working at more efficient levels*
- *Improved attendance*
- *Healthier workforce*

3. How can a strategic plan help in meeting those challenges?

- *Having a strategic plan reduces the error factor. Solid and meaningful data results in a more effective process of success.*
- *It will keep Council and staff on track, and on task. It will keep the goals in focus. Some of us (me included) may not like to see it every few months, but it serves to keep the overall goals in mind.*
- *A municipal strategic plan does three critical things. First, it explains the priorities of City Council to the public. Second, it becomes the key input into the budget process. Third it provides a clear path moving forward and in doing so, encourages new investment in the community.*
- *By ensuring processes are developed and resources (human and financial) are applied.*
- *It provides long term direction and allows all to review progress*
- *Will set the direction and focus on the big picture*
- *Co-ordinating a consistent approach on investing in our "Human Resources" the people not the department*
- *Committing to improving the culture of the organization*

4. What are your views on the current vision and mission statements?

Vision: (the future of the organization)

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

- *We have tried to be all inclusive and I feel that the current wording accomplishes this.*
- *It is fine, although "sustainable" is kind of trendy these days. I would offer "stable" as an alternative.*
- *This vision is restricted to providing services. I suggest that we expand this to include creating a "vibrant and growing" community.*
- *Change the word "sustainable" to "prosperous".*
- *No change required.*
- *Leader – compared to whom, on what level? How is it measured?*
- *In principle they are great statements just not sure they are achievable....do we know if we are really cost-effective? Are there measures in place to achieve these objectives.....*

- *All mission and vision, value, credo, etc. need to be understood and lived every day in all that we do as a corporation, not simple a plaque on the wall.*
- *As a service organization we are dependent on human capital and I believe this should be recognized and in our statements and give due credit to our staff*

Mission: (the mandate of the organization)

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

- *No change required. (4)*
- *Change municipal to community. “Municipal” does not speak to or about community / people*
- *The mission statement is well written but requires more advertising. Provide more education beyond the senior staff level.*
- *In principle they are great statements just not sure they are achievable....do we know if we are really cost-effective? Are there measures in place to achieve these objectives.....*
- *All mission and vision, value, credo, etc. need to be understood and lived every day in all that we do as a corporation, not simple a plaque on the wall.*
- *As a service organization we are dependent on human capital and I believe this should be recognized and in our statements and give due credit to our staff*

Values:

5. What are the key values that should guide the City in its work?

- *Honesty/Integrity,(7)*
- *Accountability.(4)*
- *Responsibility*
- *Fiscal responsibility (2)*
- *Effective communication,*
- *Creating great employees and a positive work environment.*
- *Environmental leadership*
- *Strong team values.*
- *Leadership*
- *Service excellence and reliability*
- *Sustainability*
- *Embrace change*
- *Encourage and support innovation*
- *Respect diversity*
- *Focus on community and customer service excellence (2)*
- *Collaboration/teamwork (2)*
- *Strive for excellence*

6. How would you know if those values were working?

- *We realize that any system can be improved upon. Micro-managing is not an effective tool. Staff needs to feel they are part of a team and that in itself helps monitor key values within the corporation.*
- *Success in these areas would be evident in the relationships among Mayor and Council, senior staff, employee groups, and outside agencies*

- *Discussion around any values needs to include measurement criteria.*
- *Institute meaningful performance measures; track complaints and responses; annual departmental reports.*
- *You would see it in your accomplishments*
- *Performance measures – evaluation and accountability of strategic plan*
- *Input from citizens*
- *To measure you need benchmarks, which are measured and evaluated against goals. Values are tough to measure quantitatively and usually require qualitative analysis.*
- *Short and long term indicators such as on-time completion, done correctly the first time and within budget both individual work assignments as well as cross group projects with less complaints and constant communication through out to maintain clarity and understanding.*

Strategic Priorities:

7. What are the important issues that the strategic plan should address?

- *Current strategic framework is still valid: (1) Developing solid infrastructure; (2) Delivering excellent services; (3) Enhancing quality of life.*
- *Infrastructure renewal and maintenance; excellence in service delivery; and, effective communications*
- *Quality-of-life and environmental leadership, economic development, infrastructure renewal and corporate excellence.*
- *It will provide direction and the opportunity to review.*
- *Economic growth thus leading to assessment growth*
- *Infrastructure renewal and investment*
- *Value for tax dollars (ie. efficient services)*
- *Healthy quality of life*
- *The plan needs to include 5, 10 & 20 year goals to be strategic. Planning only 4 years out is an operational plan, not necessarily a strategic plan.*
- *The culture of the organization needs to change.*
- *Efficiencies needs to be found and promoted – modernize operations*
- *Increasing revenue streams.*
- *Departments needs to increase system integration and better cross pollinate*
- *Corporation needs to engage community.*
- *Corporation needs to welcome and promote economic and community development.*
- *Increase community service standards (not levels or new services). Become better at what we are already doing and the manner in which we are doing it before adding new services.*
- *Employee talent. Minimum qualifications are not sufficient in order for the organization to truly become a leader (as per mission statement). To become a leader, the corporation needs to attract and retain the best talent. The gauge needs to move from “can they do the job, to can they excel in the job”? The best talent gets promotion, not those with “connections” or based on seniority.*
- *Corp needs to focus on employee training and professional development. Corporation typically only provides “must” know training (WHMIS, Health*

and Safety, etc.) Need to move in to professional development to invest in human resources.

8. What are the top 3 issues?

- *Same as above.*
- *The unfunded infrastructure deficit; the ability to provide excellent service delivery within current and projected revenues, without debt financing; the ability to attract more industry to increase development and therefore the resources to meet the first two issues*
- *As above and note that all four are inter-connected.*
- *Infrastructure, City assets, Rolling stock.*
- *Assess the needs, prioritize the submissions, direct the funds. Stay on track.*
- *Economic growth thus leading to assessment growth*
- *Infrastructure renewal and investment*
- *Value for tax dollars (ie. Efficient services)*
- *Healthy quality of life*
- *Organization's culture.*
- *Employee talent.*
- *The plan needs 5, 10 & 20 year goals to be strategic*
- *Ingrained understanding of the need and requirement for strategic planning*
- *Integration of individual, department and corporate goals so we are all pulling in the same direction.*
- *Sustainability in the mid-term with a view to a more long term comprehensive planning process. What do we do, what are we not doing, what should we stop doing with a constant review and fine tuning along the way. Planning now should always be 3-5 years ahead of the curve to be able to be adaptable and fluid all the time.*

9. What methods do you use currently (other than the budget process) in your department for planning activities for each year (i.e. goals and objective setting, operations plans)

- *DSSAB Board developing/updating its strategic plan*
- *Commissioner and division heads use a two year planning cycle. Develop bi-annual work plan that identifies clear goals and objective through the planning cycle. Have internal monitoring elements that management uses to gauge and measure effectiveness/success/failures.*
- *Review of what, why, how we do things and compare to what our customers require from us in business planning process. Encourage input from any and all on specific items, long term initiatives and new, or better way of providing service.*
- *Constant dialogue of ideas, questioning, proposing and challenging*

10. What are the best methods to solicit input and comment on the plan from your staff?

- *Staff should not be part of a strategic planning exercise. Strategic planning is done by senior management. Once the strategic plan is completed, staff should have input into the development of a work plan specific to their division on how to achieve the strategic ends identified by the mayor, council and senior management.*
- *A variety of methods need to be used to allow everyone a comfort level to contribute. Individual discussions, group discussions, large "Town Hall"*

meetings, submission of briefs or discussion papers as well as mass communications and requests for comments.

Roles & Responsibilities:

11. What should be the role of City Council in the development and implementation of the strategic plan?

- *Governance and approval.*
- *Council has the role of leadership – work broadly with staff and other agencies to form the strategic plan. Note that we have a functional strategic plan – it only needs review and modification based on this review*
- *To determine the strategic priorities for the City, to work with staff to identify key projects for each strategic priority and provide the required funding. Projects that Council is not willing to fund within its term should not be included.*
- *Priority setting and policy setting to achieve targets*
- *Council should provide funding options and review of progress. The plan is live and will extend far beyond Councils term.*
- *Set the direction (ie. Vision)*

12. What is the role of the staff in the development and implementation of the plan?

- *Putting in place the necessary implementing tools and directives to achieve plan success.*
- *Staff has the role of fleshing out the details of the plan and advising Council and seeking Council approval on the final revised version*
- *To work with Council to identify appropriate projects and budget for each strategic priority. Implementation.*
- *Administer and identify ways and means to achieve strategic items.*
- *Create a plan, implement, and review progress.*
- *Develop the action plans to achieve the vision as set by Council*

13. What is the role of the community in the development and implementation of the plan?

- *Be a part of the system in providing responsible, respectful comments / volunteering and assisting in the effort to achieve success*
- *The community's role is one of input, through points of contact like public meetings and social media.*
- *To encourage discussion among members of the community and to identify those projects which are of the greatest benefit.*
- *Collaborate with Council and staff*
- *Feedback on over all progress of plan.*
- *Provide input as to direction. Where do we want to be?*

Impact:

14. How could the strategic plan affect the work of the Council?

- *Assist in an orderly implementation of actions – save time / money.*
- *It should be a general guide, referred to often, and revised periodically when circumstances warrant*
- *The Strategic Plan should be the fundamental input into the budget process. As such, budget needs to be a major consideration of the entire strategic planning process.*

- *Provide a road map for growth and prosperity.*
- *The plan will provide Council with a summary of funding requirements for future needs.*
- *Align municipal planning decisions to meet outcomes as per the plan*

15. How could the plan affect the work of the staff?

- *Improve productivity and getting to an informed decision.*
- *It should be referred to often by senior staff and Division Heads when implementing policies and procedures for division processes. The strategic goals should be communicated often to all staff. The majority of staff are employed to do the business of the City because they know “how” – but they should be reminded regularly “why” they are fulfilling their role.*
- *A good strategic plan provides clear direction for staff when determining priorities and assigning resources.*
- *Direct efforts towards achieving priorities.*
- *The plan is the guide and direction.*
- *Provide direction for departmental budgets*
- *Focus spending and other resources*

16. How could the plan affect the community in general?

- *Better end product – same time / money.*
- *If the municipality government communicates sense of purpose, it will help the overall community thrive.*
- *Everyone benefits when the most important issues facing the community are addressed and agreed to priorities are implemented.*
- *Develop a prosperous and progressive community*
- *Completed tasks will in turn provide positive feedback.*
- *If achieved community will achieve its goal of where it would like to be*

Accountability:

17. Who should be accountable for implementation of the strategic plan?

- *Department Heads in each of their respective areas.*
- *Council is accountable to the public for implementation of the plan. CAO is accountable to Mayor and Council, and senior staff are accountable to CAO...etc. All municipal employees are accountable at some level for the implementation.*
- *Varies depending on roles and responsibilities.*
- *There should be a small committee that ensures the plan stays on track.*
- *Council and staff*
- *Senior Management.*
- *Individuals, managers and commissioners working towards a common goal(s). There also needs to be an overarching co-ordination to manage the process and verify things are getting done.*

18. What kind of process should be in place to ensure accountability?

- *Regular information sessions to address not only success but areas that have not met expectations with reasons for both.*
- *Regular review – like we have been doing. The required reference to the Strategic Plan in all Council reports works well in my view.*

- *As noted previously, each value, strategic priority and project needs to include measurement criteria and a reporting structure.*
- *Annual review of accomplishments.*
- *Scheduled reporting of achievement of goals*
- *Assignment of staff to each goal for accountability*
- *Not sure what this means? All levels of management need to be held accountable for achieving, or not, all goals and ends identified in the plan.*
- *Key Performance Indicators, SMART Goals, regular communication to verify progress and identify problems in a timely manner. Performance needs to be attended to daily, weekly, monthly as required on a more informal basis rather than the standard and formal "Performance Appraisal" method.*
- *What gets measured gets done.*
- *A merit based bonus or incentive can be used to reward satisfactory, outstanding and exceptional results in conjunction with measuring performance.*

Community Participation:

19. Which key groups or individuals should be consulted?

- *Business, upper levels of Government / Industry / City agencies and special groups / educational institutions.*
- *All agencies should be invited – but we realize some will not respond. That includes all special interest groups, school boards, regulatory, approval and funding agencies, private citizens, local health organizations, - there are many others...*
- *Identify a process to ID all groups and engage them all.*
- *Small and large business. Tax payers thru Councillors.*
- *Business*
- *Schools (High school students and post-secondary)*
- *Senior Centres*
- *Social Service Agencies*
- *General population*

20. How should they be consulted?

- *Open forums / town hall meetings.*
- *In the usual manner – reports to Council, public notices, social media. Use open houses if warranted – but not if recent similar attempts have been poorly attended. Sometimes the public is just not interested in being engaged in an issue – that's fine.*
- *Various ways – online; open house; town hall; meetings with identified groups.*
- *Invitation to attend workshops.*
- *Random survey*
- *Voluntary survey (at malls etc.)*
- *Town Hall meetings*

21. How can the community actively participate in the implementation of the strategic plan?

- *Social media; information forums – "get to know the plan".*

- *The community can participate as noted above, and they can engage in the discussion through their ward Councillor.*
- *By submitting requests through Council. That is why Councillors are elected.*
- *We have seen from the budget process that it is difficult to obtain meaningful public input beyond “don’t raise taxes.” This is largely due to the complexity and wide ranging scope of municipal services. Many people do not participate because they do not believe that they can provide meaningful input or that anyone will listen.*
- *One possible approach is called deliberative polling. Residents are selected at random and invited to attend a day long workshop. Staff provide background information on a number of topics and are available to answer questions but do not provide any suggestions or opinions. Following discussion among the participants, traditional polling methods are used to identify priorities. The major difference with this approach is that residents have a chance to understand, question and discuss key issues and opportunities for the community rather than simply filling out a survey or attending an open house.*
- *City Council maintains full responsibility for approving the Strategic Plan and budget, but the results of this process can be useful.*

This approach was successfully used in Danyar (?) China, a community of 170,000 people. The local council had identified the reconstruction of a major boulevard as their top priority. This would create a grand entrance to the community, become a place of community celebration and contribute to the parks in the area. It was also reminiscent of an earlier time and would likely create a sense of pride in the community. After hearing the results of the public consultation process, Council re-focused their efforts on providing clean water and putting playground equipment in the existing parks. They did this knowing that they were actually meeting the most pressing needs of their residents.

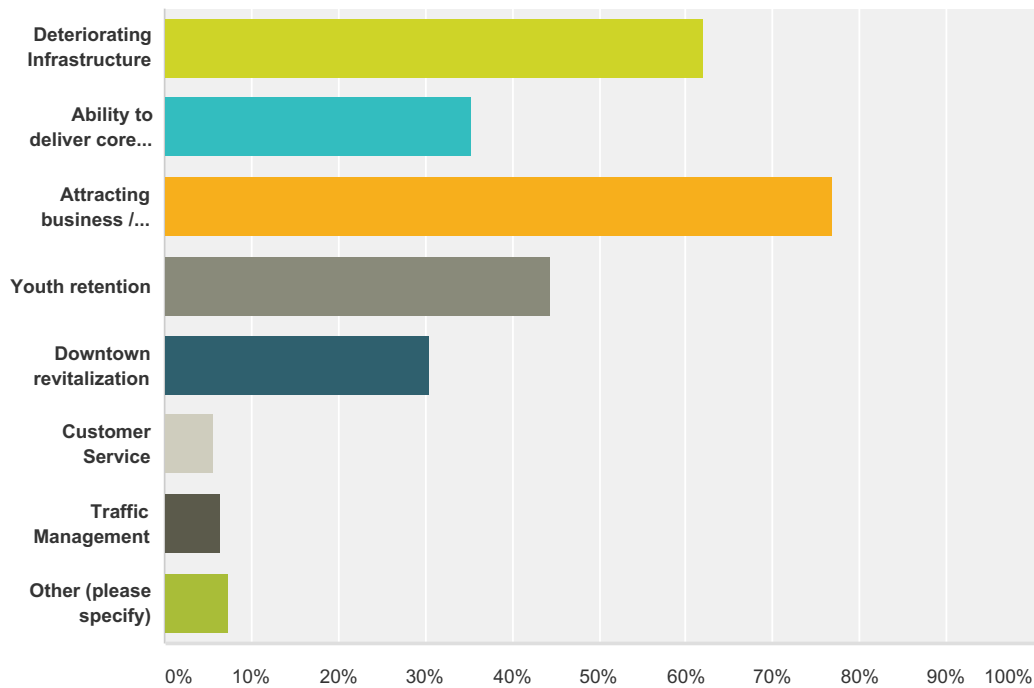
What are the advantages of this type of approach?

- *It reaches out to a broad representation of the community and engages groups which do not usually participate in public consultation.*
- *It eliminates possible bias associated with one particular sector lobbying to support their interests.*
- *It provides for expert question and answer opportunities.*
- *It allows for informed discussion.*
- *It creates general consensus on what the City’s priorities should be.*
- *It provides valuable input to both the strategic plan and budget process.*

Regardless of what approach is used, The final document needs to be easy to read with clear identification of strategic directions, a brief summary of recent activities and planned projects over the next few years. Photographs and bright colour would help along with information on how to get more details on specific projects.

Q1 What do you see as the key challenges facing the City today?

