

SPECIAL MEETING OF CITY COUNCIL AGENDA

Thursday, April 14, 2016
5:00 p.m.
Russ Ramsay Board Room
Civic Centre

Pages

1. APPROVE AGENDA AS PRESENTED

Mover Councillor L. Turco
Seconder Councillor J. Hupponen

That the Agenda for the April 14, 2016 Special City Council Meeting as presented be approved.

2. COMMITTEE OF THE WHOLE

Mover Councillor L. Turco
Seconder 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 Corporate Strategic Plan.

3. 2011-2014 CORPORATE STRATEGIC PLAN

3 - 30

The 2011-2014 Corporate Strategic Plan is attached for reference.

4. OVERVIEW OF PROCESS

31 - 32

5. SURVEY FEEDBACK

5.1 Key survey feedback – mission, vision, values

33 - 36

6. MISSION, VISION, VALUES

37 - 40

Review of other Northern Ontario municipalities

Small Group Discussion and Report Back

General Discussion

7. RISE AND REPORT

Mover Councillor L. Turco

Seconder Councillor M. Shoemaker

Resolved that the Committee of the Whole Council now rise and report on the matter referred to it by City Council – 2016-2021 Corporate Strategic Plan.

8. ADJOURNMENT

Mover Councillor L. Turco

Seconder Councillor J. Hupponen

That this Council shall now adjourn.

CITY OF SAULT STE MARIE

CORPORATE STRATEGIC PLAN

2011-2014

As at September 30, 2014

Dated November 10, 2014



Message from Mayor Debbie Amaroso



Thank you for taking the time to review the City of Sault Ste. Marie 2011-2014 Strategic Plan. This plan captures the priorities of the 2011-2014 City Council and reflects our accomplishments and activities.

The 2011-2014 City Council has worked diligently to develop solutions and pursue opportunities to make our community a place of respect, dignity and integrity. Our commitment was to work in harmony with all levels of government, local businesses, and residents to ensure the provision of efficient, affordable and quality municipal services supporting a progressive and sustainable community.

This City Council has recognized the importance of a caring and inclusive community. The Strategic Plan aimed to capitalize on opportunities to develop solid infrastructure, deliver excellent services and, above all, ensure a sustainable quality of life for all citizens now and in the years to come.

As our community grows, we too will continue to develop, strengthen and positively adapt in order to address the needs of our community. This Strategic Plan is a testament to both Council's and City staff's dedication to providing the citizens of Sault Ste. Marie with an exceptional quality of life.

Message from CAO Joe Fratesi



I am pleased to present this update of the City of Sault Ste. Marie's 2011-2014 Corporate Strategic Plan. The Plan guides the activities of the nine departments reporting to City Council through the Chief Administrative Officer.

It is the foundation of the organization's planning process, setting out strategic directions and articulating specific activities under each direction.

The City of Sault Ste. Marie is built on strong values and commitment to its citizens. Each employee contributes to achieving our mission to provide quality and cost-effective services in a responsible and supportive manner.

The work we all do each day makes a difference! Thank you to our dedicated staff, City Council and the citizens of Sault Ste. Marie for working collaboratively to achieve our goals.

Mayor and City Council



Debbie Amaroso

Mayor
mayor.amaroso@cityssm.on.ca
(705) 759-5344



Stephen Butland

Ward 1 Councillor
s.butland@cityssm.on.ca
(705) 542-0546



Pat Mick

Ward 3 Councillor
p.mick@cityssm.on.ca
(705) 254-6914



Frank Fata

Ward 5 Councillor
f.fata@cityssm.on.ca
(705) 942-6630



Paul Christian

Ward 1 Councillor
p.christian@cityssm.on.ca
(705) 989-7173



Brian Watkins

Ward 3 Councillor
b.watkins@cityssm.on.ca
(705) 941-0887



Marchy Bruni

Ward 5 Councillor
m.bruni@cityssm.on.ca
(705) 949-9187



Susan Myers

Ward 2 Councillor
s.myers@cityssm.on.ca
(705) 256-6128



Lou Turco

Ward 4 Councillor
l.turco@cityssm.on.ca
(705) 253-4070



Joe Krmpotich

Ward 6 Councillor
j.krmpotich@cityssm.on.ca
(705) 949-1321



Terry Sheehan

Ward 2 Councillor
t.sheehan@cityssm.on.ca
(705) 949-1130



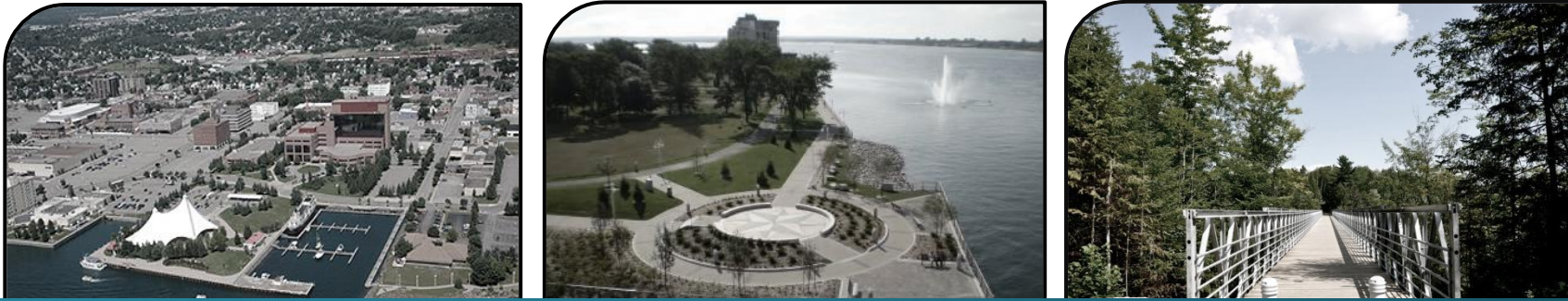
Rick Niro

Ward 4 Councillor
r.niro@cityssm.on.ca
(705) 949-7750



Frank Manzo

Ward 6 Councillor
(705) 945-9971



The City of Sault Ste. Marie

As the third largest city in Northern Ontario, Sault Ste. Marie is strategically located at the heart of the Great Lakes, on the U.S. border and at the centre of Canada.

