



**Economic Development Strategic Plan
Appendix 2: Implementation Plan**

City of Sault Ste. Marie Economic Development Corporation

Final Report

February 2024

Appendix 2. Implementation Plan

While several of the proposed activities fall within the day-to-day duties of the EDC, some activities will require the support of external partners. The following section presents the timeline for each strategic priority.

Table 1. Timeline for Strategic Priority #1: Diversify Housing Development Options (Objective 1 of 1)

| Objective #1: Continue to support housing development projects. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Update the local housing market assessment to better understand the availability of housing options, existing housing stock and future demand to accommodate planned population growth. | Review, update and refocus the study to reflect the 2023 market and housing outlook until 2030. | City | City | | | | | | | | | | | City | | | |
| | Refresh this study every three years or if any major economic events take place within the City. | | | | | | | | | | | | | City | | | |
| Increase housing stock tailored to middle-income households by collaborating with developers, financial institutions and the City's Planning and Zoning Department to identify land development opportunities as well as barriers to increasing local inventory of middle-income housing. | Consult stakeholders to understand and develop strategies to address the barriers to increasing inventory of various housing development options. | | City | City | | | | | | | | | | | | | |
| | Explore partnerships to foster support and develop incentives that can encourage the development of diverse, innovative and efficient housing options. | | | City | City | | | | | | | | | | | | |
| | Maintain an updated inventory of all developable parcels of land regardless of zoning. | | | City | City | | | | | | | | | | | | |
| | Market the City's downtown as a residential neighborhood with a variety of walkable amenities to prospective builders, investors and buyers. | | | DDA | DDA | | | | | | | | | | | | |
| | Prioritize housing development opportunities in the Main Street District. | City | City | City | City | City | City | City | City | City | City | City | City | City | City | City | City |

| Objective #1: Continue to support housing development projects. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Increase the quality of low-income housing by developing incentives and redevelopment tools with key partners. | Consult stakeholders to understand and develop strategies to address the barriers to increasing the quality of low-income housing. | | | | City | | | | City | | | | City | | | | City |
| | Explore partnerships to foster support and develop incentives and redevelopment tools that can encourage rehabilitation and repair of low-income housing. | | | | City | | | | City | | | | City | | | | City |
| Monitor opportunities for planned subdivision development by continuing dialogue with private landowners and surplus parcels of City-owned land. | Consult stakeholders to identify barriers, constraints and opportunities regarding a planned subdivision development projects. | | | | City | | | | City | | | | City | | | | City |
| Ensure regulation and infrastructure are in place to support various housing development options, including mixed-use buildings by working with the City's Planning and Zoning Department. | Consult stakeholders to review and update the requirements (regulation and infrastructure) necessary to support subdivision development, multi-residential, affordable housing and retirement residence projects. | | | | City | | | | City | | | | City | | | | City |

Table 2. Timeline for Strategic Priority #2: Revitalize the City's Downtown (Objective 1 of 3)

| Objective #1: Increase the number of downtown businesses. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Develop incentives, programs and policies that encourage existing building owners to convert vacant building spaces into leasable commercial, residential and/or mixed-use spaces. | Consult key stakeholders regarding the development potential incentives and/or programs to incentivize building owners to actively recruit retailers to operate from ground floor spaces. | | DDA | | | | | | | | | | | | | | |
| | Establish an ordinance to regulate service-based businesses to operate on a building's second floor (or above) within the City's downtown district. | | | DDA | DDA | | | | | | | | | | | | |
| | Validate other regulatory measures necessary to launch the proposed incentives and programs (such as retail overlay district, zoning to encourage ground floor retail, etc.). | | | | DDA | | | | | | | | | | | | |
| | Prepare a draft report on the new incentives and programs. | | | | | DDA | | | | | | | | | | | |
| | Launch incentives following approval by the City's Planning and Zoning Department and Council. | | | | | | | DDA | | | | | | | | | |
| Develop and execute a marketing strategy and outreach campaign to attract year-round business retailers, service providers and/or experience operators to the downtown. | Identify business gaps in local product/service offerings and validate local demand for such. | EDC | EDC | | | | | | | | | | | | | | |
| | Develop a marketing campaign supported by promotional material on the benefits of living and conducting business within the City. | | | EDC | | | | | | | | | | | | | |
| | Attend key business retail and service provider events to identify, target and attract prospective businesses / franchisee / entrepreneurs to the City's downtown. | | | EDC | EDC | | | | | | | | | | | | |
| | Educate local residents and high school / college graduates on the advantages of starting a year-round retail / service / experience-based business within the City and its downtown. | | EDC | | | | EDC | | | | EDC | | | | EDC | | |
| | Continue to drive marketing and awareness through newsletters, websites, social media platforms and related events to promote on-going business opportunities within the city and its downtown. | | | EDC | | | EDC | | EDC | | EDC | | EDC | | EDC | | EDC |