Answered: 108 Skipped: 0



Answer Choices	Responses
Deteriorating Infrastructure	62.04% 67
Ability to deliver core services within budget	35.19% 38
Attracting business / industry	76.85% 83
Youth retention	44.44% 48
Downtown revitalization	30.56% 33
Customer Service	5.56% 6
Traffic Management	6.48% 7
Other (please specify)	7.41% 8
Total Respondents: 108	

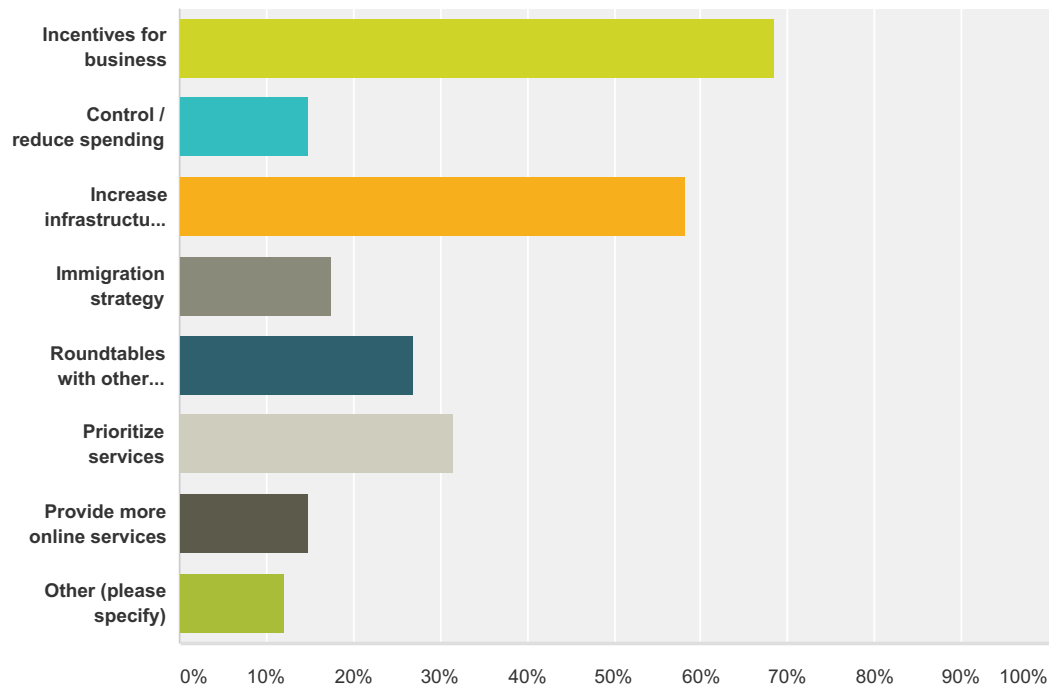
#	Other (please specify)	Date
1	Appropriate Fire Suppression services for a city our size	1/28/2016 11:26 AM
2	Attracting business/industry is the key to all challenges. Downtown revitalization would greatly benefit the city (i.e. City of Kelowna's Bernard Avenue Revitalization: http://www.kelowna.ca/CM/Page2280.aspx)	1/26/2016 11:19 AM
3	Aging population and increasing cost of utilities and core City services.	1/25/2016 11:05 AM
4	employment creation	1/25/2016 9:06 AM
5	Downtown needs to have derelict or neglected buildings bought and torn down for overall appearance and opportunity to enhance new people friendly spaces.	1/22/2016 2:09 PM

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6	Limited funding available for Capital from Current projects used for improvements	1/22/2016 1:34 PM
7	No corporate "brand"; Lack of potential resident / municipal partnership programs compared to other cities.	1/22/2016 1:31 PM
8	Development of non cyclical industry, IE create a University Driven economy	1/22/2016 1:12 PM

Q2 How should/can the City meet these challenges over the next five years?

Answered: 108 Skipped: 0



Answer Choices	Responses
Incentives for business	68.52% 74
Control / reduce spending	14.81% 16
Increase infrastructure spending	58.33% 63
Immigration strategy	17.59% 19
Roundtables with other partners	26.85% 29
Prioritize services	31.48% 34
Provide more online services	14.81% 16
Other (please specify)	12.04% 13
Total Respondents: 108	

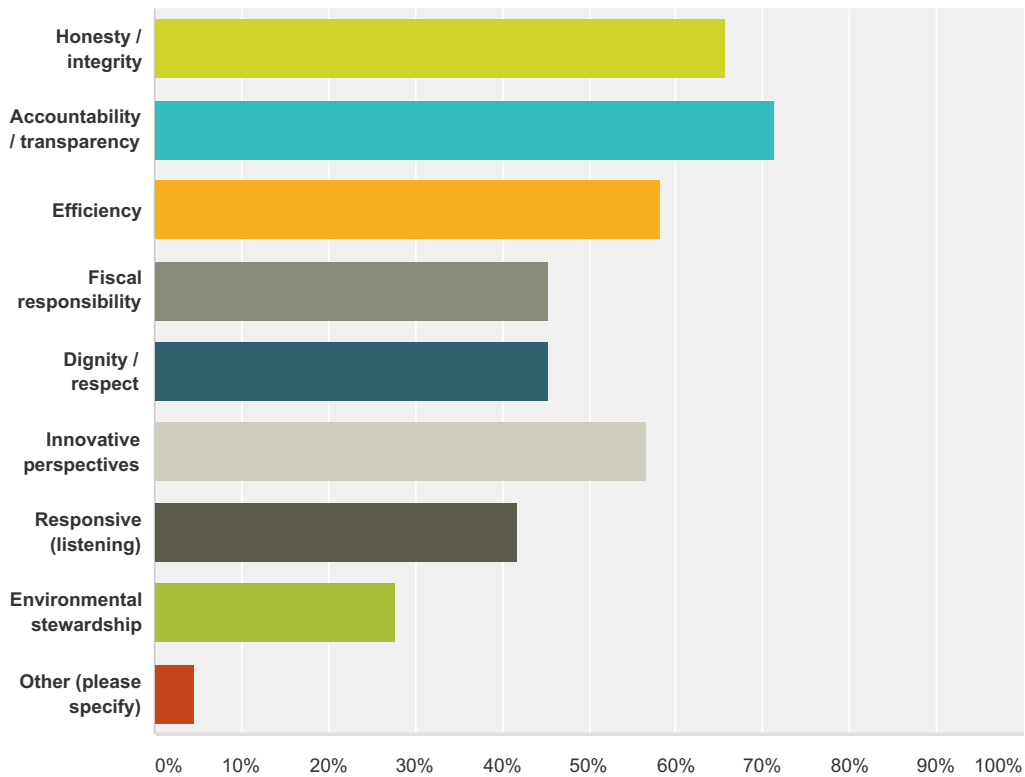
#	Other (please specify)	Date
1	What are other municipalities' incentive programs for business. Research other border cities to see how they are using that to their advantage.	1/26/2016 11:19 AM
2	Incentives for resident to save, recycle, reduce and participate in the discussions.	1/25/2016 11:05 AM
3	More innovative economic and community development - we tend to count on historical industries.	1/24/2016 8:11 PM
4	input from tax payers	1/23/2016 11:54 AM

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5	I am firm believer you have to spend money to "make money". We need to face the crisis of aging infrastructure and prioritize what we want to spend our money and time on. There are "optional" or fluff services that the City provides which deplete resources that could be devoted to the provision of key municipal services. Ensure core services are maintained and properly funded.	1/22/2016 4:00 PM
6	generate more industry	1/22/2016 2:44 PM
7	People need to have a clean safe district to gather and enjoy year round in a northern climate.	1/22/2016 2:09 PM
8	Stop cutting jobs, through layoffs and attrition	1/22/2016 1:46 PM
9	Change budget allocations	1/22/2016 1:36 PM
10	Lobby the federal and provincial governments to give incentives to companies that bid on government tenders for services or military contracts to set up business and manufacturing in the Sault	1/22/2016 1:34 PM
11	Create a way for staff to offer suggestions on their jobs themselves, and how they could be done more efficiently. The people doing the frontline work know their jobs, and may have simple ideas on how to make things better. I have ideas, but don't know where to offer them. I wonder if my suggestions are welcome and should be initiated from the staff level, or if I need council to think it up first and provide the direction.	1/22/2016 1:20 PM
12	spend more resources on Post Secondary Education developement (University town)	1/22/2016 1:12 PM
13	Reduce rent on downtown property to encourage more businesses to stay	1/22/2016 12:47 PM

Q3 What key values should guide the City in its work?

Answered: 108 Skipped: 0



Answer Choices	Responses
Honesty / integrity	65.74% 71
Accountability / transparency	71.30% 77
Efficiency	58.33% 63
Fiscal responsibility	45.37% 49
Dignity / respect	45.37% 49
Innovative perspectives	56.48% 61
Responsive (listening)	41.67% 45
Environmental stewardship	27.78% 30
Other (please specify)	4.63% 5
Total Respondents: 108	

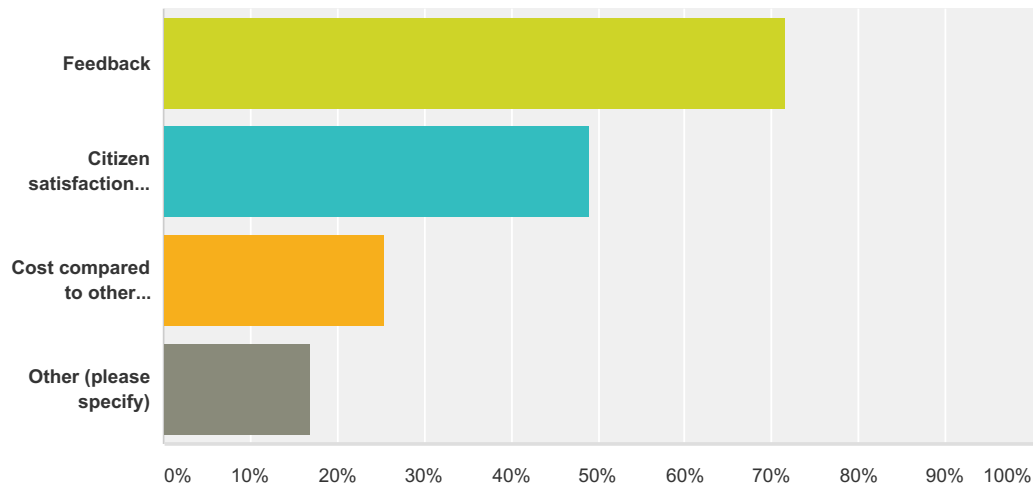
#	Other (please specify)	Date
1	As of late council seems hell bent in pushing through an agenda of cost containment. They have failed to consider or listen to feedback from the public while doing so.	2/2/2016 12:47 AM
2	Our community needs to become more inclusive and welcoming and racism free.	2/1/2016 9:01 AM
3	be more proactive. If you do nothing you still move backwards because everyone else continues to move forward.	1/22/2016 4:37 PM

Corporate Strategic Plan - Staff Survey

4	The City demands fiscally responsible action and always has - thus our great credit rating. Being honest and working with integrity is essential.	1/22/2016 4:00 PM
5	All values listed above are key in guiding the City in its work.	1/22/2016 12:51 PM

Q4 How would you know if those values are working?

Answered: 106 Skipped: 2



Answer Choices	Responses
Feedback	71.70% 76
Citizen satisfaction surveys	49.06% 52
Cost compared to other municipalities	25.47% 27
Other (please specify)	16.98% 18
Total Respondents: 106	

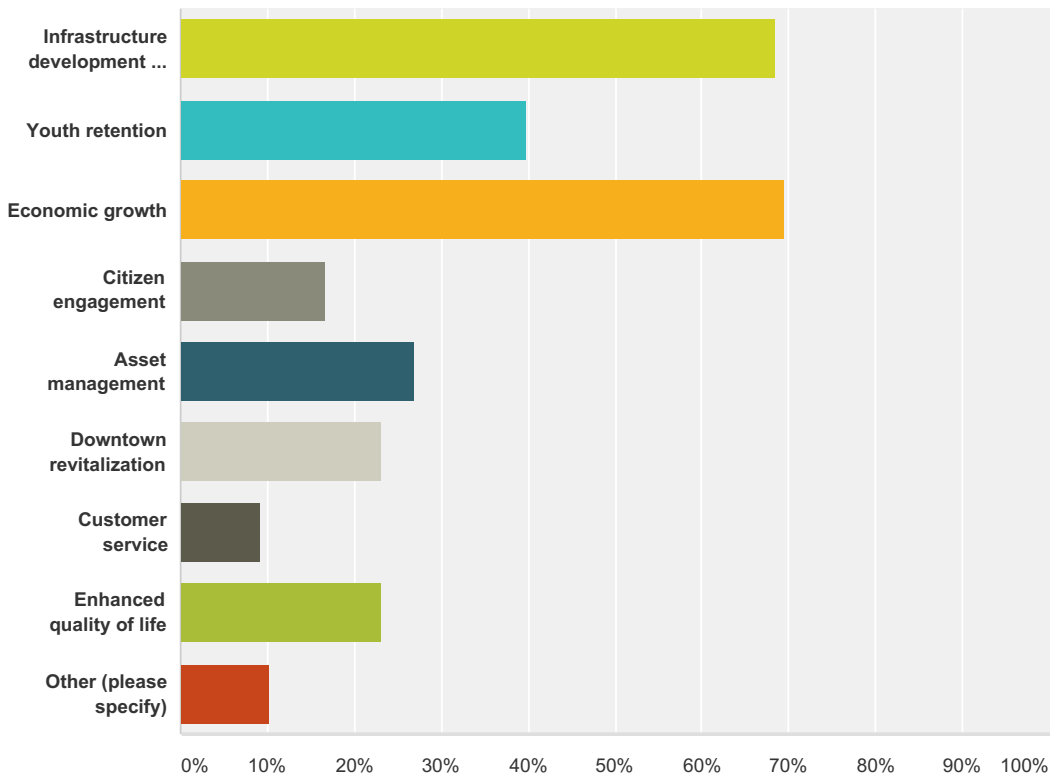
#	Other (please specify)	Date
1	Results based information sharing	2/26/2016 10:37 AM
2	Annual and data performance reviews.	2/1/2016 9:01 AM
3	for youth retention- job creation, attracting major employers. Deteriorating infrastructure - construction/replacement of roads and water supply/discharge pipes.	1/27/2016 11:02 AM
4	As a staff person, believing in the steps we intend to take to move forward & see positive results	1/26/2016 12:11 PM
5	Community engagement through social media	1/26/2016 11:19 AM
6	more industry coming to SSM	1/25/2016 11:31 AM
7	ongoing progress reports with clearly defined indicators relevant to SSM	1/25/2016 10:23 AM
8	in addition to city employees feedback on services needed	1/24/2016 8:11 PM
9	Business tax receipts, Immigration statistics.	1/22/2016 4:37 PM
10	The key values I feel are critical are not directly measurable in dollars! We have never been able to compare apples to apples when looking at other municipalities. Looking at credible feedback from our constituents through surveys and daily interactions is the best way to determine if the key values I identified are at work.	1/22/2016 4:00 PM
11	Reduction in Unemployment while continuing with current services.	1/22/2016 2:11 PM
12	Regularly scheduled input opportunities for City staff	1/22/2016 1:36 PM
13	Developing a short and long term strategic plan that is reviewed regularly, celebrate successes, and build on them. Get input from City Employees.	1/22/2016 1:34 PM

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14	Anonymous comment box. This survey is nice because I feel I can say what I think without repercussions.	1/22/2016 1:20 PM
15	?	1/22/2016 1:12 PM
16	Job Creation	1/22/2016 1:07 PM
17	A combination of all listed monitoring activities should be utilized, and in many cases are being utilized.	1/22/2016 12:51 PM
18	audits	1/22/2016 12:33 PM

Q5 What are the top 3 things that should be accomplished during this term of Council?

Answered: 108 Skipped: 0



Answer Choices	Responses
Infrastructure development / improvement	68.52% 74
Youth retention	39.81% 43
Economic growth	69.44% 75
Citizen engagement	16.67% 18
Asset management	26.85% 29
Downtown revitalization	23.15% 25
Customer service	9.26% 10
Enhanced quality of life	23.15% 25
Other (please specify)	10.19% 11
Total Respondents: 108	

#	Other (please specify)	Date
1	To to an aging demographic the city and council must realize that austerity measures are not worth the risk.	2/2/2016 12:47 AM
2	Immigration. Because of low birth rates, out migration, and an aging population.	2/1/2016 9:01 AM
3	Stop Grandstanding on TV	1/27/2016 8:20 AM

Corporate Strategic Plan - Staff Survey

4	Economic growth leads to more jobs, which will keep the youth, create a greater tax base and more money to spend on infrastructure/downtown/etc. Everything snowballs from the growth of the economy and jobs.	1/26/2016 11:19 AM
5	environmental sustainability	1/25/2016 10:23 AM
6	Infrastructure development and improvement is critical - but - will never be done at a rate that is markably reducing the "NOW DEFICIENT" rating of much of our assets. This means that the balance of the infrastructure must be maintained and adequately serviced for the 20-30-40+ years that it will remain on the "now deficient" list. The work of PWT will be the band-aid solution for the interim. Many of our buildings have been identified in asset management as in need of investment. This cannot be overlooked. Overall enhanced quality of life for our citizens would be an ambitious goal.	1/22/2016 4:00 PM
7	Continue support the deep sea harbour, the sea way, rail, and transportation network including the connection to the I75 to attract diversity in manufacturing and industry.	1/22/2016 1:34 PM
8	Introduction of programs partnered programs such as Request a tree (ie. Thunder Bay); Banner Programs (ie. Richmond, Surrey, Langley BC)	1/22/2016 1:31 PM
9	Post secondary incentives to grow our university.	1/22/2016 1:12 PM
10	The three accomplishments checked may facilitate economic growth and youth retention.	1/22/2016 12:51 PM
11	get rid of rat problem [answering this as a citizen]	1/22/2016 12:33 PM

Q6 What are your views on the current vision statement? (the future of the organization)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.