From its pristine waterfront to its bustling arts community, Sault Ste. Marie has a high quality of life that's second to none. With a diverse population of approximately 75,000, the community is a four-season wonderland, offering a vibrant and healthy lifestyle for everyone. All the amenities of a large urban centre in a safe and clean environment, Sault Ste. Marie is home to excellent schools, malls, stores, restaurants, cinemas, galleries, museums, sports facilities, and sites of interest. Serving as an international port of entry to the United States, the city has recently experienced unprecedented growth economically and culturally.

From its rich history and quality-of-life benefits, to its growing economy and competitive advantages for businesses, Sault Ste. Marie is a great place to live, learn, work and play.

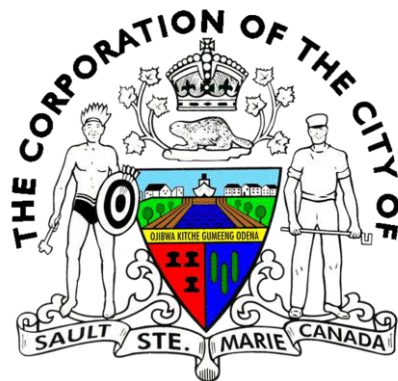


VISION

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

MISSION

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



CORPORATE VALUES

Integrity and honesty

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

Accountability and transparency

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

Commitment to citizens and the community

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

Respect and appreciation of employees

We will strive to create an environment where all employees share a common purpose and direction. We value energized and enthusiastic employees who make the most effective use of available physical and financial resources to deliver the best possible service.

Fiscal responsibility

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

Environmental stewardship

We will use resources wisely to maintain and create a livable city for future generations, minimizing the footprint of our activities on the environment.

Strategic Plan Framework

STRATEGIC FOCUS AREAS

1 Developing Solid
Infrastructure

2 Delivering Excellent
Services

3 Enhancing Quality
of Life

STRATEGIC DIRECTIONS

1.A. Environmental Leadership

1.B. Transportation Network Improvements

1.C. Property Management and Development

2.A. Communications

2.B. Process Improvement

2.C. Leadership and Staff Development

2.D. Technological Innovation

3.A. Recreational/Cultural Infrastructure

3.B. Planning for the Future

Strategic Direction 1: Developing Solid Infrastructure
Objective 1A – Environmental Leadership

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Solid waste management <ul style="list-style-type: none"> Bio-solids management study Implementation of bio-solids facility EA for solid waste disposal 	2007	Underway	Reduction in waste/refuse	D. Elliott	Engineering PUC PWT Consultants	\$65,000	\$65,000	Sewer Surcharge Operations Budget + Sewer Surcharge Capital Budget	Approved	2010-2011	Study scheduled for completion fall 2014
	2006	2014	Increased capacity			\$12 m	\$12 m	Waste Disposal Site Reserve	Approved	2005 to unknown	
	Unknown	2014				\$975,000	\$975,000				
Wastewater Infrastructure West End Sewer Investigative Study <ul style="list-style-type: none"> Upgrades to west end sewage plant Infiltration reduction projects 	2010	2014	Study to guide improved wastewater quality and operations	D. Elliott	Engineering PUC PWT Consultants	\$120,000	\$120,000	Sewer Surcharge Capital Budget	Approved	2009	Completed Feb. 2014
			Reduce costs, reduce by-passes and overflows to river (\$100,000 annually)			TBD	TBD				
						\$400,000	\$400,000	Sewer Surcharge Capital Budget	Approved	2011-2014	Ongoing initiative
<ul style="list-style-type: none"> Major pump stations Clark Creek Pump Station – valves and sluice gates 	2012	2014	Replace aging equipment	D. Elliott	Engineering, Consultants	\$2.4 m	\$2.4 m	Sewer Surcharge	Approved	2012-2013	Underway – anticipated completion s fall 2014
Rehabilitation of aqueducts / open channels			Improved storm water management and flood protection;	D. Elliott	Engineering, PUC, PWT, Consultants, Conservation Authority	\$31 m	\$31 m	Capital Works (Urban Only) Budget			Phase 1 construction complete; Phase 2 design underway
<ul style="list-style-type: none"> Fort Creek Central Creek 	2012	2021	extend life of flood control facilities			\$7 m	\$7 m				
<ul style="list-style-type: none"> Review sanitary sewer construction – sewers not associated with roadways 	2006	Ongoing	\$100,000 annually	D. Elliott	Engineering	\$400,000	\$400,000	Sewer Surcharge Capital Budget			Phase 1 construction complete
									Approved	Ongoing	

Strategic Direction 1: Developing Solid Infrastructure
Objective 1A – Environmental Leadership

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Reconstruction of small pumping stations <ul style="list-style-type: none"> Fort Creek Tallack Boulevard Pine Street Muriel Drive 	2012 2012 2012 2012	2014 2014 2014 2014	Upgrade/replace aging sanitary pump stations Reduce overflows	D. Elliott	Engineering PWT Consultants	\$650,000	\$650,000	Sewer Surcharge			Contract awarded – construction underway – Completion 2014
Underground fuel tank replacement <ul style="list-style-type: none"> PWT (Sackville) – new above ground tanks and new fuel management system 	2012	2014	Reduce liability	L. Girardi	PWT	\$221,750	\$250,000	Capital from Current	Approved		Scheduled for completion 2014

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Long Range Capital Road Construction Environmental Assessments for <ul style="list-style-type: none"> Third Line East and Black Road – hospital to Second Line Black Road widening – Second Line to McNabb Northern Avenue extension Connecting link reconstruction <ul style="list-style-type: none"> Miscellaneous resurfacing 	2010	2014	Improved pedestrian and vehicular traffic flow	D. Elliott	Engineering Consultants	\$80,000	\$80,000	Miscellaneous Construction Budget	Approved	2010-2011 2013-2014	To be completed 2014 (blended both into one EA)
<ul style="list-style-type: none"> Second Line – Old Garden River Rd to Gt. Northern and Great Northern – Second Line to Third Line 	2013	2013	Improved pavement surface Extend longevity	D. Elliott	Engineering Consultants	\$50,000	\$50,000	Capital Works budget + connecting link funding	Approved	2014	Future initiative Provincial program cancelled 2013 Mayor has requested funding assistance from Minister Underway
<ul style="list-style-type: none"> Second Line Phase II – Pine to Strathclair 	2014	2014				\$3 m	\$3 m	Capital	Approved	2014	Underway
Capital Works Road Reconstruction <ul style="list-style-type: none"> Kohler – Queen to Wellington Queen Street – Pine to Gravelle Forest Ave – Putney to Upton St. Andrew's Terrace – John to North Street London St – North to Tancred March – Queen to Wellington 	2014	2015	Improved longevity of infrastructure	D. Elliott	Engineering Consultants	\$11.6m	\$11.6 m	Capital Works Budget; Federal gas tax; sewer surcharge urban only capital			Completion – fall 2014 Completion – fall 2014 Resurfacing – 2014 Completion – fall 2014
	2014	2014				\$11.6 m	\$11.6m				Completion – fall 2015 Completion – fall 2015
Bridge improvements (all shared with Prince Township) <ul style="list-style-type: none"> Base Line #14 and #15 			Improved longevity Removal of load restrictions	D. Elliott	Engineering Consultants Prince Twp.			Misc. construct-			MIII funding approved. Completion 2015