Table 3. Timeline for Strategic Priority #2: Revitalize the City's Downtown (Objective 2 of 3)

| Objective #2: Tie infrastructure development to create a "walkable" downtown. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Strengthen and expand the City's Façade Improvement Grant by developing new downtown funding programs which can be utilized as business retention, expansion and investment attraction tools. | Consolidate and document the historical utilization of the City's Façade Improvement Grant to identify trends in its utilization. | | EDC | | | | | | | | | | | | | | |
| | Advocate to have MEDC incorporate a special component of its Façade Improvement Grant program that includes façade improvements for aging residential dwellings within downtown districts. | | | DDA | DDA | | | | | | | | | | | | |
| | Develop a marketing strategy and outreach campaign to educate local residents and businesses of the program benefits. | | | | | EDC | EDC | | | | | | | | | | |
| Identify, inventory and assess existing/missing infrastructure needed to improve the downtown experience of visitors, residents and businesses. | Conduct an asset inventory to understand the City's downtown infrastructure (ie: water/sewer, stormwater, electricity, cable, fiber/broadband, public washrooms, pet waste stations, benches, etc.). | | | | DDA | DDA | | | | | | | | | | | |
| | Identify infrastructure gaps necessary to improve the downtown experience of visitors, businesses and residents. | | | | | DDA | DDA | | | | | | | | | | |
| | Develop a series of strategic initiatives / infrastructure improvements and identify sources of funding necessary to fulfill these gaps. | | | | | | | DDA | DDA | | | | | | | | |
| Develop a program focused on expanding/improving downtown signage, wayfinding, crosswalks and building improvements / preservation. | Obtain an understanding of the regulations required to proceed with improvements. | | City | | | | | | | | | | | | | | |
| | Consult with stakeholders and partners to determine the location for the noted installations or improvements (tied to signage, crosswalks, wayfinding, biking trails, transit access, etc.). | | | DDA | DDA | | | | | | | | | | | | |
| | Procure contractors to install signage, crosswalks, wayfinding, building improvement, biking trails, transit access, etc. | | | | | City | City | | | | | | | | | | |

| Objective #2: Tie infrastructure development to create a "walkable" downtown. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Develop and launch a "Downtown Beautification Initiative" focused on the Arts by increasing public art in the downtown. | Identify opportunities where public art can be incorporated into the downtown district (with a focus on murals, mosaics, window paintings, statues, flowerpots, fountains, etc.). | | | DDA | DDA | | | | | | | | | | | | |
| | Develop and execute a marketing and outreach campaign to attract artists to incorporate and complete those artistic projects into the City's natural resources and amenities. | | | | | DDA | DDA | | | | | | | | | | |
| | Incorporate recommendations from the City's Cultural District Plan to connect the City's downtown art community with local schools. | | | | | | DDA | | | | | | | | | | |
| | Identify a strategic location and develop a supporting business case/plan for the establishment of an outdoor downtown music venue. | | | | | DDA | DDA | DDA | DDA | | | | | | | | |
| | Upgrade or replace the City's downtown recycling/garbage bins to those which are influenced by local art and/or rebranded by a local artist. | | | | | | DDA | DDA | | | | | | | | | |
| Assess the feasibility of incorporating electric charging stations downtown by identifying the rightful location for electric charging stations and determining associated costs and sources of funding. | Understand the regulations related to the rightful location for electric vehicle charging stations, map out the location of all plausible charging stations within the downtown district and evaluate the short- and long-term demand for such services. | | | | | | City | | | | | | | | | | |
| | Ensure that the City's electrical grid is capable of handling the maximum electrical vehicle charging load, determine the costs associated with the installation of charging stations and identify potential sources of funding. | | | | | | | City | | | | | | | | | |
| | Procure contractors to complete the installation. | | | | | | | | | City | City | City | City | | | | |
| Explore opportunities to create more public spaces for | Establish a list of potential downtown locations capable of hosting public events. | | City | | | | | | | | | | | | | | |