Answered: 67 Skipped: 41

#	Responses	Date
1	good	3/17/2016 10:34 AM
2	We need more industry (stable) in the Sault. This town could be a major hub for anything we want to do. we need to go find it maybe.	2/26/2016 10:37 AM
3	That the city will demonstrate honesty, sincerity and fairness in carrying out their responsibilities.	2/18/2016 1:42 PM
4	I agree with the current vision statement.	2/9/2016 1:12 PM
5	Good.	2/2/2016 8:50 AM
6	This council and city senior management are focused to much on the cost and fail to see the benefit in providing adequate and enhanced emergency and essential services. Get off of the austerity bandwagon, cutting service, replacing with contractors is a race to the bottom. Service suffers when profit or cost is the only thing that drives decisions.	2/2/2016 12:47 AM
7	I find that the property taxes are extremely high for our city. I think also that keeping childcare will help create a sustainable community.	2/1/2016 1:03 PM
8	accountability, transparency and public input must be a priority	2/1/2016 12:03 PM
9	After progressive and: include: " welcoming, invitational community". Remove sustainable.	2/1/2016 9:01 AM
10	.	1/28/2016 2:37 PM
11	Beautiful	1/28/2016 9:46 AM
12	Show the progression, we need a major employer to take some weight away from the steel industry. Sault Ste. Marie is too reliant on Essar Steel (or whoever the owner of the mill would be) With the paper mill closing, OLG's future in limbo, we don't have a lot of hope for or youth to stay in this area. Employees of the paper mill and OLG will be looking for work that may not support a lifestyle they are accustomed to, or may not be able to afford the house they are living in, buying cheaper houses (lower taxes) and not spending	1/27/2016 11:02 AM
13	This is not a private business. Quality is compromised by affordability. Major cuts of good paying jobs hurts the city economy	1/27/2016 8:20 AM
14	We need to focus on economic growth in our community to retain youth and to grow our population to support the City of Sault Ste. Marie.	1/26/2016 1:54 PM
15	Total support	1/26/2016 12:11 PM
16	great statement, very positive	1/26/2016 9:05 AM
17	Fine as is.	1/25/2016 1:10 PM
18	A leader in compared to whom?	1/25/2016 11:31 AM
19	I would add innovative before the word leader. Innovation should have the effect of reducing costs for the benefit of all community members.	1/25/2016 11:05 AM
20	Lacks aspect of growth;	1/25/2016 10:40 AM
21	'Sustainable' is overused and not well defined. Prefer the word 'stable'.	1/25/2016 10:25 AM

Corporate Strategic Plan - Staff Survey

22	I think having "efficient... services" in both the vision and mission is redundant. I think the vision should be more broad-based. Other communities utilize wording such as "friendly, world class, healthy, strong, green, dynamic, and talent".	1/25/2016 10:23 AM
23	I believe it is important to maintain the quality of services provided to our community. It is noble to be efficient, but not if it means sacrificing services. Given the state of the economy, I understand affordable to mean keeping up with the inflation rate, while being mindful of the cost of living.	1/25/2016 9:39 AM
24	Out dated. Vision statements needs to mirror current trends and language.	1/24/2016 8:11 PM
25	Good but where is honesty and transparency	1/24/2016 5:49 PM
26	agree	1/23/2016 11:54 AM
27	sounds great	1/23/2016 9:11 AM
28	it seems fine	1/23/2016 8:22 AM
29	The vision statement lacks any type of identity. You are emphasising the mechanics of a system; which should be the standard. The corporation should be striving to provide the citizens a reason for the system to exist such as "The Corporation of the City of Sault Ste. Marie shall strive to provide the highest quality services in support of the community's pursuit of high quality living, working and multi-culturalism."	1/22/2016 4:37 PM
30	It say's a lot about nothing. It is not specific.	1/22/2016 4:24 PM
31	Its okay, doesn't really inspire	1/22/2016 4:22 PM
32	I agree with the above statement	1/22/2016 4:08 PM
33	This statement requires an acceptance of a new culture by constituents because some of our services are neither efficient or affordable. This requires a shift in what constutents are accustomed to.	1/22/2016 4:02 PM
34	I think we have always nailed the first part of the statement - efficient, affordable and quality services. I would think we can put our minds to being progressive. Change for the sake of change is a waste! Change in a positive, constructive, progressive manner is great!! We are a sustainable community...we need to prioritize our resources in sustainability.	1/22/2016 4:00 PM
35	Very well stated. Periodic review will make sure were on target...	1/22/2016 2:58 PM
36	Good	1/22/2016 2:46 PM
37	the word progressive is almost laughable. Sustainable only if new industry is brought and kept in town.	1/22/2016 2:44 PM
38	leader, money be progressive	1/22/2016 2:22 PM
39	The current vision statement accurately reflects the efforts of City staff, which is first rate and as good as any municipality located in a 4 season climate. Moving forward, the organization needs to ensure that all employees are treated with dignity and respect on an ongoing basis; therefore, providing a sense of belonging and strong foundation for the future delivery of quality services in the community.	1/22/2016 2:12 PM
40	I believe the City is continuing to achieve this except for attracting new industry and assisting present ones.	1/22/2016 2:11 PM
41	I think that the vision statement has good meaning and should be made known more frequently.	1/22/2016 2:09 PM
42	generic	1/22/2016 2:08 PM
43	Excellent	1/22/2016 2:04 PM
44	I hope that this actually happens.	1/22/2016 1:46 PM
45	Good.	1/22/2016 1:44 PM
46	ok	1/22/2016 1:40 PM
47	i agree	1/22/2016 1:38 PM
48	'Progressive' and 'sustainable' are too ambiguous and we don't have metrics to evaluate our success at embodying these ideals	1/22/2016 1:36 PM
49	It sounds like what every community wants.	1/22/2016 1:34 PM
50	As a millennial, I feel that our city always seems to be a follower and not a trend setter. There is a stigma that our city is old fashioned and not innovative and exciting, not a place people want to be.	1/22/2016 1:31 PM
51	I believe there could be debate whether this statement is accurate	1/22/2016 1:27 PM

Corporate Strategic Plan - Staff Survey

52	Too formal sounding. I know we don't want to sound stupid, but too often we use language that is beyond the people we serve. I trail off after the word "provision". Slightly reworking what we have: "The Corporation of the City of Sault Ste. Marie will keep the community moving forward by providing quality services to its citizens."	1/22/2016 1:20 PM
53	none	1/22/2016 1:15 PM
54	?	1/22/2016 1:12 PM
55	We should aim to attract business and innovation, to improve our economy and bring more people in. The vision statement needs to reflect this as well.	1/22/2016 1:12 PM
56	Too technical - Where is the heart?	1/22/2016 1:12 PM
57	Progressive and sustainable community seems to be on the back burner.	1/22/2016 1:09 PM
58	Add local economy on the end and it would be great.	1/22/2016 1:07 PM
59	It doesn't address any possibility of growth. Sustaining a community means we have accepted it for what it is.	1/22/2016 1:07 PM
60	I believe 'quality of life' should be in the vision statement.	1/22/2016 12:51 PM
61	n/a	1/22/2016 12:47 PM
62	not bad	1/22/2016 12:47 PM
63	ok	1/22/2016 12:38 PM
64	fine	1/22/2016 12:33 PM
65	I think the word "healthy" needs to be added, progressive, healthy and sustainable. With the addition of cycling lanes to Queen Street East and future development of additional cycling lanes and the Hub Trail, Sault Ste. Marie has shown that the physical health of its citizens is as important as the health of the businesses and infrastructure.	1/22/2016 12:32 PM
66	Efficient, affordable and quality do not belong together. You get what you pay for. This statement is a catch-all like every other municipality and really doesn't say anything. Too many over-used words.	1/22/2016 12:28 PM
67	I believe the Municipality is providing efficient, affordable and quality services. However, I do not believe the community is progressive or sustainable.	1/22/2016 12:27 PM

Q7 What are your views on the current mission statement? (the mandate of the organization)To provide quality and cost-effective municipal services in a responsible and supportive manner.

Answered: 56 Skipped: 52

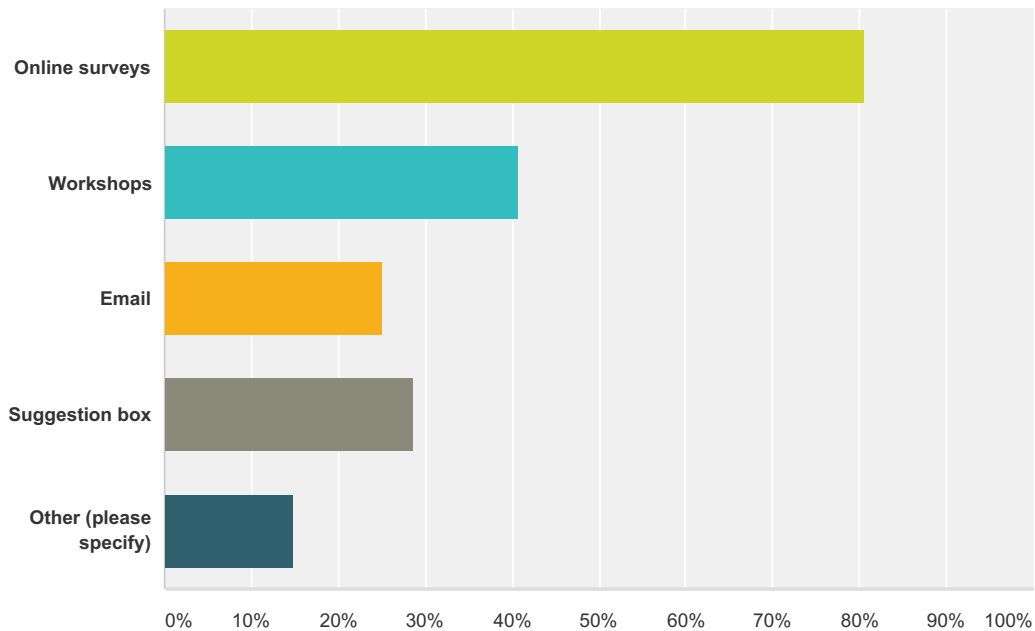
#	Responses	Date
1	good	3/17/2016 10:34 AM
2	ok	2/26/2016 10:37 AM
3	the city will manage municipal finances in a responsible manner and provide quality and affordable services. Best practice to provide lower costs and ensure the best value is measured for service delivery.	2/18/2016 1:42 PM
4	I agree with the current mission statement.	2/9/2016 1:12 PM
5	Good.	2/2/2016 8:50 AM
6	I find that council and senior management are lacking in their vision that this is a vibrant city. They fail to see to attract growth you must provide services not reduce or eliminate them.	2/2/2016 12:47 AM
7	cost should not be a determining factor for eliminating emergency services	2/1/2016 12:03 PM
8	OK	2/1/2016 9:01 AM
9	We should concentrate more on the task at hand and cater less to the "squeaky wheels"	1/28/2016 9:46 AM
10	I believe The Corporation provides good service although not in a cost effective manner, which in turn is irresponsible.	1/27/2016 11:02 AM
11	I feel we have to look a cost-effective ways to sustain our City and still be supportive.	1/26/2016 1:54 PM
12	I trust that this includes customer service as well.	1/26/2016 12:11 PM
13	another great statement, we just need to get there to make it a reality	1/26/2016 9:05 AM
14	Fine as is.	1/25/2016 1:10 PM
15	we do the best we can, with what we have	1/25/2016 11:31 AM
16	I would add the word equitable before the word responsible. Services should reflect the demographics of the community and must be available to all citizens to enjoy, at affordable rates.	1/25/2016 11:05 AM
17	I think the word leader or leadership should be incorporated.	1/25/2016 10:23 AM
18	There is certainly a need for accountable and responsible provision of services. I do not understand what is meant by the word "supportive" in this context.	1/25/2016 9:39 AM
19	Out dated again.	1/24/2016 8:11 PM
20	lacks accountability for the behavior of staff ex : honesty and transparency	1/24/2016 5:49 PM
21	agree	1/23/2016 11:54 AM
22	it seems fine	1/23/2016 8:22 AM
23	Again, too much emphasis on the mechanics of the system; there is no customer service in any of it. Even using a simple line such as "Our mission is to provide great customer service and our citizens are our customers; we shall strive to meet and/or exceed their expectations in the provision of high quality municipal services".	1/22/2016 4:37 PM
24	It say's a lot about nothing. It is not specific.	1/22/2016 4:24 PM
25	What's the difference between vision and mission?	1/22/2016 4:22 PM
26	I agree with the above statement	1/22/2016 4:08 PM

Corporate Strategic Plan - Staff Survey

27	The first part of this statement is our mission - at the centre of the dart board! We, however, cannot be all things to all people - we may not be able to be supportive to all. If we provide quality municipal services in a cost-effective manner - businesses will be attracted to us. People will want to move and stay in Sault Ste. Marie. There are services that others provide better than us and therefore should not be a priority for us to master.	1/22/2016 4:00 PM
28	Satisfied with this statement	1/22/2016 2:58 PM
29	Good	1/22/2016 2:46 PM
30	Responsible would require transparency, currently untrue.	1/22/2016 2:44 PM
31	good if they carry it through	1/22/2016 2:22 PM
32	No need to change the mission statement. City staff currently delivers on the mission statement.	1/22/2016 2:12 PM
33	It is correct and being adhere to now so just continue.	1/22/2016 2:11 PM
34	I believe it to be true and practiced often.	1/22/2016 2:09 PM
35	generic	1/22/2016 2:08 PM
36	Excellent	1/22/2016 2:04 PM
37	should include honest and accountable manner to the mission statement. In light of the recent issues with the federal government, it would be nice to know that accountability is valued by the city of sault ste. marie.	1/22/2016 2:03 PM
38	Quality should be the main concern.	1/22/2016 1:46 PM
39	Very general. Not very personal.	1/22/2016 1:44 PM
40	ok	1/22/2016 1:40 PM
41	i agree	1/22/2016 1:38 PM
42	The Mission Statement is missing a reference to the organization's role in policymaking and how it supports the vision statement.	1/22/2016 1:36 PM
43	This is what every municipality and government should be doing anyways.	1/22/2016 1:34 PM
44	Again, too formal. Doesn't make the municipality sound that approachable.	1/22/2016 1:20 PM
45	none	1/22/2016 1:15 PM
46	Appears to be status-quo--and would something to aim for regardless of the economic state. Business innovation and youth retention is needed.	1/22/2016 1:12 PM
47	This has heart- even though shorter than the above inclusive - to it all.	1/22/2016 1:12 PM
48	It's fine.	1/22/2016 1:07 PM
49	seems to be working	1/22/2016 1:01 PM
50	progressive, sustainable should be included here, rather than in vision.	1/22/2016 12:51 PM
51	n/a	1/22/2016 12:47 PM
52	It sounds like the same thing..	1/22/2016 12:47 PM
53	ok	1/22/2016 12:38 PM
54	fine	1/22/2016 12:33 PM
55	Again, lots of corporate jargon and nothing meat-and-potatoes.	1/22/2016 12:28 PM
56	Agreed.	1/22/2016 12:27 PM

Q8 What are the best methods to solicit input and comments from staff?