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
<ul style="list-style-type: none"> Town Line #12 and #13 Preliminary design Construction 	2011	2013 2015	Contingent upon Prince obtaining funding			\$72,000 \$200,000	\$144,000 \$4 m	ion; 50% cost share with Prince Capital Works Budget, MIII \$\$ & Prince Twp.	Approved	2012 2014	MIII funding approved. Completion 2015
Improved transportation systems – assume lead role as transportation hub for Northern Ontario (Northern Ontario Growth Plan)	2011	2014	Monitor finalization of capital improvement approved in 2010	J. Fratesi							Underway
<ul style="list-style-type: none"> Rail – Huron Central 	2014										
<ul style="list-style-type: none"> Rail – Algoma Central 	2011	2014	Secure 1 year extension; work with other stakeholders to review & suggest alternatives that would see service become viable	J Fratesi				Federal, Province			Funding received for preliminary engineering design and EA process
<ul style="list-style-type: none"> Harbour – Implementation and funding for expansion / construction 	2011		Shipping access to expedite ingress of raw materials and egress of finished products (SSM and Northern Ontario)	Transportation Committee	EDC Consultants Essar Ports	TBD	\$121 m	Funding from federal, provincial and private industry			Study for business case complete. Co-ordinate with Essar priorities for capital expansion. Design and implement Project Management framework Facilitate funding applications
<ul style="list-style-type: none"> Air 			Improve air service	Air Services Committee							Ongoing efforts with Airport Dev. Corp.

Strategic Direction 1: Developing Solid Infrastructure
Objective 1B – Transportation Network Improvements

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Transportation master plan update	2012	2014	Transportation master plan for capital forecasting	D. Elliott	Engineering Consultants PWT	\$200,000	\$200,000	Capital Works Budget	Approved	2012	Underway – completion – fall 2014

Strategic Direction 1: Developing Solid Infrastructure
Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Development of Asset Management Plan • Report	2012 2013	2014 2013	Financial plan to maintain municipal assets	B. Freiburger J. Dolcetti J. Bruzas D. Elliott		\$150,000	\$150,000	Facility Reserve	Approved Report	2012-2014	Facility assessment report complete. Further reports forthcoming, followed by funding options.
PWT Equipment Program Review • Adding public works, landfill and cemetery equipment to 10 year capital plan • Review credit system	2010	2014	Report with recommendations for financing equipment renewal /replacement	S. Schell	L. Girardi M. Blanchard M. Pinder J. King J. Bruzas				Report only		Included in Asset Management Plan process
PWT – Traffic • Uninterrupted traffic signal power supply						\$82,000	\$82,000	Capital from Current	Approved		Ongoing and subject to funding by 2020
PWT – Buildings • Cold storage building • Sand storage • Enhance internal communications • Separate welding shop • Re-roof north garage	2013 2014 2014	2013 2014 2014	Equipment storage	L. Girardi M. Blanchard		\$250,000 \$550,000 \$50,000 \$140,000 \$300,000	\$250,000 \$550,000 \$50,000 \$140,000 \$300,000	Equipment Reserve	Approved	2013	Scheduled for completion 2014/15 Subject to funding Scheduled for completion by 2014-15 Subject to funding Subject to funding
Fire – Vehicle replacement • 55' Quint (pumper/aerial apparatus) • Pumper 1 Replacement	2013 2014	2014 2015	Replace 15-year-old apparatus Replace 15-year-old apparatus	M. Provenzano	J. St. Jules F. Brescacin F. Brescacin J. St. Jules	\$812,000 \$585,500	\$812,000 \$585,500	Fire Capital Equipment Reserve	Pending Pending	2013-2014 2015	Apparatus ordered with completion – Nov. 2014 Planning phase
Transit • Replace roof – vehicle storage building (Huron Street)	2013	2014	Maintain building integrity	D. Scott	Transit	\$850,000	\$850,000	Capital from Current			Subject to funding
Waste management – surface treatment of landfill roadways	2013	2014				\$40,000	\$40,000	Landfill Reserve	Approved		Scheduled for completion by 2015

Strategic Direction 1: Developing Solid Infrastructure
Objective 1C – Property Management and Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Civic Centre <ul style="list-style-type: none"> Flooring upgrade Council Chambers refresh (A/V etc.) Service elevator upgrade Window & cladding study 	Underway Underway 2015 2014	2014 2013 2015 2014	Building upgrades to maintain integrity \$50,000/year from 2011-2013	J. Dolcetti R. Caron	Engineering Clerk's	\$150,000 \$50,000 \$225,000 \$25,000	\$150,000 \$50,000 \$225,000 \$25,000	Capital from Current Capital from Current	Approved	2011-2013 2013 2015 2014	Co-ordinating with other renovations Complete. Scheduled for 2015 Scheduled for 2015
Fire <ul style="list-style-type: none"> Resurface parking lot Station 1 Electronic fuel card lock dispensing system Energy upgrades 	2015 2015 2015	2015 2015 2015	Enhanced tracking system Reduce carbon footprint and costs	M. Provenzano J. St. Jules J. St. Jules	J. St. Jules	\$250,000 \$50,000 \$10,550	\$250,000 \$50,000 \$10,550				2015 budget request 2015 budget request 2015 budget request
Fish Hatchery Building demolition				N. Apostle		\$114,000	\$114,000				Riversedge Development taking over this building on an interim basis to be used as a Farmers' Market
Downtown development initiative <ul style="list-style-type: none"> Part 2 	2013	2015	Revitalization of downtown area	D. McConnell S. Turco	Planning Downtown Association	\$300,000	\$2,535,000	FedNor, NOHFC		2014-2016	Approved by Council Feb 3, 2014. FedNor and NOHFC funding requested.
Rooftop Solar photovoltaic systems	2009	2014 2014	Review feasibility West End Community Centre for SmallFIT solar project Review feasibility – municipal facilities	M. Zuppa	Engineering CSD Legal Finance	\$21,000		Capital			Lease agreement with PUC – NCC Application to OPA – FIT 2.0 – denied; FIT 3.0 – denied; FIT 4.0 – consultation underway for re-application Consultation underway for potential FIT 4.0 locations