| Objective #2: Tie infrastructure development to create a "walkable" downtown. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| residents and visitors downtown through the identification of potential locations and to assess the costs related to the construction of a new outdoor event space. | Conduct a feasibility study (operations, costs, technical requirements, zoning) of creating one public gathering space. | | | City | City | | | | | | | | | | | | |
| | Hire a contractor to construct a public gathering space (assuming it is supported by the outcomes of the feasibility study). | | | | | City | City | City | City | | | | | | | | |

Table 4. Timeline for Strategic Priority #2: Revitalize the City's Downtown (Objective 3 of 3)

| Objective #3: Attract more cultural and arts events and festivals to the downtown. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) | |
|--|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| Preserve and promote existing historic buildings and cultural assets, including incentivizing downtown businesses to hire local artists / artisans for decorative murals, ironwork and other enhancements. | Collaborate with key cultural stakeholders and partners to identify historic buildings and key assets. | | | | DDA | DDA | | | | | | | | | | | | |
| | Incentivize downtown businesses to hire local artists/artisans for decorative murals, ironwork and other enhancements. | | | | | | DDA | DDA | DDA | | | | | | | | | |
| | Establish a program fund, managed by the DDA to seed small prototype projects. | | | | | | DDA | DDA | DDA | | | | | | | | | |
| | Encourage matching funds and participation from local merchants and downtown Sault Ste. Marie property owners. | | | | | | DDA | DDA | DDA | | | | | | | | | |
| | Prepare promotional visuals and brochures detailing all historic buildings and cultural assets. | | | | | | | | | | DDA | DDA | | | | | | |
| | Leverage newsletter, website and social media platforms for on-going marketing on opportunities in the City's downtown. | | | | | | | | | | DDA | | DDA | | DDA | | DDA | |
| Inventory and promote the City's existing downtown facilities capable of hosting cultural events and festivals. | Establish a list of key partners that could provide gathering spaces for residents and visitors. | | | | DDA | DDA | | | | | | | | | | | | |
| | Consult with potential partners to gauge their interest in providing their facilities to host cultural events and festivals. | | | | EDC | EDC | EDC | | | | | | | | | | | |
| | Utilize public parks, downtown alleys, and sidewalks as flex space for events, temporary exhibitions and pop-up arts activities of varying scales. | | DDA | DDA | DDA | | DDA | DDA | DDA | | DDA | DDA | DDA | | DDA | DDA | DDA | |
| | Strengthen partnerships with existing community partners and arts/cultural organizations to enhance recurring, scheduled or impromptu programming around the core retail intersection(s). | DDA | | DDA | | | DDA | | DDA | | DDA | | | DDA | | DDA | | |

| Objective #3: Attract more cultural and arts events and festivals to the downtown. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Develop and execute a marketing strategy and outreach campaign to attract operators of cultural events. | Derive insights from the General Public Online Survey, augmented by continuous dialogue with local residents to provide insights into the types of cultural events and operators requested and well suited for the City's downtown. | | DDA | | DDA | | DDA | | DDA | | DDA | | DDA | | DDA | | DDA |
| | Develop marketing strategy and an outreach campaign supported by marketing collateral to target and attract festival and event operators to the City's downtown. | DDA | | | DDA | DDA | | | DDA | DDA | | | DDA | DDA | | | |
| | Use promotional materials to leverage newsletter, website and social media platforms for on-going marketing of opportunities in the City's downtown. | | DDA | | DDA | | DDA | | DDA | | DDA | | DDA | | DDA | | |