Answered: 108 Skipped: 0



Answer Choices	Responses
Online surveys	80.56% 87
Workshops	40.74% 44
Email	25.00% 27
Suggestion box	28.70% 31
Other (please specify)	14.81% 16
Total Respondents: 108	

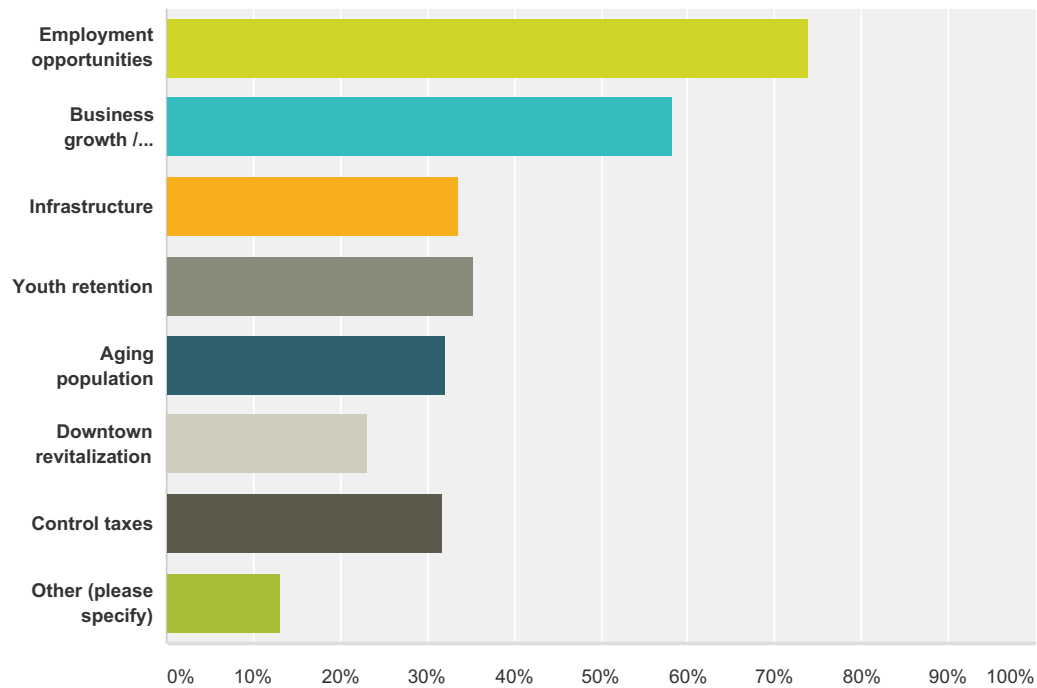
#	Other (please specify)	Date
1	Open House	2/18/2016 1:42 PM
2	Realize that it is the actual workers who get the job done. As of late management ranks have swelled, while workers are being eliminated. Workload has increased but the city has failed to keep up with replenishing the ranks of the actual labourers.	2/2/2016 12:47 AM
3	anonymously	1/28/2016 2:37 PM
4	Staff meetings	1/28/2016 11:26 AM
5	Create committees for each department.	1/26/2016 1:54 PM
6	Staff need to feel that they & their input are valued. Too big a gap between union and non-union staff in so many things.	1/26/2016 12:11 PM
7	listen!!	1/24/2016 5:49 PM
8	Workshops often result in people trying to impress those around them or on the other hand - worrying about what their colleagues are thinking.	1/22/2016 4:00 PM
9	Workshops and Training	1/22/2016 2:48 PM

Corporate Strategic Plan - Staff Survey

10	Results should be shared back to all employees.	1/22/2016 2:09 PM
11	Any method to solicit input must be confidential	1/22/2016 1:32 PM
12	I like the more anonymous route. I'd like to be able to send messages to the CAO (or his assistant), be it comments on a service, front line gripes, ideas to move us forward, etc., without feeling like a whiner. If the CAO likes them, he can direct the appropriate staff in implementing them. If I choose to identify myself with the cause, I can, otherwise, I can still get my idea out.	1/22/2016 1:20 PM
13	Town hall meetings	1/22/2016 1:12 PM
14	how about ongoing - credible function review meetings - intended to establish needs and goals	1/22/2016 1:12 PM
15	The strategic plan should be the document that among other things, guides the development of departmental 'to do' lists, rather than be a departmental 'to do' list.	1/22/2016 12:51 PM
16	easy to comprehend summaries of Council Meetings distributed to all staff	1/22/2016 12:33 PM

Q1 What do you see as the key challenges facing the City today?

Answered: 877 Skipped: 6



Answer Choices	Responses
Employment opportunities	74.00% 649
Business growth / economic development	58.27% 511
Infrastructure	33.52% 294
Youth retention	35.35% 310
Aging population	32.16% 282
Downtown revitalization	23.15% 203
Control taxes	31.81% 279
Other (please specify)	13.23% 116
Total Respondents: 877	

#	Other (please specify)	Date
1	Access to Health Care e.g. attracting more doctors	3/31/2016 11:38 AM
2	Building a long term vision and building a robust political system that invests and decisions based on that vision. All these elements are contributing factors when managing this municipality, province or nation.	3/31/2016 10:51 AM
3	There seems to have been no good news in terms of major economic players coming to Sault Ste. Marie in a VERY long time. Everything else will follow if we have more industry move to Sault Ste. Marie.	3/31/2016 9:40 AM

Corporate Strategic Plan

4	you cant build a city when your screwed up ems services as agreed upon mayor going back to ssmdssab Laying off 30 city employees to save \$30 000 as cited by romano to pay out \$530 000 jobs as quoted by romano to possibly increase 7 spaces in the daycare sector i am a city employee also a business owner of 20 employees and this city needs to decrease the deficit while keeping the tax payers at bay While building this beautiful city Decrease the deficit by removing 6 counsellors and save in their wages Toronto has 1 per ward sudbury has 1 per ward We have 2	3/30/2016 7 14 PM
5	PUC smart meters have yet to find anyone who has not complained about these devices Other municipalities have done away with these devices Sault Ste Marie should as well	3/28/2016 4 42 PM
6	Cutting necessary services like Fire Prevention	3/28/2016 12 24 PM
7	stagnant always a vote for no change small minded political reps come out of the box before it's too late	3/28/2016 11 37 AM
8	PUC costs	3/28/2016 11 05 AM
9	backwards way of thinking business taxes are too high driving potential businesses to other cities instead of here EDC is USELESS	3/28/2016 10 50 AM
10	attract major investment by other larer businesses	3/28/2016 10 45 AM
11	Lack of vision	3/27/2016 2 47 PM
12	Daycare	3/26/2016 12 44 AM
13	fix transit do not keep cuting it and could show how and way to make money with transit	3/25/2016 2 57 AM
14	too much vandalism with zero consequence city is dirty not clean like it used to be so much garbage around	3/24/2016 9 12 AM
15	government keeps this city repressed and will not let it expand	3/22/2016 12 43 AM
16	Poor healthcare	3/21/2016 10 28 PM
17	Eliminating City day care	3/21/2016 10 26 PM
18	Addictions & mental health / Failure to uphold property standards declining property values	3/21/2016 9 22 PM
19	Needs everyone to keep their properties better maintained including City owned	3/21/2016 9 21 PM
20	city pay scale	3/21/2016 8 53 PM
21	community should stop blaming Essar for evrything Thic city should welcome immigrants and foster multiculturalism	3/21/2016 7 41 PM
22	we need to support srael	3/21/2016 7 28 PM
23	The way the public sidewalks and public transit is maintained	3/21/2016 5 42 PM
24	Business diversity	3/21/2016 5 38 PM
25	transit issue	3/21/2016 5 32 PM
26	Too many on payroll one representative from each area is quite enough in my opinion	3/21/2016 5 19 PM
27	crime	3/21/2016 5 11 PM
28	All of the above	3/21/2016 4 51 PM
29	Affordable housing	3/21/2016 4 38 PM
30	FULL time decent paying jobs not 50 jobs part time (10h/week)	3/21/2016 4 30 PM
31	No jobs and no affordable housing	3/21/2016 4 21 PM
32	Bringing in new businesses and really amplify the fact that we are a border town with lots of outlying people to come here to shop	3/21/2016 4 16 PM
33	A clueless and nearsighted city council	3/21/2016 4 02 PM
34	Need industry here Tourism is not paying the bills	3/21/2016 3 56 PM
35	ncompetent city council past and present	3/21/2016 3 32 PM
36	Loss of manufacturing industry	3/21/2016 3 25 PM
37	corruption and private agendas of city council	3/21/2016 3 17 PM

Corporate Strategic Plan

38	Find a way to clean up and control the disgusting graffiti especially in the downtown area My wife and recently moved to the Soo and have never seen graffiti this bad in previous cities You can't very well revitalize the downtown until this problem is addressed t appears that neither the Police Chief or any other individuals want to do anything about this ugly problem Lets at least get a volunteer clean up group formed to remove the mess The Soo has the friendliest citizens and the most musically talented individuals that we have ever seen Lets build our image on these two factors	3/20/2016 10 13 PM
39	reluctance to action	3/16/2016 3 45 PM
40	Affordable accessible housing	3/16/2016 10 02 AM
41	Drug addicts paid by Sault Police are ruining the community	3/10/2016 5 17 PM
42	Trying to insure that Essar Algoma survives	3/10/2016 5 14 PM
43	transit services	3/10/2016 4 57 PM
44	The need for businesses to have to be downtown Growing cities its the opposite	3/10/2016 4 46 PM
45	Changing this cities lack of interest in growth there inability to diversify and the cities attitude towards attracting new business	3/10/2016 4 39 PM
46	incompetence at city hall	3/10/2016 4 31 PM
47	This 'Green' city needs rail service in both directions for people	3/10/2016 4 21 PM
48	Reducing spending in all city departments	3/9/2016 3 56 PM
49	an aging population means decreased mobility Accommodation for seniors within walking distance of usual daily services like groceries pharmacy legal/medical help florist restaurants Think of a tower with housing units on the upper floors services/offices on the lower floors and general retail on the ground floor or a cluster of low rise facilities meeting the needs of all those that live in the area but can't drive but is also easily accessible to the motorist	3/8/2016 10 45 AM
50	The pharmaceutical drug problem lack of medical care for people living with multiple concussions *eh it's a hockey town	3/7/2016 4 20 PM
51	Past community efforts have tackled the currently identified challenges in the past but seemingly with no sustainable result Youth outflow has been a challenge since the 1980s as one example	3/7/2016 3 58 PM
52	The Soo needs a a tax friendly environment to attract new businesses abd to help keep the current businesses viable infrastructure improvements need a well conceived long term plan	3/7/2016 11 32 AM
53	Linking up to the growing North American electric vehicle (EV) charging network	3/6/2016 2 48 PM
54	The city municipal taxes need to be regulated to reflect the lower rates that southern ontario pays this in turn will stimulate cash flow in the economy	3/6/2016 8 08 AM
55	Stop spending on downtown Most of us do not live there We want our firemen back	3/5/2016 9 11 PM
56	A public and city attitude that investing in economic growth is a poor use of funds	3/5/2016 6 23 PM
57	Health Care SAH needs advocacy for funding	3/5/2016 5 07 PM
58	environment poverty inequality brown and costly to maintain and reconstruct infrastructure	3/5/2016 1 07 PM
59	review all elements carried out by PWT as to what could be done by the private sector at a cost savings	3/5/2016 11 19 AM
60	diversify process our own natural resources manufacture not just consume This is a city of shoppers not doers	3/5/2016 9 04 AM
61	Get the retirees out of the workforce give our youth a chance When hear a company say "do you have experience?" shudder how the heck did any of us get experience???? OJT On the Job training	3/4/2016 6 24 PM
62	Quality of life issues including arts recreation and culture including creative industries that can be economic drivers	3/4/2016 2 51 PM
63	recreation facilities upgrades & programming	3/4/2016 1 29 PM
64	Affordable housing	3/4/2016 10 50 AM
65	The missed opportunities due to algoma steel calling the shots in this town	3/3/2016 8 56 PM
66	More industry needed e Auto assembly line Could spin off to essar for steel	3/3/2016 8 49 PM
67	if your top heavy react if you have too many laptop employees who only push enter for an answer and have never been in the field then pushing enter don't work Maybe just maybe can we be a city that will "go back to the basics" Perhaps do we have what it takes to even lead a province	3/3/2016 8 44 PM
68	Finding ways of getting people off social assistance into the workforce	2/24/2016 7 42 AM

Corporate Strategic Plan

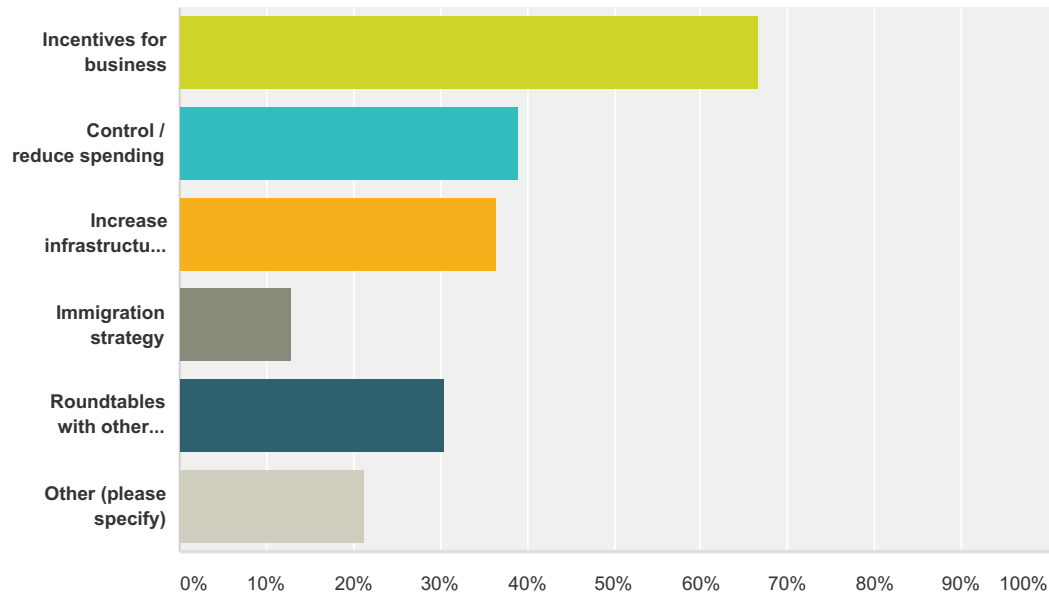
69	Overpayed politicians for demographic area	2/22/2016 1 51 PM
70	lack of concrete specific goals and direction	2/21/2016 9 13 PM
71	attract companies investment in our natural resources as attractions	2/18/2016 4 41 PM
72	All of the above	2/18/2016 2 22 PM
73	Cost of living property/real estate PUC heating/hydro	2/16/2016 4 58 PM
74	transit cuts	2/14/2016 1 16 AM
75	Diversification is a must to help stabilize city during cyclical downturns of our main economic base the steel mill	2/13/2016 3 06 PM
76	Commercial permit fees too high	2/10/2016 11 47 AM
77	Too much control over new business that wants to come here all should be welcome	2/5/2016 8 58 AM
78	Social Programs	2/4/2016 7 35 PM
79	Citizen affordability	2/4/2016 1 42 PM
80	Affordable housing stock must increase and existing housing stock improvements lots of run down housing in city	2/3/2016 9 10 AM
81	Public Safety increased crime and reduced fire services	2/1/2016 8 28 AM
82	traffic management system for congested intersections	1/31/2016 8 29 AM
83	graffiti tagging throughout the city	1/29/2016 4 26 PM
84	Fix east end foul water tasting problems that is affecting property values Greatly reduce the amount of influence that the old boys club who seem to own everything in town have on which new businesses are allowed to operate here and who can operate them	1/28/2016 3 22 PM
85	economic diversity	1/28/2016 11 40 AM
86	Public Safety	1/26/2016 6 47 PM
87	Over dependence on steel industry	1/26/2016 2 08 PM
88	We are still relying on the manufacturing industry to carry our community and if that is going to be the stance going forward then we need to engage and lure other manufacturing companies here Stop relying on Essar it is obvious from the latest actions of this company that they are not concerned with 'pensions' of our older population 'job' creation 'growth' in our community but are just playing this location as a chess piece to gain more government funding and grant monies Take a stance going forward to ensure that taxes being owed is not an issue and that monies owed to local businesses is paid	1/26/2016 12 37 PM
89	road improvement	1/26/2016 11 32 AM
90	Market equalization for construction and infrastructure through health and safety requirements	1/26/2016 8 13 AM
91	Downtown revitalization a loosing battle northern city we live in big box stores why the focus on downtown?	1/25/2016 4 05 PM
92	The thought process that businesses bear the greater tax is unfair The levy on downtown businesses is excessive especially to those that have office building vs retail buildings the group that controls the funds needs to be more accountable for their spending	1/25/2016 8 38 AM
93	Green space in downtown core tourists attraction not enough public traffic to support local downtown businesses sustainable designs for infrastructure	1/25/2016 7 36 AM
94	Rising electricity prices	1/24/2016 8 30 PM
95	try to run the city	1/24/2016 6 47 PM
96	Wealth Generation	1/24/2016 5 37 PM
97	nepotism and corruption opposition to change and growth	1/24/2016 2 16 PM
98	The lack of will and integrity of council with regard to their willingness to accept council members such as [REDACTED] [REDACTED]	1/24/2016 12 41 PM
99	Supporting arts and sport Take a position with Searchmont as a valuable city sport area and subsidize and develop over time to increas the milloins it brings to city businesses Do not let it go the way of the Queenston golf facility the city should have taken over in support of kids development	1/24/2016 12 18 PM
100	Most importantly make Gros Cap a permanent conservation area for future generations	1/24/2016 12 06 PM

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101	WATERFRONT revitalization	1/24/2016 11 31 AM
102	corporate diversification	1/24/2016 10 52 AM
103		1/24/2016 10 32 AM
104	Health care waiting time	1/24/2016 10 19 AM
105	More attention paid to our city Bylaw enforcement We have many bylaws and yet one dedicated enforcement officer / let's clean it up a bit and show some pride in the process / a good example of this need is my neighbour who owns several run down properties and is ordered to clean them up at least twice a year This has been going on for many years Give the Officer the ability to issue a fine on the third offence and the repeated visits will stop and the Officer can move on to the next battle instead of dealing with the same people over and over think it would also be a more efficient use of the department resources	1/24/2016 9 23 AM
106	lack of government innovation and inflexibility	1/24/2016 6 11 AM
107	PUC Cost	1/23/2016 11 25 PM
108	Total reliance on the Steel ndustry	1/23/2016 7 51 PM
109	electing a mayor worthy of the position	1/23/2016 7 08 PM
110	Social assistance that is perpetuating a population stuck in a lifestyle that is self defeating The program should be self sustaining using the participants as resources such as providing their own child care helping seniors helping in community gardens and kitchens property maintenance etc Give a man a fish he eats for a day teach a man to fish he eats for a lifetime Build life skills and self esteem not create a lifestyle on social assistance the goes on for generations There should be a time limit or at least a trade of service for funds received	1/23/2016 5 35 PM
111	Control spending as a tax payer do not come to the city for money when and if am having a financial crisis if business growth and downtown revitalization means shelling out tax payer dollars am not in favor of that When a person or corporation elects to take on a business it should totally be there responsibility donot share in there profits if they are successful why should they expect the tax payer to bail them out And that goes for all businesses including STEEL M LLS s	1/23/2016 4 51 PM
112	climate change global economic transformations	1/23/2016 4 47 PM
113	Controlling illegal activities better police presence	1/23/2016 4 34 PM
114	Absence of cohesive community vision that engages and stimulants	1/23/2016 1 01 AM
115	Emergency Services	1/22/2016 7 56 PM
116	welcoming and retaining newcomers and immigrants	1/22/2016 11 59 AM

Q2 How do you think that City Council and staff can meet these challenges over the next five years?