Strategic Direction 2: Delivering Excellent Services
Objective 2A – Communications

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
External corporate communications strategy <ul style="list-style-type: none"> Citizen satisfaction survey and other methods to receive client/stakeholder input i.e. Internet surveys, feedback forms Community engagement 	2012	2014	Integrate with website refresh	M. White	Clerk's IT						
Refresh website <ul style="list-style-type: none"> Determine if existing hardware/software suitable Design, including mobile site Expand use of My Sault Ste. Marie 	2013	2013 2014		IT Clerk's							Underway – scheduled to go live November 2014
Improved communications/relationships with employees <ul style="list-style-type: none"> Communication of policies and procedures to staff 	Underway	2013	Posting of human resources policies on corporate intranet	F. Coccimiglio P. Niro	Clerk's IT Human Resources						Policies, procedures updated – proceeding to SMT for review in 4 th ¼. Policies are available on intranet.
Accredited municipal coat of arms	2012	2014	Development of a municipal coat of arms accredited by the Canadian Heraldic Authority	Clerk's							Preliminary artwork approved.

Strategic Direction 2: Delivering Excellent Services
Objective 2B – Process Management

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Review of corporate programs and services on a departmental basis to ensure effective and efficient delivery	Underway	2014	Improved efficiencies Cost savings	B. Freiburger J. Fratesi							All Departments report as to cost reductions and cost avoidance
Customer service/Best Practices <ul style="list-style-type: none"> Pilot projects to be undertaken by each department annually to improve service Presentations to Council <p>Clerk's: Accessible elections; Social media, Twitter CSD: Day care (curriculum); Community Centres digital information system; online swimming registration; Best for Kids pilot summer program; Clean Marine, Recreation & Culture program update (ultimate Frisbee; cricket and pickle ball) Engineering: Environmental Initiatives Map; Building permit tracking system developed in-house with IT; purchase of recycled Police Service vehicles for use by building inspectors and by-law enforcement officer; enhanced communications with residents during road reconstruction projects Finance: On-line tax inquiry system. IT assisted other departments with automation best practices. Fire: Smoke Alarm; IV Therapy programs; revised fire suppression deployment strategy HR: Corporate training calendar; Employee life insurance beneficiary re-enrolment Legal: Flyers explaining routine legal processes (lane closures, Freedom of Information requests); Early Resolutions initiative; Remote Interpretations PWT: Traffic calming; inventory control; pothole repair process; compost production; defensive driving; ShiftLog; Queenstown new refuse containers; uninterrupted power supply for intersections; tree inventory; horticulture/flower displays; traffic graffiti wrap; bridge work; railroad job; new storage building ; landfill gas collection/flaring; waste water mapping; administration – traffic weather camera Social Services: Cultural sensitivity training; indigenous awareness training</p>	Ongoing	2014	Improved customer service; adoption of best practices	J. Fratesi	All Depts.			Costs absorbed in existing operational budgets			
Corporate records management <ul style="list-style-type: none"> Updated records retention by-law Document management system <ul style="list-style-type: none"> Phase 1 Building Division 	2012	2014	Revision of by-law, review of records management issues. Precise identification of records; who holds actual corporate record.	M. White F. Coccimiglio	All Depts.			n/a			
	2013	2014				\$100,000	\$100,000	Building Permit Reserve	Approved	2013	RFP September 2014

Strategic Direction 2: Delivering Excellent Services
Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Succession planning	2013	2015	Updated annual report to Council	P. Niro					Report only		Draft prepared – implementation by fall 2015
Staff training plans to address specific training needs on a departmental basis			Analysis of individual training needs	All Depts.	Human Resources						Ongoing
CSD: Providing training required by legislation Engineering: Spills response training provided by Pinchin Environmental Ltd. Fire: Training is ongoing and regularly monitored and reviewed; swift water rescue training to enhance response capabilities during heavy rainfall incidents is in planning phase Social Services: Training sessions developed. Standardized orientation for new staff. Mental Health and Addiction training											
Develop and implement annual employee and management development training to include: <ul style="list-style-type: none"> • Customer service excellence • AMCTO workshops • Excellence Canada (NQI) • In-house policy/procedure training • Leadership Development • Attendance Management and Accommodation orientation • Orientation – Employee Assistance Plan • Legal issues (facility liability, risk management, etc.) • Workshops to update staff after collective agreements ratified • Use of video-conferencing; “virtual” classroom – webinars 	2012 As available 2013	2013 2013	Corporate-wide training Departmental training absorbed through existing operational budgets	P. Niro	Legal						Clerks delivering Municipal Administration Program Draft complete – rollout in 2014 Group 1 complete. Group 2 – fall 2013 Scheduled for completion in fall 2014 Complete
Wellness program	Ongoing		Health promotion; disease prevention/ management	P.Niro	SMT A. Iacoe L. Bell			Absorbed through HR training budget			Activities to improve health “Lunch and Learn” wellness sessions

Strategic Direction 2: Delivering Excellent Services
Objective 2C – Leadership and Staff Development

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Healthy Workplace Initiatives (NQI) <ul style="list-style-type: none">Physical exercise options available to staffEmployee recognition program e.g. perfect attendanceInspire camaraderie	2011	Ongoing		P. Niro	SMT A. Iacoe						Fitness classes, walking challenge, etc.