Table 5. Timeline for Strategic Priority #3: Attract and Retain Youth in the City (Objective 1 of 1)

| Objective #1: Strengthen the leisure, recreational and cultural offering to meet the needs of the City's youth. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) | |
|--|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| Undertake a feasibility study to assess the demand for various indoor and outdoor gathering spaces tailored to youth leisure and recreational experiences. | Conduct an internal review and preliminary assessment of the existing facilities that could possibly satisfy this requirement. | | | EDC | | | | | | | | | | | | | | |
| | Consult the owners of those facilities to gauge level of interest and identify facility attributes that could be perceived as advantageous or a disadvantage. | | | | EDC | | | | | | | | | | | | | |
| | Obtain community feedback to determine level of demand through an online survey, supported by a public outreach strategy, campaign and promotion through various channel partners. | | | | | EDC | | | | | | | | | | | | |
| | Conduct a feasibility study on the top 1-2 requested indoor facilities to understand building requirements, costs, regulatory compliance, etc. | | | | | | EDC | EDC | | | | | | | | | | |
| | Identify potential government funding programs that could support the project development. | | | | | | | | | | | | | | | | | |
| | Identify and present the results of the feasibility study to potential investors / developers. | | | | | | | | | EDC | EDC | EDC | | | | | | |
| Promote and organize more activities targeting youth and families. | Identify and consult potential partners and community members to act as the Project Lead to organize family events throughout the year. Examples can include movies in the park, cultural festivals, waterfront events, etc. | | EDC | EDC | | | | | | | | | | | | | | |

| Objective #1: Strengthen the leisure, recreational and cultural offering to meet the needs of the City's youth. | | | | | | | | | | | | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Actions | Sub-Actions | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
| | Develop promotional material and execute an outreach campaign to advertise these activities to youth and families. | | | | Project Lead | Project Lead | | | Project Lead | Project Lead | | | Project Lead | Project Lead | | | |

Table 6. Timeline for Strategic Priority #3: Attract and Retain Youth in the City (Objective 2 of 3)

| Objective #2: Increase the number of mental health services and resources available to children, youth and families. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|--|-----------|-----------|-----------|-------------------|--------------|--------------|--------------|-------------------|--------------|-----------|-----------|-------------------|-----------|-----------|-----------|-------------------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Increase awareness of the importance of the local supports and resources available to children and youth to address mental health and substance abuse addictions. | Develop and launch a marketing campaign to bring awareness to mental health issues and the available resources. | EDC | EDC | | EDC | EDC | EDC | | EDC | EDC | EDC | | EDC | EDC | | | EDC |
| | Organize a weeklong initiative at local schools dedicated to bringing awareness to resources and supports available to address mental health and substance abuse addictions. | | | | Sault Area School | | | | Sault Area School | | | | Sault Area School | | | | Sault Area School |
| Undertake a feasibility study to assess the demand to establish a local rehabilitation center that delivers mental health services to children, youth and families. | Identify and consult potential partners and community members to act as the Project Lead to oversee and manage the feasibility study. | | | | | EDC | | | | | | | | | | | |
| | Conduct research and consultations to understand the demand for a rehabilitation center. | | | | | Project Lead | Project Lead | | | | | | | | | | |
| | Identify the requirements necessary to establish a rehabilitation center, including building requirements, staffing, ongoing operations, etc. | | | | | | | Project Lead | Project Lead | | | | | | | | |
| | Identify potential sources of government fundings. | | | | | | | | | | | | | | | | |
| | Develop an action plan and a final report. | | | | | | | | | Project Lead | | | | | | | |