Answered: 870 Skipped: 13



Answer Choices	Responses
Incentives for business	66.67% 580
Control / reduce spending	39.08% 340
Increase infrastructure spending	36.44% 317
Immigration strategy	12.87% 112
Roundtables with other partners	30.57% 266
Other (please specify)	21.26% 185
Total Respondents: 870	

#	Other (please specify)	Date
1	Diversify the economy Which they have FA LED to do when the economy was booming	3/31/2016 3 06 PM
2	Properly utilizing debt where there is a demonstrated return through expense reduction or economic benefit	3/31/2016 10 51 AM
3	City council needs to get rid of the entire old/ young council and get a new council with great business knowledge street smarts Someone who has been in the business world someone who has taken personal financial risk These guys might be senior citizens who have been on the council for 30'years or lawyers but doesnt make them smart	3/30/2016 7 14 PM
4	Bring in new employers	3/30/2016 3 31 PM
5	Put the smart meter initiative to a public vote	3/28/2016 4 42 PM
6	need a new council that can get with the program	3/28/2016 12 42 PM
7	more intelligent councillors get rid of "old boys " club thinking for the city definite terms for elected councillors repeal the "English Only"policy for busines	3/28/2016 12 40 PM
8	retain young people	3/28/2016 12 26 PM

Corporate Strategic Plan

9	They are increasing our taxes so invest that money back into our economy Cut back on the number of councillors or cut back on the councillors salary to reinvest back into our economy or to create jobs somewhere else within the city	3/28/2016 12 24 PM
10	Bring in some new business/employment opportunities We can no longer be a one horse town and only have Essar and OLG as top employers	3/28/2016 12 08 PM
11	capitalize on our natural attributes	3/28/2016 11 58 AM
12	One councilor per ward and do away with CAO position Mayor and Economics dept should be able to handle that	3/28/2016 11 58 AM
13	change way of thinking its 2016	3/28/2016 11 37 AM
14	listen to the people what they say and suggest	3/28/2016 11 31 AM
15	Continue to promote travel to the area	3/28/2016 11 11 AM
16	incentives for youth to stay	3/28/2016 11 00 AM
17	incentives for businesses who create real jobs will increase the tax base to deal with infrastructure and keep young families in our city Pay one person a good salary to find those businesses and offer bonuses to them when said businesses pan out	3/28/2016 10 53 AM
18	Allow any type of business industry into town	3/28/2016 10 51 AM
19	NO MM GRANTS we have enough troubles of our own	3/28/2016 10 50 AM
20	Get all of our political representatives no matter what party working with the government to find a solution	3/28/2016 10 43 AM
21	Reduce councillors to 1 per ward	3/27/2016 2 47 PM
22	sit and talk to people who love this city and it come alive	3/25/2016 2 57 AM
23	partner with postsecondary institutions to develop concrete initiatives that promote entrepreneurship	3/24/2016 1 10 PM
24	less red tape more incentives for any new business ventures wanting to set up in the city otherwise they won't come	3/24/2016 12 15 PM
25	too top heavy city government too many studies farmed out many city workers standing watching one do the task and the rest do nothing most of the time	3/24/2016 9 12 AM
26	reduce taxes for business and the people Why would anyone move here?	3/22/2016 5 39 PM
27	Need to evaluate money losing ventures and explore alternatives or terminate (eg east end library) if there is no real need to continue funding then funding must end Also many local streets can be repaved versus complete rebuild Contracting out of services must be further explored	3/22/2016 8 19 AM
28	they can't and wont	3/22/2016 12 58 AM
29	Proactively seek large manufacturing to settle in SS Marie and offer incentives	3/22/2016 12 55 AM
30	expand the city allow people to open businesses	3/22/2016 12 43 AM
31	Fund more community health care	3/21/2016 10 28 PM
32	Fundraisers Wage reductions Minimum enrolment requirements	3/21/2016 10 26 PM
33	Decrease taxes	3/21/2016 10 08 PM
34	Attract other large industry	3/21/2016 9 53 PM
35	spend wisely	3/21/2016 9 49 PM
36	Open their eyes about what is happening in our city / Quit arguing about the same issues over & over/ Grab the ball & run with it don't be afraid to make controversial decisions to benefit our community & move us forward	3/21/2016 9 22 PM
37	don't confuse reduce and increase put it where its going to make a difference and take it away from the wasteful places	3/21/2016 9 20 PM
38	You always have to start somewhere On going????? Where is the Nature in our slogan naturally gifted?????	3/21/2016 8 14 PM
39	build synagogue decrease pork increase star of david	3/21/2016 7 28 PM
40	reduce taxes for first time business	3/21/2016 7 04 PM
41	Fire all council and rehire 1 per ward	3/21/2016 6 35 PM
42	More student jobs/new to working jobs	3/21/2016 6 18 PM
43	Why can't the city offer tax incentives to attract business	3/21/2016 6 17 PM

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44	Do a complete audit on city spending	3/21/2016 6 03 PM
45	don't know	3/21/2016 5 50 PM
46	having a reason for those between 20 and 65 to stay here and live	3/21/2016 5 42 PM
47	Welcome new large manufacturing opportunities	3/21/2016 5 38 PM
48	be more inclusive and more open with the community	3/21/2016 5 32 PM
49	tax breaks for jobs/business and not the temporary jobs like re development such as new condos those properties should be paying more in tax and drop the immigration stuff we need jobs to retain our people immigration brings more mouths to feed not more ways to feed mouths immigration is successful when demand is increasing violently not decreasing violently	3/21/2016 5 28 PM
50	Public input when problems arises people who vote for anything new are happier to be included in decision making	3/21/2016 5 19 PM
51	Stop spending money evaluating the Gateway Site and paying 2 Million for Trees on Queen Street	3/21/2016 4 51 PM
52	bring in a CANAD AN OWNED and operated company to create jobs	3/21/2016 4 30 PM
53	Quit helping Essar	3/21/2016 4 21 PM
54	Contact outside businesses and try and get them here like Costco and kea	3/21/2016 4 16 PM
55	Replace everyone With any power in city hall	3/21/2016 4 02 PM
56	Build factories	3/21/2016 3 56 PM
57	Either pull up up their socks get industry here or get the hell out	3/21/2016 3 32 PM
58	Expand on tourism it is such an amazing region	3/21/2016 3 29 PM
59	Engage the EDC to do its job	3/21/2016 3 25 PM
60	small businesses not the corporate ones	3/21/2016 3 20 PM
61	crush old boys club that furthers private agendas rather than needs of residents of SSM	3/21/2016 3 17 PM
62	stop making it so difficult for new businesses to arrive	3/21/2016 2 26 PM
63	Find a way to expand and promote year round tourism in the Soo The city and surrounding area has so much to offer but doesn't seem to know how to promote itself Businesses and organizations are not currently working together to promote local functions and events	3/20/2016 10 13 PM
64	Bring big businesses here (Multiple jobs)	3/20/2016 9 14 PM
65	vision/partners	3/16/2016 3 45 PM
66	make it a priority then break it down into manageable goals an start Each journey begins with the first step	3/16/2016 11 38 AM
67	Seriously make this city more accessible and senior friendly	3/16/2016 10 02 AM
68	apprenticeships and encouraging employers not to hire retirees/however respecting their talents in volunteering	3/15/2016 8 38 PM
69	Take on debt for jobs and infrastructure	3/10/2016 5 48 PM
70	Work with College And University and develop the jobs that the students are studying at Sault College and Algoma University	3/10/2016 5 43 PM
71	fire all corrupt police and jail crackheads	3/10/2016 5 17 PM
72	Trying to get steel dumping from China stopped	3/10/2016 5 14 PM
73	Condem buildings owned by slum landlords	3/10/2016 4 59 PM
74	The Economic Developments mandate should be changed so that they have to call every major business in the world once a month to ask them to locate to the Sault So much so that when a business thinks about expanding moving or starting new they should think of the Sault first	3/10/2016 4 39 PM
75	attract and retain industrial buisness	3/10/2016 4 37 PM
76	They are too stupid to figure it out	3/10/2016 4 31 PM
77	cut down on the amount of management staff the city has too many city hall top heavy	3/10/2016 4 29 PM
78	Resign	3/10/2016 4 07 PM
79	Visioning process with billders planners and people with expertise on developing communities within communities	3/8/2016 10 45 AM

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80	construct affordable housing for seniors	3/8/2016 7 03 AM
81	increase taxes you can only cut so much show where it's going to go strap on a pair and just do it	3/7/2016 8 33 PM
82	GET A HONDA PLANT...hub centre for transportation/goods...uh oh wait the city doesn't want to expand	3/7/2016 4 20 PM
83	Significant community education will need to be implemented to lay groundwork for successful immigration efforts	3/7/2016 3 58 PM
84	incentive for full time employment positions not involving call centers	3/7/2016 12 29 PM
85	Once the strategic plan is finalized follow it unless there is a really compelling reason to change course	3/7/2016 11 32 AM
86	Get overview from Renewable Energy Vehicles (REVE) to start informed planning process	3/6/2016 2 48 PM
87	implement changes in management for specific companies that are over staffed and do not control staff behaviour such as excessive smoke and coffee brakes go back to the 70's when people worked hard	3/6/2016 8 08 AM
88	incentives for industry	3/6/2016 1 14 AM
89	No 2 million on trees 'll give you some for nothing Make sense big shots ? Oak and maple	3/5/2016 9 11 PM
90	invest in Economic Development if we don't invest in economic development the City will wither and shrink Hoping will not get us far We have an EDC and Innovation Centre They may need fine tuning but they are our best tools to stability and a great quality of life	3/5/2016 6 23 PM
91	Cut out wasted spending	3/5/2016 5 07 PM
92	Focus on economic development through the EDC and Innovation Centre Everything else will flow from that We have a beautiful location and great natural attributes but that alone won't sustain a City	3/5/2016 4 51 PM
93	With all the negativity and uncertainty facing the City these days while focusing on how to assist in the turn around and retention of jobs at Essar Tenaris and OLG we also need to develop strategies on all the positives we have to offer Both the Mayor and CAO need to be in the faces of the federal and provincial governments lobbying for dollars to help with not only job creation but providing incentives guaranteed lower power costs etc So that we are sold to attract all types and sizes of industry and business to the Soo and strongly looking at revisiting some version of the transpolar project We also need these two leaders to keep Sault Ste Marie in the forefront on the global scene if this means meeting with industry leaders via a trade mission to sell them on expanding in our community then so be it We mustn't forget about lobbying businesses in our own Country and letting them know what a great community we have This may mean talking to our Airlines and asking them to be an important partner in this by offering lower airfares for these businesses which will allow them to travel to and from their corporate headquarters Keeping and adding to our job market is one way of retaining and bringing back not only our youth but those who have left the Soo for work send want you come back The Downtown Association it's retailers and landlords need to start working together to revitalize the downtown in terms of specialized shopping more restaurants and making it a destination for all age groups regardless of time of day We need to relocate the meth clinic and look at what other cities are doing in their downtown Lastly while it won't be a popular idea if looking at wanting to save tax payers dollars believe that if we can off load housing back to the province where this can be shared by all Ontarians the savings could be significant This will be an extremely tough battle though These are only a couple of my suggestions Take it for what it's worth	3/5/2016 3 53 PM
94	While all are important nothing can be successfully achieved unless we have growth and stabilization The city should invest heavily in the EDC and Innovation Centre These two organizations have the ability to greatly leverage the dollars they receive Because we have an aging population this will not have great support but it is without a doubt the best driver this community has and if they are successful good things will happen and Council will be able to address many of the difficult challenges they have	3/5/2016 1 53 PM
95	engage in participatory research dialogue with all stakeholders look to future economy	3/5/2016 1 07 PM
96	evaluate all spending to eliminate overlap particularly staff function	3/5/2016 11 19 AM
97	"Sell the Sault" to get new industries etc but stop getting duped by so many crooks who come here and play us for fools	3/5/2016 9 04 AM
98	see below	3/4/2016 6 24 PM
99	Provide incentives to attract green energy businesses and industries such as equipment for wind and solar development and helping to establish and expand market gardening to serve Northern Ontario We should even go into issuing debentures to provide incentives for such industries and businesses to come here or	3/4/2016 12 19 PM
100	you need to refocus spending PWT cannot have a half million in increased wages and benefits Cut admin	3/4/2016 9 27 AM
101	Rethink the mission provide greater value	3/4/2016 9 11 AM
102	Change the mindset of the not in my backyard attitude it will sink this town	3/3/2016 8 56 PM
103	People will not come if there is nothing here	3/3/2016 8 49 PM

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104	You cannot look ahead to 5 years Tackle what you can do today and react Try to eliminate overkill to policies	3/3/2016 8 44 PM
105	Work closer with EDC to develop initiatives to diversify the economy	3/3/2016 9 55 AM
106	Take ideas and the concerns the civilians of the Sault have seriously	3/2/2016 6 29 PM
107	by not cutting jobs from city departments some coucillors should focus more on creating jobs then cutting them	3/1/2016 10 37 AM
108	WORK WITH EDC TO ATTRACT INDUSTRY BUSINESS HERE	2/28/2016 8 02 AM
109	the city has to wake up taxes go up people move to out lying areas where life is affordable open your eyes mr mayor and council	2/27/2016 6 52 PM
110	'm sure our Mayor today and his council can reach out and get answers that would fit out community structure The community needs to change our way of thinking (steel town mentality) and 'm sure this council can do that	2/24/2016 7 42 AM
111	Pay according to demographic area	2/22/2016 1 51 PM
112	more diverse economic base	2/22/2016 11 09 AM
113	Tie funding of economic development and innovation centre to concrete targets for new businesses	2/21/2016 9 13 PM
114	Develop an energy strategy Similar to Guelph where they have a district energy system Look it up it will drastically improve our competitiveness	2/21/2016 9 55 AM
115	promote quality of life	2/18/2016 4 41 PM
116	All of the above	2/18/2016 2 22 PM
117	cut costs within the city departments Reduce business taxes maybe then the Sault will be open for business	2/17/2016 10 25 PM
118	if we are trying to get a deep water port built why not look at trying to get a refinery built in SSM	2/17/2016 9 42 PM
119	Prioritize	2/16/2016 4 58 PM
120	Affordable housing	2/16/2016 4 19 PM
121	JOB CREATION SPREAD SOME OF THE WEALTH	2/16/2016 3 10 PM
122	Heavily pursue businesses to open in the Sault youth leave because there's no jobs	2/16/2016 9 27 AM
123	Less obstacles and red tape for businesses trying to set up in the soo Maintain and increase access to medical care	2/15/2016 10 53 AM
124	people need the morning and late buses and stopping those services is obscene	2/14/2016 1 16 AM
125	Get rid of 1 counsellor per ward/ cut the fat at city hall not the front line workers	2/13/2016 3 03 PM
126	Sell Essar Centre to a private Buyer	2/11/2016 9 51 PM
127	Identify and promote potential (new/unforeseen) business opportunities facilitating them by implementing flexible (but reasonable) zoning and municipal regulations support worthy projects by participating/collaborating with other approval and funding agencies public and private Mayor and Council to ensure/maintain constant and effective communications with Federal Provincial and Municipal leaders convening meetings and undertaking appropriate lobbying and public relations efforts as necessary for awareness support funding etc access available Government programs for municipal projects as well as private projects for infrastructure works and job creation provide community support/assistance to those in need due to job loss via municipal programs and other measures such as tax relief food banks shelter etc	2/7/2016 3 15 PM
128	Youth strategy strategic partnerships with organizations like STRIVE	2/5/2016 9 32 AM
129	Make decisions that are good for the whole city not just a few individuals	2/5/2016 8 58 AM
130	Better integrated planning Examine the social environmental and economic costs and benefits of projects and programs	2/4/2016 7 35 PM
131	Lower city wages offset by increased entry level city employment with emphasis on city human resources to complete infrastructure projects	2/4/2016 1 42 PM
132	create more tourist attractions	2/2/2016 6 50 PM
133	Provide incentives to increase the number of Americans crossing the border to spend in our city Back businesses that attract our friends to the south to come to our side To best utilize our natural assets we need to promote hunting fishing camping ATV trail riding in our region Work with the province if possible	2/2/2016 2 41 PM
134	More services for seniors	2/1/2016 9 34 PM
135	Get other industries or businesses set up here so we are not dependant on one thing	2/1/2016 2 50 PM