Strategic Direction 2: Delivering Excellent Services
Objective 2D – Technological Innovation

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Council administration software <ul style="list-style-type: none">Phase 1 – electronic agenda<ul style="list-style-type: none">SoftwareHardwarePhase 2 –webstreaming Council meetings	2013	2013	Increased accessibility to staff and public	M. White R. Tyczinski	IT Clerk’s Legal	\$15,000 \$15,000 \$75,000	\$15,000 \$15,000 \$75,000	Cost savings offset initial cost General levy	Approved	2013 2014	Implementation underway Subject to budget approval
Election technology review – Election 2014	2013	2014	To ensure most efficient and appropriate use of technology	M. White	IT Clerk’s				Report only		Scheduled for completion in 2014
Phone system upgrade, VOIP – investigate VOIP technology as alternative to traditional phone system	Underway	June 2014	Ensure most cost effective and up-to-date technology with minimal capital cost	R. Caron F. Coccimiglio					Report only		Not proceeding at this time.

Strategic Direction 3: Enhancing Quality of Life
Objective 3A – Recreational/Cultural Infrastructure

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
West End (Northern) Community Centre • Phases 1 and 2 enhancements • Phase 3 – Review – rehabilitation/ reconstruction of McMeeken Centre	2013	2014 2016	Portable floor, fencing, canopy, marquee sign Arena and ice surface	N. Apostle N. Apostle		\$300,000 \$4 m	\$12 m	Invest Ontario grant + debt issue + NOHFC Senior levels of government	Report only	2011-2012	CIIF (FedNor) appl'n submitted Design development drawings completed Currently no funding programs available
McMeeken Centre score clock replacement				N. Fera		\$18,000	\$18,000				Subject to budget approval
Essar Centre • Fire-rated blackout panels • Electrical surge protection	2013 2013	2014 2014		N. Fera		\$20,000 \$18,000	\$20,000 \$18,000	Capital from Current	Approved Approved		Blackout panels partially complete. Electrical surge protection complete.
John Rhodes Community Centre upgrades – condensor replacement and controls	2013	2014		N. Fera		\$175,000	\$175,000	Capital from Current	Approved		Purchase order issued. Completion – June 2014
Ermatinger • Clergue National Historic Site – Heritage Discovery Centre	2013	2014	Visitor Centre, summer kitchen redesign, site accessibility improvements	Historic Sites Board N. Apostle	B. Freiburger Historic Sites Board K. Fisher	\$850,000	\$4m	NOHFC \$1m; Cultural Spaces \$1.779m 1812 \$140,000			Substantially complete. Facility to open June 2014.
Bellevue Park locomotive – site upgrade				J. Cain		\$50,000	\$50,000				Subject to budget approval.
Waterfront Walkway decking replacement	Ongoing			PWT							Subject to funding. Ongoing
Bicycle Pump Park at Esposito Park			Report confirming scope of project	N. Apostle					Report only		Funding approved in 2014 budget.
Hub trail construction (as part of future construction) • Queen Street – Simpson to Churchill Blvd	2013	2014	25 km multi-use trail Cost is \$1m but not	D. McConnell D. Elliott S. Turco	Planning & Engineering PWT STAC	\$50,000	\$50,000			2013-2016	Design work currently underway Under construction

Strategic Direction 3: Enhancing Quality of Life
Objective 3A – Recreational/Cultural Infrastructure

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
<ul style="list-style-type: none"> Finnish Rest Home connection – Fort Creek extension Strathclair connection – Second Line crossing International Bridge area – Albert to Huron Street section 	2013	2015	noted as a net cost in this activity as the work takes place as part of other construction								Design work complete Funding application submitted Review in 2015
	2013	2016									
	2014	2015									Part of International Bridge reconstruction
Implement cycling master plan <ul style="list-style-type: none"> Completion of Hub Trail to Hwy 17 E; Hub Trail to Hwy 17 N; Hub Trail to West End Community Centre – design phase 	2013		Design in tandem with hub trail funding	D. McConnell D. Elliott S. Turco	Engineering & Planning PWT STAC				Design approved	2013	Design work and estimate complete
Parks upgrades <ul style="list-style-type: none"> Queen Elizabeth “A” field – bleachers Pointe des Chenes 				T. Reid		\$25,000	\$25,000	Subdividers’ Reserve			Scheduled for completion 2014/15 Scheduled for completion 2014/15
Strathclair field lighting	2012	2013	Lighting of slo-pitch field “A”	N. Apostle	J. Cain T. Reid/Parks	\$90,000	\$240,000	Capital from Current 5% subdivider fees, user groups			Funding approved in 2014 budget.
Bellevue Park duck pond engineering study	2012	2014	Study of proper water circulation	C. Taddo	S. Hamilton Beach	\$20,000	\$20,000	Capital from Current	Approved	2012	Funding for engineered study approved in 2012 budget. To be completed third year of monitoring.
Adult-oriented fitness equipment in parks	2012	2013	Report identifying cost/location of equipment	J. Cain	V. McLeod PRAC	\$37,500	\$37,500	Capital from Current			Report submitted December 2013. Referred to 2014 budget.

Strategic Direction 3: Enhancing Quality of Life
Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Master Strategy Plan – Parks, Recreation and Culture	2011	2013	Replace 1986 plan	N. Apostle	J. Cain; PRAC; Cultural Advisory Bd	\$25,000	\$25,000	5% subdividers reserve account	Approved	2012	Presented to Council – fall 2013. Proceeding with short-term objectives
Environmental awareness – reduction in CO2 emissions	2011	2014	Action plans and strategies for improved environmental leadership	M. Zuppa	Green Committee						Ongoing
• No idling policy – staff/public education/awareness	2011	2014		J. Dolcetti							
• Energy audits to identify efficiencies	2011	2013	Establish targets \$15,000/audit – target 1 to 2 buildings/year	J. Dolcetti	Engineering PWT, Fire, Finance	\$6,732	\$21,720	Ontario Power Authority, Union Gas, Environmental Initiatives project budget	Approved	2011-2014	Bellevue Park – complete
• Comprehensive property management plan linked to energy audits to identify efficiencies	2011	2014		All Depts							
• Corporate energy management plan (as mandated by Ontario Regulation 397/11)	2011	2013		All Depts							Templates for 2011 & 2013 submitted to province
• Report facility energy consumption	2012	2014									
• Develop five year Energy Conservation plan	2011	2015		M. Zuppa	Facility managers, PUC	\$13,200	\$13,200		Approved	2014	Plan submitted to province
• Energy management software	2011	2014			Facility managers, Engineering, Finance, PUC						Consultation underway
Cultural attractions and activities; tourist attractions (Gateway)	2000	2014	Feasible development opportunities	Gateway Steering Committee	Engineering & Planning, Legal, Council	\$21,000		\$5m NOHFC grant, balance unknown, City to recover \$2m	Report only		.