| Objective #2: Increase the number of mental health services and resources available to children, youth and families. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Develop and implement a marketing campaign to attract mental health professionals to support local youth. | Develop and execute a marketing strategy, promotional collateral and outreach campaign. | | | | | | | | | | | | | | | | |
| | Ensure all job postings are available online in a centralized location. | | | | | | | | | | | | | | | | |
| | Develop a list of post-secondary institutions that are graduating students with the skillsets and education which are being sought after and target these graduates in the outreach campaign. | | | | | | | | | | | | | | | | |
| | Leverage newsletter, website, social media platforms to support promotion and awareness efforts. | | | | | | | | | | | | | | | | |

Table 7. Timeline for Strategic Priority #3: Attract and Retain Youth in the City (Objective 3 of 3)

| Objective #3: Increase promotion and awareness of the job and career opportunities in the City. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Collaborate with the local business community to understand job vacancies and required skillsets. | As part of the EDC's business concierge program, understand the succession plans of the individual business owners including their talent needs and required skillsets. Understand which online job boards are utilized (as this will be needed to promote awareness of these platforms to youth and young professionals). | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| | Distribute a summary of the information matrix (from previous step) to local high schools and post-secondary institutions as one way to educate students of the job opportunities available in the city. | | EDC | | | | EDC | | | | EDC | | | | EDC | | |
| Promote existing career and entrepreneurship opportunities to local students. | Maintain a list of all city-wide, state and federal entrepreneurship incentives and programs. | | EDC | | | | EDC | | | | EDC | | | | EDC | | |
| | Organize annual school visits to present incentives, programs and online tools for identifying local job opportunities. | | EDC | | | | EDC | | | | EDC | | | | EDC | | |
| | Hold an annual job fair at LSSU (for city-wide businesses) that brings students from Sault Area Schools and other local youth and young professionals. | | LSSU | | | | LSSU | | | | LSSU | | | | LSSU | | |
| | Leverage newsletter, website, social media platforms and school events for on-going marketing and promotion of entrepreneurship incentives and employment opportunities. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| Increase the level of collaboration between businesses and neighboring local post-secondary institutions to offer new | As part of the EDC's business concierge program, understand the required training for staff and opportunities to collaborate with post-secondary institutions. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |

| Objective #3: Increase promotion and awareness of the job and career opportunities in the City. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| internship / mentorship opportunities. | EDC to meet with LSSU to discuss the: <ul style="list-style-type: none"> • List of training requirements (as expressed by businesses) • List of opportunities/areas that businesses would like to collaborate with post-secondary institutions • The results / recommendations from the 2023 General Public and Youth Impact Surveys to support the development of internship / mentorship opportunities. | | | | EDC | | | | EDC | | | | EDC | | | | EDC |
| | EDC to facilitate strategic introductions between businesses and post-secondary institutions to explore synergies, areas of collaboration and to promote the approved internship / mentorship opportunities with LSSU. | EDC | | EDC | | EDC | | EDC | | EDC | | EDC | | EDC | | EDC | |

Table 8. Timeline for Strategic Priority #4: Advance the Educational Ecosystem (Objective 1 of 1)