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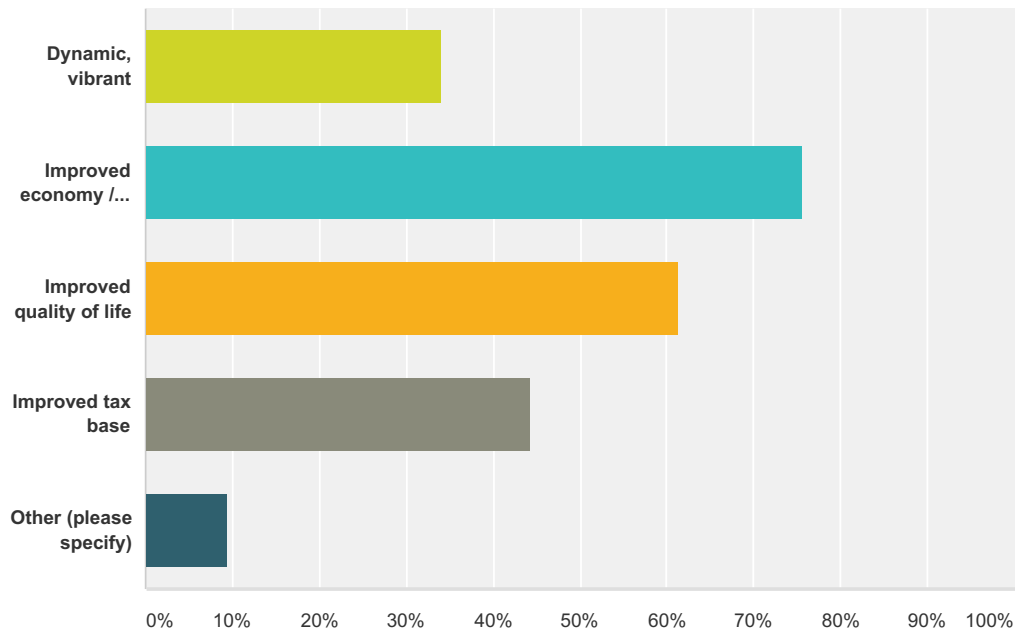
136	Hire professional strategists	1/31/2016 9 18 AM
137	setup cameras at main intersections of the city to control lights at peak times for better flow	1/31/2016 8 29 AM
138	all immigration in to canada must stop	1/29/2016 10 33 AM
139	improve accessibility	1/29/2016 8 53 AM
140	Sault Ste Marie's population is deeply rooted with past immigrants who have come to live in Sault Ste Marie Who are we as a society to exhibit the amount of hatred and discontent to those immigrants who want to settle here today do not pretend to have the answer but the problem is larger than we all want to believe a shameful mark on what our city represents and it is costing us jobs and businesses by making these individuals feel so unwelcome if you disagree with what I am saying then ask that you interview those foreign students who are living and going to school in our community about their experiences as they shop eat and try to participate within our community	1/28/2016 3 22 PM
141	partnering with college and university and other businesses (puc ca etc) promote tech start ups incubators	1/28/2016 11 40 AM
142	Monitor costs on current projects Hold managers supervisors and contractors accountable	1/28/2016 8 27 AM
143	Stop wasting money on unnecessary items	1/27/2016 4 19 PM
144	spend money wisely only where it is really needed not for new buildings that are not required such as the PUC building	1/27/2016 3 40 PM
145	Decline development fees control Corporate and industrial taxes (no increases) bring community in line to compete with the rest of the province	1/27/2016 2 17 PM
146	Comprehensive independent risk assessment for fire services	1/26/2016 6 47 PM
147	Cater to "designer lifestyle" for people who have do not have a profession that didn't have a fixed location	1/26/2016 2 08 PM
148	Completely open our doors to business not just 'locally approved' business in other words go above and beyond the local control and stranglehold that a few key business owners have in our community which eliminates our abilities to keep up with other Northern communities Just look at Sudbury and North Bay and explain why they are prospering and welcoming new business and we aren't??	1/26/2016 12 37 PM
149	spend our tax dollars like it's your own money	1/26/2016 11 32 AM
150	implement the CoR program as a requirement for the bidding process Health and safety MUST be a concern and consideration when awarding projects	1/26/2016 8 13 AM
151	Focus on sustainability	1/25/2016 4 19 PM
152	Partnership opportunities with Soo Mich and First Nations	1/25/2016 4 05 PM
153	public forums	1/25/2016 7 36 AM
154	what happen to open for business	1/24/2016 6 47 PM
155	Working closely and collaboratively with the private sector and the organizations in the community and region with an employment and economic development mandate	1/24/2016 5 37 PM
156	Lower Taxes	1/24/2016 2 41 PM
157	bringing life style for investors or developers to the sault for example turning down avery's development in point du pins was a mistake	1/24/2016 2 16 PM
158	At least attempt to act with integrity and transparency	1/24/2016 12 41 PM
159	We need young educated people start with immigration and offer incentives for schooling and trades Develop a silicon valley in conjunction with tech firms now in city Control spending is the most important do not squander what we give you use it wisely and fairly and if you get stuck in an area as to what to do ask us to help you make the decision Roundtable with citizens would be an enormous plus for some issues	1/24/2016 12 18 PM
160	Seniors who try to live in their homes need assistance with high taxes and high cost of PUC	1/24/2016 11 23 AM
161	Control reduce spending on things that don't need to be done For example decreasing lanes on bay should not be a priority Spending money on the memorial tower should also not be a priority	1/24/2016 11 20 AM
162	attraction of medium sized corporations and a focus on international start up (bigger incubators with international business focus huge opportunities with Algomas international student base)	1/24/2016 10 52 AM
163		1/24/2016 10 32 AM
164	Develop ways to have the hospital operate at full capacity	1/24/2016 10 19 AM

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165	This is a beautiful area and could be made more attractive to tourists Maybe consider a "Polar Express" from here to Searchmont at Christmas?	1/24/2016 9 35 AM
166	Begin long term vision of business beyond steel	1/24/2016 9 33 AM
167	The city should be more efficient with spending especially when it comes to road repair and maintenance There is a lot of inefficiency in that department	1/24/2016 9 33 AM
168	ensure the city departments are structured properly and led by qualified individuals / push them to achieve efficiencies	1/24/2016 9 23 AM
169	incentives to increase residential units (condos apts) in the downtown	1/24/2016 8 55 AM
170	must secure more taxpayers not higher taxes	1/24/2016 6 11 AM
171	invest in the industries that have doing business in Sault Ste Marie for centuries Understandable things change however without the steel industry in Sault Ste Marie there is no Sault Ste Marie because the amount of people who are directly and indirectly connected to the plant if it closes 70% of the population will be affected and it is a domino affect Everything else hurts The idea of investing in other business opportunities is great however these investments don't happen over night	1/24/2016 1 15 AM
172	attract new business and technology rather than rely on Essar as primary employer	1/23/2016 11 42 PM
173	This council has not done a thing this past year Everything is falling apart under their control	1/23/2016 7 51 PM
174	Offer incentives for new industry like come build your factory here free land and no tax for first 5 years a car plant would be nice to get here	1/23/2016 7 40 PM
175	focus on building infrastructure that will attract new businesses	1/23/2016 7 22 PM
176	strategically mandate close observations of the present mayors ruling methods associated with the present roles on boards he represents	1/23/2016 7 08 PM
177	Research how other communities are implementing changes in Europe These models can restore tons of money in social service Mental health/ addictions heatherlauradukes@gmail com	1/23/2016 5 40 PM
178	For youth retention there are a number of studies which show connecting them to outdoor assets will make them want to stay in the North Please see the article by Andrew Ault on "Renewing the North" published online	1/23/2016 5 36 PM
179	Get hard drugs off the streets and out of the hands of our teenagers	1/23/2016 5 35 PM
180	Roundtables with stakeholders of post secondary institutions improve co op partnerships between the University/College and local businesses Provide more opportunities for the City's summer students to work in the field in which they study (if they can be paid to do landscaping they can be paid to assist with more professional areas such as engineering or marketing) invest more resources in business incubators these incubators represent the best resource for businesses to thrive on their own if the City focuses on investing resources (ie financial space/land national marketing campaign) toward a strong thriving business incubator innovative and exciting start ups will be attracted to begin businesses in SSM and host their corporate headquarters locally in order to have continual access to the incubator Business incubators produce businesses that can operate independently without needing direct investments from local governments (ie Accelerator Centre and Communitech Hub Waterloo Ontario)	1/23/2016 4 48 PM
181	community based participatory research methods workshops forums research	1/23/2016 4 47 PM
182	international efforts including activating sister cities relationships and acting on agreements with Soo Mich	1/23/2016 1 01 AM
183	promote self employment and funding and incentives for start ups	1/22/2016 1 34 PM
184	local economic development diversification of economy green economy	1/22/2016 11 59 AM
185	Taking a more strategic approach (less ad hoc) to development	1/22/2016 11 54 AM

Q3 Describe what the City would look like in five years if those challenges were met.

Answered: 876 Skipped: 7



Answer Choices	Responses
Dynamic vibrant	34.13% 299
Improved economy / robust industry	75.57% 662
Improved quality of life	61.42% 538
Improved tax base	44.29% 388
Other (please specify)	9.47% 83
Total Respondents: 876	

#	Other (please specify)	Date
1	Operation of an efficient system that utilizes public private partnerships to streamline government service to execute on a well defined strategic vision for the community A community built to grow an attitude of positivity and a competitive community in a global context	3/31/2016 10 51 AM
2	A energetic vibrant beautiful city with the ability to sustain if you build it they will come	3/30/2016 7 14 PM
3	This will create Jobs (meter readers) Reduce anxiety improve health (cancer causing electro magnetic radiation from these devices)	3/28/2016 4 42 PM
4	look at the city in five years when the challenges are not met ?	3/28/2016 12 42 PM
5	Feeling of safety again if Fire Services are renewed feel the town is already dynamic and vibrant but if we dont find a way to create jobs and keep people here the city will lose these characteristics	3/28/2016 12 24 PM
6	The city would naturally achieve a higher youth retention and tax base	3/28/2016 12 19 PM
7	More working class and less welfare bums	3/28/2016 12 08 PM
8	We need opportunities for young families that is our future	3/28/2016 11 11 AM

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9	Dynamic vibrant will come when citizens see a city worth investing again We need good jobs before locals are willing to invest in a dying city	3/28/2016 10 53 AM
10	Don't expect miracles after "Not being open for business" for 20 years	3/28/2016 10 50 AM
11	One accountable hard working councillor per ward would be a start	3/27/2016 2 47 PM
12	Ghost town	3/26/2016 12 26 PM
13	accessible recreation opportunities for all	3/24/2016 1 10 PM
14	maybe kids would have something to stay here for	3/24/2016 9 12 AM
15	not going to happen	3/22/2016 12 58 AM
16	Maybe young people will continue staying in Sault Ste Marie	3/21/2016 10 26 PM
17	Attractive / revitalized	3/21/2016 9 22 PM
18		3/21/2016 7 28 PM
19	Retention of businesses & citizens	3/21/2016 5 19 PM
20	Lower deficit	3/21/2016 4 51 PM
21	Status quo	3/21/2016 4 49 PM
22	same city that's horrible for new businesses or companies to expand to as it is currently	3/21/2016 4 39 PM
23	it is not rocket science it would grow and prosper	3/21/2016 3 32 PM
24	5 years won't be enough of a timeline to see the success of any large ventures 10 15 years would be a more realistic timeline	3/21/2016 3 20 PM
25	hopefully more prosperous and open to new ideas	3/21/2016 3 17 PM
26		3/21/2016 2 50 PM
27	Youth would have a career to start at home	3/10/2016 5 43 PM
28	"Five jobs at a time or 5 000 jobs we will take them all " "Small Medium and Mega business are welcome " should be the new motto of the Sault	3/10/2016 4 39 PM
29	Get a new council that has ambition to get things done then we will talk	3/10/2016 4 31 PM
30	a city that allows for increased independence of its seniors yet services are also easily used by the more mobile population instead of the current situation with islands of people accessible by vehicle think hospital group health library grocery store housing Eg old hospital site all stand alone without good connectivity	3/8/2016 10 45 AM
31	The same as it has for the last ... (insert year)	3/7/2016 4 20 PM
32	improved quality of life should result but without a successful community education and communication efforts quality of life could be adversely affected by community bickering related to 'newcomers/outsidears '	3/7/2016 3 58 PM
33	less mental illness due to financial stress	3/7/2016 12 29 PM
34	Become less isolated by allowing the Soo to participate in the revolution in personal transportation that is already well underway in America and Southern Ontario	3/6/2016 2 48 PM
35	The city population would grow i am a local entrepreneur with a young family and i am considering moving to southern ontario if the tax situations here in the Sault don't improve own alot of real estate and run a business please address the taxation Please	3/6/2016 8 08 AM
36	Stop taxing seniors out of their houses Mine have gone up every year since retired 2X in 4 years	3/5/2016 9 11 PM
37	deally we would have an EDC triple it's size today levering dollars to move this community forward then you would have a scalable model for economic growth making this a vibrant diversified community	3/5/2016 6 23 PM
38	A city that will attract new residents	3/5/2016 4 51 PM
39	Hopefully youth retention and the return of former Saulites	3/5/2016 3 53 PM
40	A city with a stable and growing younger population	3/5/2016 1 53 PM
41	resilient motivated exciting sustainable	3/5/2016 1 07 PM
42	Maintain an organized biweekly contact with Prov/Fed reps to advise of city developments and publish the response received from each	3/5/2016 11 19 AM

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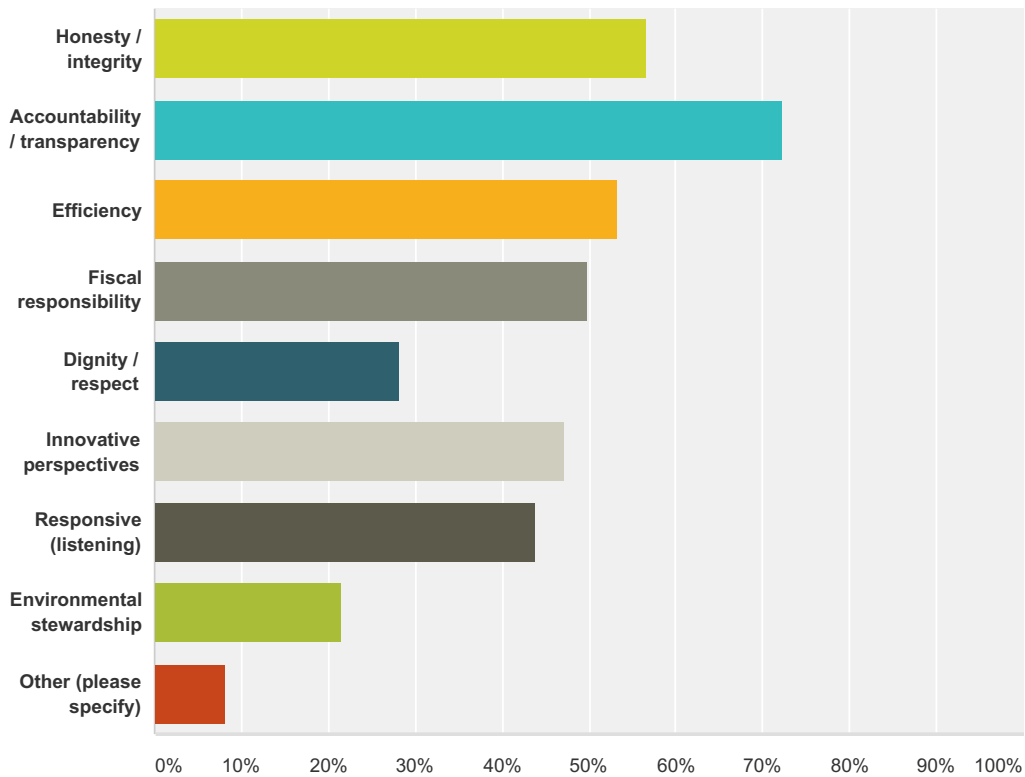
43	We need more than a steel plant and call centers What would draw manufacturing to the Sault? Make it so	3/5/2016 9 04 AM
44	see below	3/4/2016 6 24 PM
45	we need jobs and a future for our young people Small business should be encouraged as large industry is not the answer for us	3/4/2016 9 27 AM
46	it would improve our chances of keeping our youth There are no opportunities here for them now	3/3/2016 8 56 PM
47	Well let's say we would be more inclined to stay here as well as many others	3/3/2016 8 49 PM
48	AS ABOVE react to today's on the hour problems if you owned your own business today is the most important 5 years down the road is a whole new approach in this economy Five years down the road maybe a new game to play but you will be in a better place to handle that when it comes Long term vision is only good if your healthy today	3/3/2016 8 44 PM
49	People could afford to eat/heat homes	2/22/2016 1 51 PM
50	Economic development corporation that is seeing a specific number of businesses come to town each year for the money they receive from the city	2/21/2016 9 13 PM
51	people would talk about what a great place to live rather than "a good place to come from"	2/18/2016 4 41 PM
52	All of the above	2/18/2016 2 22 PM
53	Not paying a million dollar PUC bill	2/16/2016 4 58 PM
54	we would be able to get to the jobs that make this city go round	2/14/2016 1 16 AM
55	healthy happy	2/13/2016 10 51 PM
56	Higher employment rate less people living on assistance lower crime rate etc	2/9/2016 10 49 AM
57	improved quality of life should mean that people are happier and healthier This should mean that they are contributing to the economy have low health care costs and expansive social supports	2/4/2016 7 35 PM
58	Cleaner and more well maintained city	2/4/2016 1 42 PM
59	same	2/3/2016 5 30 PM
60	The downtown has lots of great businesses it must look great and be an attraction No snowbanks in winter put paid parking in back parking lots and free two hour parking Lots of lights Make entrances of city look good Attract new economy businesses Develop marketing strategy to attract U S visitors and include our beaches bike trails hiking etc	2/3/2016 9 10 AM
61	we need to have this in place before the city grows	1/31/2016 8 29 AM
62	the city is going nowhere until an audit is done for the last 40 years where did all the money go	1/29/2016 10 33 AM
63	We could be proud of ourselves as a community rather than pretending that we are a community	1/28/2016 3 22 PM
64	A leader in safety control and health and safety management systems	1/26/2016 8 13 AM
65	No poverty corporate partners who care about community and people who live here	1/25/2016 4 05 PM
66	A better sense of "community" sustainable	1/25/2016 7 36 AM
67	don't worry these clowns will not get anywhere	1/24/2016 6 47 PM
68	five years is a short amount of time There needs to be a longer time horizon (10 20 years) with measurable outcomes within short	1/24/2016 5 37 PM
69	more industry or manufacturing	1/24/2016 2 16 PM
70	Remember that you can spend what we give you Taxes are a good thing when allocated to the good of the entire community roads/bridges/water/sewer /public buildings Move to more user pay for specific items ie train north if a small group wants it then pay for it As a council you have to think way outside the box to attract investment not in heavy industry and resources but in lighter high tech areas Restaurants and hair salons will not cut it Utilize the city's location on river on a lake feet from the huge U S market if you can provide control over electricity pricing for business and provide free land for immediate development with employment now and taxes in the future Examine why some Soo businesses fail and what can you do sensibly to prevent that Why has automotive gone to Mexico could we have kept it if only for employment by giving away other stuff? You have to spend (free land no taxes for specified time free utilities etc) in order to establish employment and receive personal tax and local spending	1/24/2016 12 18 PM
71		1/24/2016 10 32 AM
72	Diversified economy	1/24/2016 9 03 AM