Strategic Direction 3: Enhancing Quality of Life
Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
Update industrial land strategy	2013	2014	Review industrial land strategy to ensure adequate supply for future development	D. McConnell EDC	Engineering & Planning Legal, EDC				Report only		
Long term municipal housing plan (DSSAB responsibility)	2011	2014	Housing plan per MMAH legislation	M Nadeau	R. Cobean D. McConnell			DSSAB			Draft plan completed. And submitted to MMAH
Local immigration partnership plans (including: encouraging racial/ethnic tolerance, developing a welcoming community)	2012	2014	Community partnership to develop range of services to attract and retain new immigrants \$150,000/annually	D. Krmpotich	IT Social Services	\$0	\$600,000	Federally funded	Approved		Developing new strategies, regional model implemented in September 2013.
Official Plan – 5 year comprehensive review	2011	2014	Official Plan that reflects provincial and local trends	D. McConnell P. Tonazzo		n/a	n/a			n/a	Final approval – summer 2014
Comprehensive signs By-law	2012	2014	Simplified by-law balancing various community needs	D. McConnell P. Tonazzo		\$45,000	\$45,000		Approved	2013	Underway. Anticipated completion June 2014
Canal District Master Plan	2013	2014	Comprehensive public realm plan for Gateway/St. Mary's Paper, Gore Street area	D. McConnell S. Turco	EDC	\$40,000	\$40,000		Approved	2013	Complete. Project design underway
OLG Modernization			Continuation of meaningful OLG head office presence postmodernization. Ensure any private sector spin-	J. Fratesi EDC							

Strategic Direction 3: Enhancing Quality of Life
 Objective 3B – Planning for the Future

Activity	Start Date	Completion Date	Results	Lead Role	Resources	Net Cost	Gross Cost	Funding Source	Approval Status	Budget Year(s)	Progress to September 30, 2014
			offs of OLG activities and accompanying employment remains/ grows in SSM								
Northern Ontario Growth Plan	2012	Ongoing	Ensure that Sault Ste. Marie (and other 4 major N. Ontario cities) is as prominent in implementation as in the base growth plan document	J. Fratesi							Northern Mayors and CAOs are collaborating.
Age-Friendly Community <ul style="list-style-type: none"> Attaining World Health Organization designation 		2014	Report outlining next steps required to obtain designation	Mayor's Office							Phase 4 – report to Council September 2014 Final report to WHO

CELEBRATING OUR SUCCESSES!

COMPLETED PROJECTS/ACTIVITIES

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
<i>Developing Solid Infrastructure</i>			
	Wastewater Infrastructure Implement SCADA system to monitor operations of waste water facilities <ul style="list-style-type: none">System construction / installation / commissioningSystem improvements (check valves, removal of overflows) Reconstruction of small pumping stations <ul style="list-style-type: none">Lake StretMcGregor Avenue	Improved operations and communications	D. Elliott
		Upgrade/replace aging sanitary pump stations Reduce overflows	D. Elliott
	Underground Fuel Tank Replacements <ul style="list-style-type: none">Fire –#1 StationCemetery		J. St. Jules S. Hamilton Beach/J. King
<i>Transportation Network Improvements</i>	Long Range Capital Road Construction Environmental Assessments <ul style="list-style-type: none">Great Northern Road – Second Line/Third LineSecond Line – Old Garden River Road to Black Road Pine Street extension – Northern Ave to Second Line (Phase 1 & 2)) Connecting link reconstruction <ul style="list-style-type: none">Miscellaneous resurfacing: Second Line – Great Northern Road to PineRoot River bridges McNabb/South Market connection Third Line extension Capital Works Road Reconstruction <ul style="list-style-type: none">John Street – Wellington to ElmQueen Street – Pim to SimpsonQueen Street – Simpson to PineEuclid Road –Wemyss to PimGlenholme Drive/Arthur StreetWhite Oak Drive – North to John St.People’s Road – Everett to Third Line (resurfacing)	Improved pedestrian and vehicular traffic flow	D. Elliott
		Improved traffic flow	D. Elliott
			D. Elliott
		Improved traffic flow at McNabb/Boundary/Adeline Improved traffic flow Improved longevity	D. Elliott

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
	<ul style="list-style-type: none">Maretta – Wallace Terrace to HenriettaKohler – Queen to Wellington		
Property Management and Development	Transit – 40-foot transit buses (four)		L. Girardi
	Corporate fuel adjustment	Mitigate volatile fuel prices	S. Schell
	Fire <ul style="list-style-type: none">roof replacement – Station 4Lighting fixture upgrades – Stations 1, 2, 3Direct capture exhaust systems – Stations 2, 3Office reconfiguration – Station 1Energy upgrades – Station 1 stall heating system (Design)Security fencingPlatoon Chief’s vehicle	Eliminate leaks Cost saving, reduce carbon footprint Improved health and safety Optimize efficiency Security for staff vehicles	M. Provenzano
	PWT <ul style="list-style-type: none">Admin building energy retrofit HVACAdmin building window replacementLighting retrofitShop exhaustReplace overhead doors (26)New gate operatorsNitrogen monoxide sensorsSeparate welding shop rom mechanic shopPower washer equipment cleanerTraffic light LED installationsDemolish pipe plant	Improved energy conservation Health and safety	L. Girardi Green Committee
	Jessie Irving roof replacement		C. Ferguson
	Ontario Works building Carpet replacement		R. Caron
	Transit <ul style="list-style-type: none">Replace one parabusOne 40-foot bus	Transit vehicles replaced on a managed timeline	
	Cemetery – Mausoleum Phase XIII	Increased capacity	J. King