| Objective #1: Support LSSU in strengthening its relationship, outreach and engagement with the local community. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|---|-----------|-----------|-----------|------------------------|-----------|-----------|-----------|------------------------|-----------|-----------|-----------|------------------------|-----------|-----------|-----------|------------------------|
| Establish a recurring schedule that brings together leaders from the City of Sault Ste. Marie, Sault Tribe and LSSU to increase collaboration, communication and partnership building. | Organize a formal meeting with the City, Sault Tribe and LSSU to discuss the results of the 2023 General Public Survey and the short- and long-term benefits of establishing this working group. | | | EDC | | | | | | | | | | | | | |
| | Based on having all three partners involved in this working group, establish a recurring meeting schedule to discuss ways to support the objectives of each organization, explore and expand potential synergies and areas of collaboration, and work together to overcome challenges in the local community. | | | EDC | | EDC | | EDC | | EDC | | EDC | | EDC | | EDC | |
| Establish a recurring schedule that brings together members of LSSU with Sault Area High School to reinforce the importance of higher education, the educational programs available at LSSU and how to start planning for it today. | Establish a recurring schedule for LSSU to be onsite at Sault Area High School to speak with students throughout the year. This could be in the form of an annual forum or broken down into a series of classroom visits. | | | | Sault Area High School | | | | Sault Area High School | | | | Sault Area High School | | | | Sault Area High School |
| Increase the number of community events that can be held at LSSU. | Determine the appropriate spaces, capacity, availability and requirements to increase the number of community events held. | | | | LSSU | | | | LSSU | | | | LSSU | | | | LSSU |
| | Leverage newsletter, website, social media platforms and other marketing channels for on-going marketing and | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU | LSSU |

| Objective #1: Support LSSU in strengthening its relationship, outreach and engagement with the local community. | | | | | | | | | | | | | | | | | |
|---|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Actions | Sub-Actions | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
| | promotion of opportunities to host events at LSSU. | | | | | | | | | | | | | | | | |
| Increase industry-academic collaboration between local businesses and LSSU to explore opportunities in continuous learning, trades training, research and development, testing and prototyping. | As part of the EDC's business concierge program, encourage business owners to explore opportunities in continuous learning, trades training, research and development, testing and prototyping with LSSU. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| Improve community awareness and recognition of the successes of LSSU to the local community. | Conduct interviews with students / graduates to understand their reasons for selecting LSSU. | | | | LSSU | | | | LSSU | | | | LSSU | | | | LSSU |
| Opportunity to highlight LSSU programs, graduates, economic impact, volunteerism, type of research and development conducted, local contribution, etc.). | LSSU to announce/profile success stories throughout the year of their academic programs, students, graduates, economic impact, local contribution, etc. | | | LSSU | | LSSU | | LSSU | | LSSU | | LSSU | | LSSU | | LSSU | |
| | Organize an annual community event to celebrate the successes of LSSU. Opportunity for this to be done during Homecoming or in conjunction with another major event that is held annually at LSSU. | | | LSSU | | | | LSSU | | | | LSSU | | | | LSSU | |

Table 9. Timeline for Strategic Priority #5: Increase Support of Local Businesses (Objective 1 of 1)

| Objective #1: Strengthen business retention and expansion efforts | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Formalize the EDC’s business concierge program by establishing a defined business visitation schedule and providing regular updates on the key outcomes. | Conduct outreach with local business owners to schedule in-person and onsite meetings at their place of business. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| | During each business visit, ensure a clear understanding of their needs, challenges, opportunities and threats are documented. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| | Provide the EDC board with a monthly summary of businesses met with. On a quarterly basis, EDC to provide insights to the EDC board on trends (tied to the needs, challenges, opportunities or threats) of businesses met with, along with recommendations to address these prevailing themes. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| Provide assistance (where possible) to help business owners overcome obstacles to business growth. | Over and above the services made available by the EDC, ensure that strong partnerships are in place with business supports necessary to facilitate strategic introductions as required. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| Educate local business owners on the available county-wide, state and federal funding programs, resources and incentives. | Develop a marketing pamphlet / brochure that summarize the key takeaways of the identified county-wide, state and federal funding programs, resources and incentives. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| | Provide an explanation of how the EDC can support local businesses in pursuing these funding programs, resources and incentives. | | | | | | | | | | | | | | | | |
| | Leverage newsletters, website, social media platforms, local radio and print and other marketing channels for on-going marketing, promotion and awareness of these opportunities and success stories of those who have been successful in securing funds to either retain or expand their business operations. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |