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73	Our youth will be attracted to stay and start families in the Sault rather than moving out of town As a parent of an 8 month old at this rate would encourage my son to move from the city when the time comes hope things change and that doesn't happen but you need to go where the opportunities are	1/24/2016 1 15 AM
74	People may actually want to move here and youth may want to stay	1/23/2016 7 51 PM
75	future costs/tax levy's to the rate payers	1/23/2016 7 08 PM
76	Please help the vulnerable Addictions are horrible And these band aid approaches are not working Need to get to root of problem Mostly housing Build low income housing	1/23/2016 5 40 PM
77	Greater investment in the promotion of our outdoor activities diverse economy with an emphasis on sustainable forestry bioindustries and biomaterials greater internationalization at Algoma U to compensate for shrinking local numbers	1/23/2016 5 36 PM
78	SSM should invest resources to attract tech focused businesses working with Sault College to determine which kinds of businesses would benefit most from the computer/engineering programs it offers These types of businesses are sustainable attract well educated and high income employees and do not create extensive pollution	1/23/2016 4 48 PM
79	resilient sustainable vibrant	1/23/2016 4 47 PM
80	Maintain quality of life until new economic opportunities are realized we can't expect a marked increase in quality of life	1/23/2016 4 34 PM
81	Given the challenges maintaining current population might be the best success that can be reasonably expected	1/23/2016 1 01 AM
82	multi cultural	1/22/2016 12 23 PM
83	more diverse multicultural society strengthened local economy with more local small businesses	1/22/2016 11 59 AM

Q4 What are the key values that should guide the City in its work?

Answered: 877 Skipped: 6



Answer Choices	Responses
Honesty / integrity	56.67% 497
Accountability / transparency	72.29% 634
Efficiency	53.25% 467
Fiscal responsibility	49.94% 438
Dignity / respect	28.16% 247
nnovative perspectives	47.09% 413
Responsive (listening)	43.90% 385
Environmental stewardship	21.44% 188
Other (please specify)	8.10% 71
Total Respondents: 877	

#	Other (please specify)	Date
1	Providing quality services to the people of Sault Ste Marie	3/31/2016 11 38 AM
2	Public entrepreneurship	3/31/2016 10 51 AM

Corporate Strategic Plan

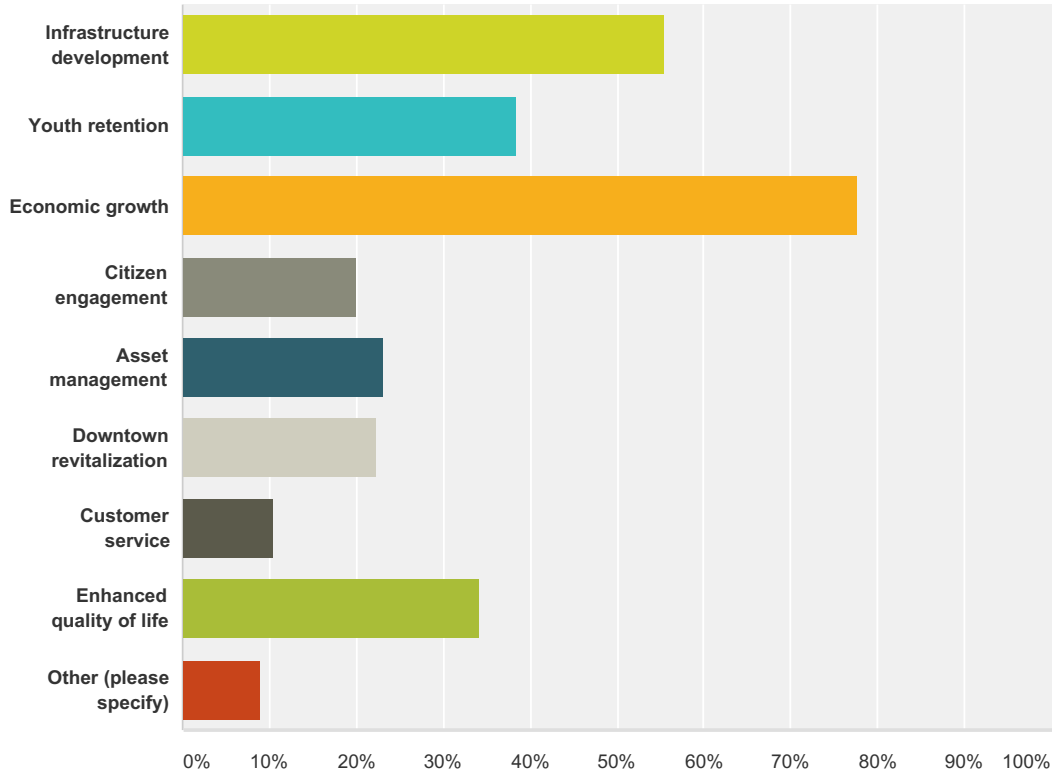
3	The city council needs to be responsive they need to represent the city and not themselves we need to stop worrying about what other places do and do them different Thats what makes a city dynamic if we attract rare business's (manufacturing export/ import) this city would not just rely on a few key factors that other cities rely on	3/30/2016 7 14 PM
4	Set realistic goals and get the job done right the first time	3/28/2016 11 58 AM
5	All of the above	3/28/2016 11 11 AM
6	Loyalty to Saultites	3/28/2016 11 10 AM
7	Continue to give the public the opportunity to have a voice and hear them	3/27/2016 2 47 PM
8	Diversify Algoma Steel is a relic Quit pandering to a dead industry and focus a little on the rest of us	3/22/2016 5 39 PM
9	Non partisanship / No nepotism at any city operated agency	3/21/2016 9 22 PM
10	reduce aldermen one per ward	3/21/2016 7 04 PM
11	Creativity & more action	3/21/2016 6 46 PM
12	Listen to the constituents less of the mayors agenda and more of the town folks agenda	3/21/2016 5 38 PM
13	all of the above	3/21/2016 4 50 PM
14	As all of the above	3/21/2016 3 32 PM
15	listen to opinions of citizens of all kinds not just the prosperous and power connected	3/21/2016 3 17 PM
16	Open to change stop being so fickle about staying with the old ways of thinking	3/21/2016 2 33 PM
17	The economic value of energy in SSM	3/16/2016 3 45 PM
18	Be Bold and Win strategy take some chances and don't be afraid to fail occasionally as we grow	3/16/2016 11 38 AM
19	cooperation	3/10/2016 5 15 PM
20	The 8 attributes above are the only way that the city should conduct itself that shouldn't even be question if you have to ask it makes me wonder what you were doing?	3/10/2016 4 39 PM
21	survival then innovation then leadership	3/10/2016 4 37 PM
22	As above	3/10/2016 4 31 PM
23	the values needed are the exact opposite to those of our Mayor	3/10/2016 4 21 PM
24	Strength to move beyond the complacent attitudes and individuals that have hindered the city for so long Steel plant/tenants sympathizers have little to stand on	3/7/2016 4 20 PM
25	The City should not ignore the move towards a more sustainable personal transportation system in the age of climate change challenges	3/6/2016 2 48 PM
26	Mayors business on Queen no more spending Looks really BAD (deals with integrity)	3/5/2016 9 11 PM
27	Grow the economy invest in the future	3/5/2016 6 23 PM
28	equity	3/5/2016 1 07 PM
29	if any member of council or management team does not believe in all the above kick them out	3/5/2016 11 19 AM
30	As an overall thought to spend 2 million dollars on the 'trees' in the downtown area is wasted money to my way of thinking More trees do not make people go there to shop instead eliminate trees on one side & on the other side have angle parking you can get many more vehicles in that way Spend the extra \$ on grant money to people who will start up small businesses in the many many empty shops in the downtown area Years ago many of the shops had those rolled down awnings that overhang the sidewalks there some could have little table/chairs & have coffee etc available Make it a place that people will enjoy coming to because there are shops etc & close parking available Give incentive to the present shop owners remember trees do not & will never attract more people	3/4/2016 6 24 PM
31	Accessible services	3/4/2016 1 29 PM
32	All of the above	3/4/2016 9 27 AM
33	Get someone who gives a damn about this city in council They are pretty much useless now	3/3/2016 8 56 PM
34	this city has so much potential because of location and potential available development	3/3/2016 8 49 PM
35	Utilize our own people When see people from a outside source doing what can be here it is sickening	3/3/2016 8 44 PM
36	Work closer with EDC Innovation Centre business incubators to create stronger business ties	3/3/2016 9 55 AM

Corporate Strategic Plan

37	Create more jobs free apprenticeship	2/27/2016 12 07 PM
38	Hire people based on need and not what other cities have	2/22/2016 1 51 PM
39	willingness to make hard decisions in best interest of the whole city not just your ward or your area	2/21/2016 9 13 PM
40	All of the above	2/18/2016 2 22 PM
41	Step up or step out it's not about lining your own pockets Make the COMMUN TY "rich "	2/16/2016 4 58 PM
42	Thinking ahead (e g how will expansion of grt northern affect dt how will a mall affect our boardwalk how will a tall building affect the quality of life for people in that area)	2/16/2016 9 27 AM
43	accommodating the working class who get up early or work late so things in the city can be open	2/14/2016 1 16 AM
44	Networking and liasing with outside industry attract new business and look at the long term benefits Make an investment in our economy and quit plowing the roads twice a day when there's less than an inch of snow	2/9/2016 10 49 AM
45	Efficiency should be interpreted to mean that any improvements to processes or programs should be done to the benefit of the citizens of Sault Ste Marie without negatively affecting anyone	2/4/2016 7 35 PM
46	Top notch customer service	2/4/2016 1 42 PM
47	mprove website to include a list of small businesses by sector Easy for residents and visitors to find All hotels should have local directories especiall for downtown Waterfront needs food booths	2/3/2016 9 10 AM
48	The city needs to stop reducing traffic flow by eliminating lanes and actually improve the roads and fix light timing	2/1/2016 11 56 AM
49	the truth the truth where did all the money go	1/29/2016 10 33 AM
50	councillors should not micro manage city staff and puc and any other city entities let them do their work	1/28/2016 11 40 AM
51	Creativity Leadership Proactive Approach to Development	1/27/2016 2 17 PM
52	Remove the 'old guard' and get some new ideas and new perspective going work with the 20 40 year olds in town rather than the 55 80 year olds we need to move forward	1/26/2016 12 37 PM
53	hire people that have the proper experience not family & friends	1/26/2016 11 32 AM
54	Accountability and efficiency are often terms used to justify cutting social programs we need to make sure this doesn't happen	1/26/2016 10 43 AM
55	Keeping our workers safe through accountability with the same expectations of ALL subcontractors	1/26/2016 8 13 AM
56	Sustainability	1/25/2016 4 19 PM
57	The above are all important values	1/25/2016 3 56 PM
58	they do not have any of these values	1/24/2016 6 47 PM
59	Leadership Open and sincere willingness with other community interests and stakeholders	1/24/2016 5 37 PM
60	thinking for the future and open to change	1/24/2016 2 16 PM
61	f everyone on council and within the departments (beaurocrats) live to the list above you can do nothing but be successful Transparency coupled with fiscal responsibility are huge if you want our support and input	1/24/2016 12 18 PM
62		1/24/2016 10 32 AM
63	Staff embezzlement Better staff and board ?	1/24/2016 10 19 AM
64	Cooperation City departments should see themselves as individual players on a larger team and work cooperatively / try to stay away from the empire building mentality	1/24/2016 9 23 AM
65	remove the Environmental anchor tell the truth about the real cost of wind and solar	1/24/2016 6 11 AM
66	Stop cutting people off in mid sentence When you receive an email please return if a question was asked? Treat all human being with kindness Nor more secrets and corruption	1/23/2016 5 40 PM
67	Accountable Approachable Hard Working	1/23/2016 5 36 PM
68	Open mindedness Opportunity for progress Long term vision/direction	1/23/2016 5 35 PM
69	social justice and equity dialogue	1/23/2016 4 47 PM
70	All are obviously important Given the success rate of previous community efforts it seems time to do things differently	1/23/2016 1 01 AM
71	effectiveness evidence based decision making inclusiveness social justice sustainability	1/22/2016 11 59 AM

Q5 What are the three most important issues that the corporate Strategic Plan should address?