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
	PWT – parts for vehicles – transit addition	Budget for increasing costs of replacement	B. Freiburger
	Downtown Development initiative	Revitalization of downtown area	D. McConnell
	Parking lot reconstruction – Jessie Irving Centre		
	Civic Centre <ul style="list-style-type: none">• Accessible doors• Asbestos abatement		
Communications			
	Improved communications/relationships with employees – communication of policies and procedures to staff	Updated policies available on intranet	
	911 Central Emergency Reporting Bureau Infrastructure Upgrade		
	Council-to-Council communications (blogs, etc.) External communications – Twitter Electronic message board for employees Video screens for Council Chambers	Review of technology and report Social media presence to disseminate information	M. White L. Ballstadt F. Coccimiglio
Process Management	Transit operational review	Improved efficiencies	B. Freiburger
	Customer service/Best Practices	Ongoing	J. Fratesi
Leadership and Staff Development	Succession planning – 2012 report		J. Luszka
	Wellness program		J. Luszka
	Healthy Workplace initiatives		J. Luszka
Technological Innovation	Electronic commerce – online swimming registrations; online process for issuing open air burning permits My Sault Ste Marie completed in-house 2014	Improved customer service	F. Coccimiglio
Recreational/Cultural Infrastructure	West End Community centre – Phase 1	Indoor turf, library	N. Apostle
	Hub trail construction v		S. Turco
	Roberta Bondar pavilion – exterior fabric replacement		
	Pools <ul style="list-style-type: none">• Greco Pool mechanical• Manzo Pool mechanical• Manzo Pool roof replacement		

Completed Activities – September 2014

Strategic Direction	Activity	Results	Lead Role
	John Rhodes Community Centre upgrades – condensor replacement and controls		
	Celebrate 100! Anniversary celebrations		
	Bellevue Marina – building and landscape upgrade		
	Pilot Project Children’s Recreation Programming at Greco Pool/Etienne Brule Playground		
	Community improvement plan to create new rental housing	Incentives to encourage new rental housing	D. McConnell
	Ermatinger-Clergue National Historic Site – Heritage Discovery Centre	Visitor Centre, summer kitchen redesign, site accessibility	N. Apostle
	MacDonald Park upgrades		N. Apostle
<i>Planning for the Future</i>	Implement plan for Community Archaeological Assessment		D. McConnell
	Environmental awareness – reduction in CO2 emissions <ul style="list-style-type: none">Green fleet plan – reportComprehensive property management plan linked to energy audits		
	Digital signage section of signs by-law		D. McConnell
	Extensive review of the City By-laws regulating Minimum Standards for buildings and Property Standards for yards		
	Rooftop solar – West End Community Centre		

The Corporation of the City of Sault Ste. Marie
Corporate Strategic Planning - Overview of Process

The Process – What It Means and Why We Are Doing It

During the three sessions we are focusing our efforts on Corporate Strategic Planning for the next five years. We recognize there are other planning processes underway, and this process will not overlap into these processes. We have sought feedback from relevant stakeholders including members of Council, the Senior Management Team, staff and the public, in specific areas and it is this feedback which will focus our discussion during these sessions.

If you have ideas or thoughts that arise during discussions that may relate to other planning processes, such as broad community-based planning or the Community Development Plan, we will have a “parking lot” area to record these. The information will be passed along to the appropriate department or process. The specific areas for our discussions will be as follows:

1. Reviewing our Mission, Vision, Values
2. Reviewing progress made on our current strategic priorities
3. Considering feedback regarding priorities, key challenges facing our City and how we can meet these.
4. Considering what actions we should undertake to achieve our goals or priorities.

Strategic planning

Council developed its first strategic plan in July 2000 and since then has continued to review the plan, monitor accomplishments, update the plan and improve the focus of strategic directions. Recently, we have seen a significant indicator of the value of the process with a remarkable increase in participation. In 2011, we received 21 responses from staff; 32 responses from the 2013 mid-term update and this year, 108 responses were received. This trend was similar with responses from the public. In 2011, we received 160 responses from the public; 31 responses from the 2013 mid-term update and this year, 877 responses were received. The process of strategic planning is critical to our organizational success given it:

- Clarifies our overall purpose, our desired results as an organization and defines our direction
- Assists in the development of strategic goals or priorities
- Defines the actions necessary to develop an implementation plan to achieve goals or priorities
- Provides a tool for decision making to allocate our resources to pursue our strategy.

A document outlining the achievements that have been made towards accomplishing our current strategic priorities will be provided. From here, we will consider the feedback from our stakeholders regarding our Mission, Vision and Values.

A review of our Mission, Vision and Values

During the first session, members of Council and the Senior Management Team will be reviewing our Mission, Vision, and Values statements to determine if they remain appropriate and meet our needs both today and will do so into the future.

- Our **Mission** statement communicates the purpose of our organization

- Our **Vision** statement is an aspirational description of what we would like to achieve or accomplish in the mid-term or long-term future, and serves as a guide for choosing current and future courses of action
- Our **Values** statements describes our beliefs regarding our organizational ethical behaviour

Information regarding the Mission, Vision and Values statements from other northern Ontario cities will be provided as background information or for consideration on potential wording changes.

In session 2, members of Council and the Senior Management Team will review our strategic focus areas or our priorities, our directions or objectives, and feedback received from stakeholders regarding our priorities. We will consider what our key challenges are and how we should meet these challenges and whether or not these priorities should remain as stated or if they should be amended or new priorities identified.

In session 3, Council, the Senior Management Team and Division Heads will discuss what the action items should be to achieve or goals or priorities.

The Corporation of the City of Sault Ste. Marie

Session 1: Overview

- Current Mission, Vision, Values
- Review of Key Feedback from Council, Senior Management Team and Division Heads with respect to Mission, Vision, Values
- Comparative analysis with other major cities in Northern Ontario
- Small group discussion – focus on amendments to Vision, Mission, Values
- Feedback From Group Work
- Next Steps

Mission

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

What are your views of the current Mission?

Stakeholder	Comments
Council	<u>Change (5); Don't Change (5):</u> <ul style="list-style-type: none">• What does supportive mean?• Look outward into community• What is our “new” role in today’s community development?• Efficient ?? – quality has to be affordable• All key words important; Re-state; re-fresh (how?)
SMT	<u>No change required (4); Change (1):</u> <ul style="list-style-type: none">• Change municipal to community
Staff	<u>56 Responses; 25 – OK/fine/good; Comments:</u> <ul style="list-style-type: none">• Amend – manage municipal finances in responsible manner; provide quality and affordable services; implement best practices to lower costs ensure best value for service delivery; Cost – should not be factor in eliminating Emerg. Services• Need to attract growth; provide services , not reduce or eliminate; Services not cost-effective• Incorporate leadership• What does supportive mean?• Include: accountable services; progressive; sustainable; honest; transparent; role on policy making; Where is focus on customer service?

Vision

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

What are your views of the current Vision?