Answered: 875 Skipped: 8



Answer Choices	Responses	
Infrastructure development	55.54%	486
Youth retention	38.51%	337
Economic growth	77.60%	679
Citizen engagement	20.00%	175
Asset management	23.20%	203
Downtown revitalization	22.29%	195
Customer service	10.51%	92
Enhanced quality of life	34.29%	300
Other (please specify)	9.03%	79
Total Respondents: 875		

#	Other (please specify)	Date
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Corporate Strategic Plan

1	These are operational issues and not strategic in nature Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy t may also extend to control mechanisms for guiding the implementation of the strategy You identify modes of implementation in this question	3/31/2016 10 51 AM
2	Employment	3/30/2016 7 14 PM
3	This City needs to attract business investment with such things as tax incentives We need to be more aggressive	3/29/2016 12 29 PM
4	Creating diverse well paying jobs	3/28/2016 12 08 PM
5	Get rid of the EDC	3/28/2016 10 50 AM
6	tax base the same as other cities not high like our's are now	3/28/2016 10 41 AM
7	accessible recreational opportunities for all residents	3/24/2016 1 10 PM
8	The EDC/ nnovation Centre should be asked to provide solid evidence on initiatives that they have spearheaded and put a dollar value to it with factual data and not hearsay f the city is not reaping major benefit from these organizations they should be shut down and other alternatives explored	3/22/2016 8 19 AM
9	Support Searchmont resort	3/22/2016 7 59 AM
10	Developing a vision	3/21/2016 9 22 PM
11	Tax free incentives to attract business Some one at EDC that knows what they are doing	3/21/2016 6 17 PM
12	tax and utility reduction for businesses to entice companies to come here	3/21/2016 5 55 PM
13	Getting property taxes under control	3/21/2016 4 49 PM
14	Employment issues	3/21/2016 3 56 PM
15	All of the above mentioned	3/21/2016 3 32 PM
16	making more jobs for poeple of the sault and not just minimum wage where we cant afford to live	3/21/2016 3 20 PM
17	better communication with citizens regarding city matters (the bus cutbacks are a great example of not communicating with citizens AT ALL about matters that directly affect a lot of people	3/21/2016 3 17 PM
18	can only imagine how tourists view our city Most retail establishments here do not even say hello when a customer comes through the door Sad	3/17/2016 5 47 PM
19	Senior friendly	3/16/2016 10 02 AM
20	public transportation	3/10/2016 4 57 PM
21	Growth Diversity and attracting new business	3/10/2016 4 39 PM
22	lower cost of living	3/10/2016 4 37 PM
23	As above	3/10/2016 4 31 PM
24	diversify economy	3/10/2016 10 20 AM
25	Leave your car at home for a week and report back on how you managed to meet all your needs in this city Remember Longevity eventually means dependence on your feet/freinds/relatives for transportation to everything	3/8/2016 10 45 AM
26	Downtown revitalization should be on the list but over 30 years of attempts shows that is not possible therefore lesson should be learned and energies focussed elsewhere	3/7/2016 3 58 PM
27	Remain open for business by staying abreast and understanding important global continental and national trends such as the move towards a more electrified transportation system	3/6/2016 2 48 PM
28	City municipal tax rates the economic stimulation depends on it Also the city needs to be more welcoming to approving building plans have more flex and not make development a struggle for developers	3/6/2016 8 08 AM
29	Stop wasting my tax money eg trees on queen st bike trails ski hills and mill markets	3/5/2016 9 11 PM
30	First and foremost address economic development if you don't the community will shrink Many years ago there was a country floundering and it's leader made a decision to fund it's navy despite not having the resources n quick time it became a world power That's what SSM needs to do with Economic Development Not to say we will become instantly successful However this petty squabbling over funding for Economic Development is a very backwards way to think and will only lead to poor results Success will only come from growth and leaders need to think that way	3/5/2016 4 51 PM
31	green infrastructure	3/5/2016 1 07 PM

Corporate Strategic Plan

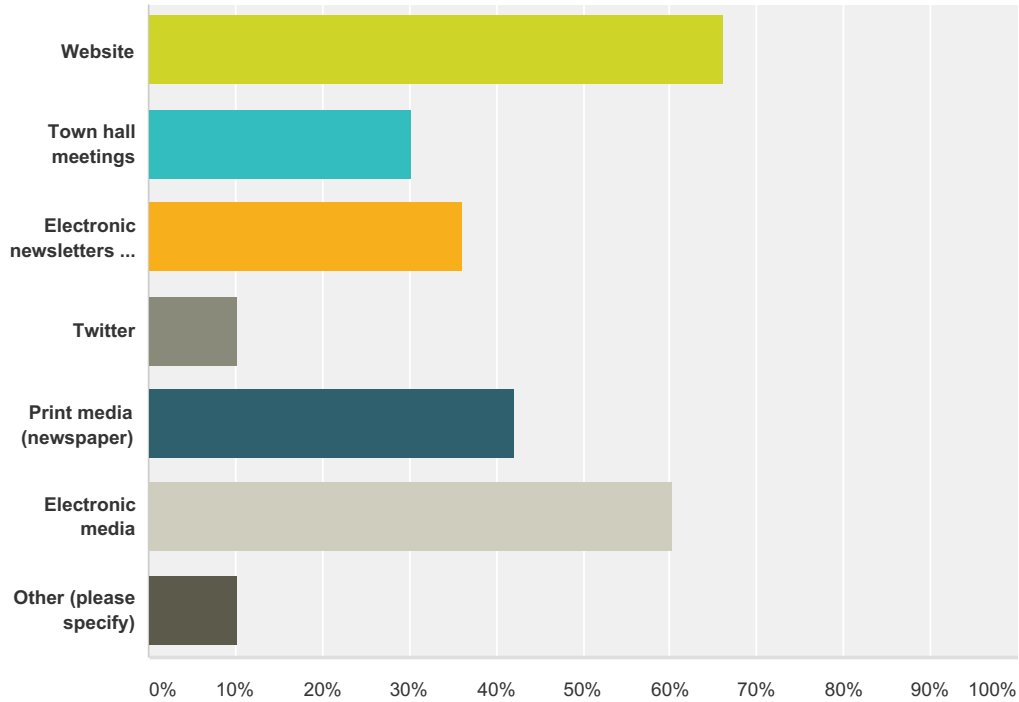
32	f the 3 things noted are achieved the others will be accomplished by default	3/5/2016 11 19 AM
33	Let's keep our youth here	3/4/2016 6 24 PM
34	quitt wasting money on essar centre at a loss any dummy can run a bussiness like that	3/4/2016 5 59 PM
35	Supporting ageing population	3/4/2016 4 17 PM
36	Citizen engagement will only happen when people are no longer so discouraged we need hope	3/4/2016 9 27 AM
37	Keeping our youth my daughter is leaving to go south so she can make a good life for herself Nothing here	3/3/2016 8 56 PM
38	The only way you are going to keep younger people is well paying jobs im ready to pack up and leave now if things do not change	3/3/2016 8 49 PM
39	We have a university and a college USE T do we have to train them to move?????	3/3/2016 8 44 PM
40	Job creation good open for business attitude	3/3/2016 9 55 AM
41	cut the cities operating budget by 50%	2/28/2016 7 35 PM
42	Build what the city can afford We don't need super schools for the 100 kids that attend	2/22/2016 1 51 PM
43	Energy strategy to overcome high cost of power See Guelph	2/21/2016 9 55 AM
44	Cost of living/property/taxes/PUC	2/16/2016 4 58 PM
45	When there is growth everything else will follow	2/16/2016 9 27 AM
46	ive never lived in a city with so many dilapidated buildings or cut the first and last buses so the heart of the working class cant get to work	2/14/2016 1 16 AM
47	job and industry retention eg Essar Steel expansion of economic base growth of new businesses and industries	2/7/2016 3 15 PM
48	ncentives for infill and efficient development Taxing/discouraging greenfield development	2/4/2016 7 35 PM
49	Citizen affordability	2/4/2016 1 42 PM
50	Youth that have left would return if there are jobs available nfrastructure development is ongoing	2/3/2016 9 10 AM
51	The city needs to stop reducing traffic flow by eliminating lanes and actually improve the roads and fix light timing	2/1/2016 11 56 AM
52	accessibility	1/29/2016 8 53 AM
53	Welcome and encourage immigration without discrimination	1/28/2016 3 22 PM
54	Council not to micro manage city and puc be responsive to the professionals they know there job well	1/28/2016 11 40 AM
55	Bringing ndustrial/Commercial tax rates into harmony and aligning with the BEST N THE PROV NCE not the worst	1/27/2016 2 17 PM
56	Focus on a new future outlook	1/26/2016 2 08 PM
57	Grow your economy and all of the others will be achieved	1/26/2016 12 37 PM
58	citizen engagement through participatory budgetting and other planning methods	1/26/2016 10 43 AM
59	Sustainability	1/25/2016 4 19 PM
60	For a hundred years youth leave and many come back home make it a place to raise a failly and youth retention will take care of itself	1/25/2016 4 05 PM
61	nfrastructure revitalization different than development believe	1/25/2016 3 56 PM
62	Having the EDC go to trade missions and find buisnesses to relocate as well as creating greater internal wealth within our community by suppoeting locally owned Our own city buys alot from out of town vs supporting local businesses that sell the same product Furthermore help the post secondary education grow Look at what other cities have accomplished with having their post secondary grow and the prosperity it brought to their cities as well as revitalizing their downtowns	1/25/2016 8 38 AM
63	get a plan	1/24/2016 6 47 PM
64	Fiscal responsibility accountability and transparency	1/24/2016 5 37 PM
65	bringing industry to the sault developers and focussing on deep sea shipping harbour which could bring more industry such as a dry dock for repairs on lakers and deep sea ships	1/24/2016 2 16 PM
66	Bringing back the youth that left over the years by enticing them to values they can hAve in the Soo which are unattainable down south This would mean Primarily bringing back those that are retiring but also their children	1/24/2016 1 32 PM

Corporate Strategic Plan

67	look at assest management and infrastructure development as one in the same also view economic growth as development of new business outside the box	1/24/2016 12 18 PM
68	Waterfront development (see Thunder Bay's Prince Arthur Landing)	1/24/2016 11 31 AM
69	fiscal responsibility in city hall not drastic cuts but controlled spending on salaries and supplies	1/24/2016 10 52 AM
70		1/24/2016 10 32 AM
71	Control taxes	1/24/2016 9 07 AM
72	nnovate to draw businesses and generate year round tourism	1/24/2016 8 37 AM
73	did the last strategic plan have an Essar failure component?	1/24/2016 6 11 AM
74	Keeping our fire services what the compliment was before and not adopting the new Chiefs idea of 3 man trucks At least get the " FREE" risk assessment Council and the mayor constantly talk about finances Well this is free Better safe than sorry	1/24/2016 1 15 AM
75	Public safety	1/23/2016 9 25 PM
76	Face the prospect of a very bleak future and admit ti over spending/	1/23/2016 5 53 PM
77	We need to attract more industry 100 years depending on the steel industry is too long Diversity in industry is the key to our city's success	1/23/2016 4 54 PM
78	f status quo or population growth can't be achieved there won't be sufficient tax base to pay for infrastructure assets etc	1/23/2016 1 01 AM
79	Emergency Services	1/22/2016 7 56 PM

Q6 What is/are the best methods of reporting to the public with respect to the corporate Strategic Plan?

Answered: 876 Skipped: 7



Answer Choices	Responses
Website	66.10% 579
Town hall meetings	30.25% 265
Electronic newsletters / email updates	36.19% 317
Twitter	10.16% 89
Print media (newspaper)	42.12% 369
Electronic media	60.27% 528
Other (please specify)	10.16% 89
Total Respondents: 876	

#	Other (please specify)	Date
1	Focus groups and strategic stakeholder meetings	3/31/2016 10 51 AM
2	public forum	3/28/2016 4 42 PM
3	no secrets	3/28/2016 12 42 PM
4	facebook	3/28/2016 12 26 PM
5	Electronic means are the cheapest and therefore best but town hall meetings are also important (and it goes without saying that the corporate strategic plan would be discussed there)	3/28/2016 12 19 PM
6	Facebook Almost the whole Sault is on facebook	3/28/2016 12 03 PM

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7	telephone hot line	3/28/2016 11 58 AM
8	Twitter for the young and TV/ Newspaper for the older citizens there's very little population in the middle any more	3/28/2016 10 53 AM
9	All	3/28/2016 10 47 AM
10	Soo Today	3/28/2016 10 41 AM
11	it doesn't matter city hall does what it pleases	3/26/2016 12 26 PM
12	Soo today is read not only by the locals but former Sooiters who have left who still care about this city	3/26/2016 9 54 AM
13	Soo Today and Facebook	3/24/2016 1 10 PM
14	City Council meeting	3/21/2016 11 41 PM
15	televised news	3/21/2016 11 14 PM
16	Opportunity for public input	3/21/2016 9 22 PM
17	sootoday	3/21/2016 8 55 PM
18	tv news	3/21/2016 8 38 PM
19	Things should be sent out to media a couple of weeks before so people can plan on things then a reminder with 24 hours of the actual event Too often things are put on sootoday for instant within hours of happening More people would probably go to things if more advanced warning was given	3/21/2016 7 35 PM
20	Sootoday	3/21/2016 5 10 PM
21	All or most of the above	3/21/2016 4 51 PM
22	every way possible make it easy	3/21/2016 4 30 PM
23	social media	3/21/2016 4 27 PM
24	sootoday	3/21/2016 4 04 PM
25	social media platforms not just twitter include Facebook as well etc	3/21/2016 3 56 PM
26	There is nothing but gross incompetence	3/21/2016 3 32 PM
27	not everybody has or can afford a computer so various methods should be utilized	3/21/2016 3 17 PM
28	soo today	3/21/2016 2 42 PM
29	radio	3/16/2016 3 45 PM
30	all of the above	3/12/2016 10 23 AM
31	The time for talking do something actions speak volumes	3/10/2016 4 39 PM
32	tv news / news websites	3/10/2016 4 37 PM
33	Any/all sources	3/10/2016 4 34 PM
34	Facebook	3/10/2016 4 32 PM
35	As above	3/10/2016 4 31 PM
36	in this era of multi modal communications systems use them all	3/8/2016 10 45 AM
37	meetings where public can actually say something to alderman	3/7/2016 8 33 PM
38	No idea Looking at Sootoday comments leaves me wondering what sort of impact internet activity will be The Sault Star is a joke and I'm really not sure how much people want to engage with local politicians Good luck I moved out of the city and could not be paid enough to move back	3/7/2016 4 20 PM
39	Social media plus a communications plan utilizing all media news and public service components	3/7/2016 3 58 PM
40	local television	3/7/2016 12 29 PM
41	Also good City to business communications behaviour and practices	3/6/2016 2 48 PM
42	Please take this information it is the road map to a better city give it to the mayor	3/6/2016 8 08 AM
43	and more	3/5/2016 1 07 PM
44	today email from councilors is the most effective media	3/5/2016 11 19 AM

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45	Whatever works best	3/4/2016 6 24 PM
46	People will not attend townhalls That doesnt mean they are not interested if you really want input come into their homes electronically Maybe some print for senior input but for those who will be your tax base of the future electronic	3/4/2016 9 27 AM
47	There should be a full opinion section in order to really get how people are feeling about council jobs and the state of the city was born and raised here loved it up until recently Now hate it Can't wait to leave this god forsaken town as it sucks	3/3/2016 8 49 PM
48	Door to Door make it personal The internet is only room for those that need to dump an opinion and hide	3/3/2016 8 44 PM
49	Everything as much as possible	3/2/2016 7 14 PM
50	Door to door meetings take to the streets it may seem unrealistic but feel it would have a much greater impact	3/2/2016 6 29 PM
51	Radio	3/2/2016 7 55 AM
52	All	2/25/2016 2 18 PM
53	Facebook	2/21/2016 6 20 PM
54	Multiple formats required due to various preferences of demographic	2/21/2016 2 50 PM
55	Television	2/16/2016 4 58 PM
56	Letter included with our tax bills	2/10/2016 11 47 AM
57	sootoday	2/8/2016 7 48 PM
58	Press Releases to local media	2/4/2016 7 35 PM
59	Communications are essential to good planning Social media is proving to be an easy way to get your message out but town hall meetings are important to give people a achance to talk face to face	2/3/2016 9 10 AM
60	Sootoday	2/2/2016 6 50 PM
61	Every avenue must be utilized to ensure your voice is heard	2/1/2016 8 28 AM
62	s T V classified as electronic media? SSM has an aged population not everyone has iphone ipad or laptops T V is the media your aged population uses because the newspapers want to become obsolete not printed with current news etc	1/30/2016 9 58 PM
63	Facebook	1/29/2016 4 26 PM
64	To many hands in the pot can do more harm then good	1/28/2016 11 40 AM
65	n other words use it all get it out there so that everyone can see it not just social media as not everyone has access to it not everyone has a computer (believe it or not) so use all methods of communication but make it worthwhile A town hall just to have the Mayor or council make political statements doesn't work get real get detailed and show work done We have had many good ideas in our community i e youth forum and nothing real transpires same people get together the following year and nothing concrete has transpired a team is created a web site created but youth are still leaving nothing for them to actually do has been created Stop talking and do the walking	1/26/2016 12 37 PM
66	Facebook	1/26/2016 8 13 AM
67	print materials only for those that request it or to support those with disabilities	1/25/2016 4 05 PM
68	Regular reporting on progress at Council	1/25/2016 3 56 PM
69	social media platforms not just twitter include Facebook as well etc	1/25/2016 8 53 AM
70	Sault Ste Marie has a lot of older people and at this point at least the next 5 years news print is still needed till the older generation passes on as a lot do not use social media or even have internet	1/25/2016 8 38 AM
71	soo today	1/24/2016 8 37 PM
72	Facebook	1/24/2016 8 30 PM
73	read it in the national news	1/24/2016 6 47 PM
74	Council Reports	1/24/2016 5 37 PM
75	Print media captures the aging population in all the local papers The mid and younger generation if engaged will go to electronic media Townhall meetings should also form part of your quiver but only for major items	1/24/2016 12 18 PM
76	Sootoday com	1/24/2016 12 06 PM

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77		1/24/2016 10 32 AM
78	This survey acknowledges citizens concerns would to say the board of works does a very good job and considering funds available efforts on roads repair are a challenge	1/24/2016 10 19 AM
79	stay with the times and focus on technology for the big stuff / town hall meetings are good for neighbourhood issues and rarely draw attendance Thanks for providing the opportunity to comment Good luck	1/24/2016 9 23 AM
80	Use sootoday to direct the public to the website and other communication fora	1/24/2016 8 37 AM
81	More interaction on website Things like pothole reporting daily road closures police reports fires etc Have an app where people will receive instant reports on local situations Check out some of the features on the City of Ottawa's website	1/23/2016 7 51 PM
82	Hire one person To conduct research through qualitative measures and to dis tribute all information to the vulnerable	1/23/2016 5 40 PM
83	Newsletter highly effective	1/23/2016 5 36 PM
84	monthly news letter	1/23/2016 4 51 PM
85	forums CBPR collective engagement	1/23/2016 4 47 PM
86	Town hall meetings only if also made available online	1/23/2016 1 01 AM
87	Facebook	1/22/2016 3 47 PM
88	mail it out	1/22/2016 1 19 PM
89	Facebook	1/22/2016 11 54 AM