Stakeholder	Comments
Council	<u>Change (5); Don't Change (5):</u> <ul style="list-style-type: none"> • Look outward into community • What is our "new" role in today's community development? • Are there ideas we haven't considered? Efficient ?? – quality has to be affordable; All key words important • Re-state; re-fresh (how?)
SMT	<u>Change (4); Don't Change (4):</u> <ul style="list-style-type: none"> • State "stable" or "prosperous" instead of "sustainable" • Include "creating a vibrant and growing community" • Recognize human capital – to recognize staff
Staff	<u>67 Responded; Don't Change (27); Comments:</u> <ul style="list-style-type: none"> • Need more industry; too reliant on Essar; no hope for youth • Add "City will demonstrate honesty, sincerity, fairness in carrying out responsibilities" • Too much focus on cost – don't see benefit of adequate Emerg. Services – services cut/suffer and replaced with contractors • Keep child care to help create sustainable community • Quality is compromised by affordability • Need to focus on economic growth to retain youth and grow population • Add "innovative" before word "leader" • Maintain quality – don't sacrifice services • Some services neither efficient or affordable • Outdated – needs to mirror current trends • Lacks identity – consider "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." • Moving forward – ensure all employees treated with dignity and respect, providing a strong sense of belonging and strong foundation for future delivery of quality services; We need to be a trend setter • Consider "The Corporation of the City of Sault Ste. Marie will keep the community moving forward by providing quality services to its citizens" • "efficient" in both Vision and Mission; Vision should be more broad-based – consider "friendly, world-class, healthy, strong, green, dynamic and talent" • Add "progressive, sustainable" "quality of life"; Question if we are progressive • Only sustainable if new industry brought in and kept • Where is honesty and transparency? • Too many over-used words

Values

Integrity and honesty

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

Accountability and transparency

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

Commitment to citizens and the community

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

Respect and appreciation of employees

- We will strive to create an environment where all employees share a common purpose and direction. We value energized and enthusiastic employees who make the most effective use of available physical and financial resources to deliver the best possible service.

Fiscal responsibility

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

Environmental stewardship

- We will use resources wisely to maintain and create a livable city for future generations, minimizing the footprint of our activities on the environment.

What Key Values Should Guide the City?

Council, SMT, Staff and Public – Identified the Same Top 2

Key Value	Council	SMT	Staff	Public
Accountability/Transparency	64%	40%	71.30%	72.29%
Honesty/Integrity	64%	70%	65.74%	56.67%

Other Comments On Values

- Accountability & Fiscal Responsibility -greater detail on accountability, transparency, fiscal and commitment
- Environmental stewardship/leadership/alternative energy; sources/sustainability; encourage & support innovation; lead by example – don't just say it – do it; fairness; strive for customer service excellence; strong team values and team work
- effective communication; value employee input to drive efficiencies; creating great employees & positive work environment; leadership
- service excellence & reliability; embrace change; respect diversity; citizen engagement; independence
- State "We will" in each Value – not "We are"

Group Discussion – Mission, Vision and Values

- Consider the input from stakeholders – Council, SMT, staff and community feedback – What should we change?
- Review/assess Mission, Vision and Values from other Northern Ontario cities for possible wording amendments

Feedback From Groups

- Amendments to Mission?
- Amendments to Vision?
- Amendments to Values?

Next Steps – See Agendas

MISSION STATEMENTS

Sault Ste. Marie	Sudbury	North Bay	Timmins	Thunder Bay
"To provide quality and cost-effective municipal services in a responsible and supportive manner"	We provide excellent access to quality municipal services and leadership in the social, environmental and economic development of the City of Greater Sudbury.	Unable to locate	Timmins will promote a sustainable, diversified economy by enhancing community services and infrastructure, engaging people and celebrating Timmins as a great place to live, learn and play.	Quality services and community leadership

VISION STATEMENTS

Sault Ste. Marie	Sudbury	North Bay	Timmins	Thunder Bay
The Corporation will be a leader in the provision of efficient, affordable, and quality services supporting a progressive and sustainable community.	The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.	North Bay is a City where: <ul style="list-style-type: none"> • individuals and families can enjoy a safe, healthy and secure quality of life; • employment and education for all levels of qualification will be provided; and • economic and community development that represents good planning and maintains or enhances the City's natural and cultural setting will be encouraged. 	"Timmins will be recognized as a growing, innovative, regional hub that is culturally and economically diverse and that offers unique, northern quality of life."	Thunder Bay: Healthy, Vibrant, Connected, Strong

VALUES

Sault Ste. Marie	Sudbury	North Bay	Timmins	Thunder Bay
<p>Integrity and honesty We will demonstrate honesty, sincerity and fairness in carrying out our responsibilities.</p> <p>Accountability and transparency We will be accountable to our citizens and transparent in our decision-making processes.</p> <p>Commitment to citizens and the community Putting people first is a hallmark of success. We are committed to working together to provide inclusive and accessible services to protect, support and enrich quality of life in our community.</p> <p>Respect and appreciation of employees We will strive to create an environment where all employees share a common purpose and direction. We value energized and enthusiastic employees who make the most effective use of</p>	<p>In fulfilling our roles we commit ourselves to:</p> <ul style="list-style-type: none"> • providing high quality service with a citizen focus • managing the resources in our trust efficiently, responsibly and effectively • encouraging innovation and accepting risks • maintaining honest and open communication • creating a climate of trust and a collegial working environment • acting today in the interests of tomorrow 	<p>(Guiding Principles) It is the overall intent of this Plan to plan land uses in a manner that builds on the City's natural attractiveness and setting, while ensuring that the City remains economically competitive to address the needs of its citizens now and in the future.</p>	<p>Unable to locate</p>	<p>(Principles) We believe in:</p> <ul style="list-style-type: none"> • Economic Growth and Innovation • Effective Partnerships • Regional Responsibility • Infrastructure Investment and Renewal • Encouraging and Promoting the Private Sector • Informed and Involved People • Safe and Accessible Neighbourhoods • Cultural Diversity, Respect and Inclusiveness • Economic, Environmental and Social Responsibility • Fiscal Accountability and Sustainability

<p>available physical and financial resources to deliver the best possible service.</p> <p>Fiscal responsibility We will manage municipal finances in a responsible and prudent manner to provide quality and affordable services. We pursue best practices to lower costs and ensure best value in service delivery.</p> <p>Environmental stewardship We will use resources wisely to maintain and create a livable city for future generations, minimizing the footprint of our activities on the environment.</p>				
--	--	--	--	--