Table 10. Timeline for Strategic Priority #6: Enhance Tourism Development (Objective 1 of 3)

| Objective #1: Define the City's brand and tourism tagline. | | | | | | | | | | | | | | | | | |
|--|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
| Seek input from the local community to help influence and define the City's brand and tourism tagline. | Execute the following community engagement activities to involve the local community: <ul style="list-style-type: none"> • Online survey(s) • Targeted focus group discussions • Individual one-on-one meetings • Townhall meetings • Presentations to small/large groups and collect real-time feedback using Mentimeter | | | EDC | EDC | | | | | EDC | EDC | | | | | | |
| | Leverage newsletters, website, social media platforms, local radio, print advertising and other marketing channels for on-going marketing, promotion and awareness of the various planned engagement opportunities. | | | EDC | EDC | | | | EDC | EDC | EDC | | EDC | EDC | EDC | | EDC |
| Refresh and optimize branding and city-wide messaging to ensure that all local government organizations and private-sector businesses involved in tourism development and promotion are aligned. | Utilize the results of the planned community engagement activities to inform brand development and city-wide messaging with key economic and tourism stakeholders within the city. | | | | | City | | | | | | City | | | | | |
| Promote the new branding and tourism tagline through the development of marketing packages and promotional campaigns. | Present the new branding, messaging and brand style guide to all economic development and tourism stakeholders. | | | | | City | | | | | | City | | | | | |
| | Integrate the new branding on all promotional packages and website(s), social media, etc. and leverage newsletter, website, social media platforms and local events to launch the new branding. | | | | | EDC | EDC | | | | | EDC | EDC | | | | |
| | Leverage newsletter, website, social media platforms and local events to launch the new branding. | | | | | | | EDC | EDC | | | | | | | | |

Table 11. Timeline for Strategic Priority #6: Enhance Tourism Development (Objective 2 of 3)

| Objective #2: Increase shoulder and off-season tourism development. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Actions | Sub-Actions | | | | | | | | | | | | | | | | |
| Support the “OUT Housing Consortium” concept, related to parks and recreation activities. | Provide guidance, advice and support to ensure the success of this economic and recreational development initiative. | EDC | EDC | EDC | EDC | | | | | | | | | | | | |
| Develop a series of year-round single/multi-day tourism packages for Ontarians through collaboration with tourism operators and strategic partners. | Consult tourism operators, accommodations and key partners to develop a series of year-round tourism-related package offerings. | | CVB | | CVB | CVB | | | CVB | CVB | | | CVB | CVB | | | CVB |
| | Prepare promotional material (digital and print) to support the promotion of these packages. | | EDC | | | EDC | | | | EDC | | | | EDC | | | |
| | Leverage newsletter, website, social media platforms, tourism information centers and tourist operators to support promote of the packages. | EDC | EDC | EDC | | EDC | EDC | EDC | | EDC | EDC | EDC | | EDC | EDC | EDC | |
| Explore opportunities with local businesses to expand their tourism offering during shoulder/off-season periods through products and services development, supported by joint marketing and promotional efforts. | As part of the EDC’s business concierge program, consult local tourism operators to explore and evaluate opportunities to remain open during the should/off-season periods and understand the requirements needed to implement the recommendations. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| | Assist local businesses in applying for funding to undertake a feasibility study, develop a business case or complete a business plan to further validate these recommendations. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |

Table 12. Timeline for Strategic Priority #6: Enhance Tourism Development (Objective 3 of 3)

| Objective #3: Increase the number of tourism visits to the City. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Support local tourism operators in the development and expansion of tourism-based programs and experiences through the identification of eligible funding programs / incentives while also providing guidance to ensure that programs and experiences comply with regulatory policies. | Consult local tourism operators to explore and evaluate opportunities to expand their tourism-based programs and experiences and understand the requirements needed to implement the recommendations. | CVB | CVB | | CVB | CVB | | | CVB | CVB | | | CVB | CVB | | | CVB |
| | Assist local businesses in applying for funding to undertake a feasibility study, develop a business case or complete a business plan to further validate these recommendations. | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB |
| Collaborate with tourism boards to develop various trending tourism packages and leverage their networks to expand marketing outreach of the City's tourism offering throughout Michigan and beyond. | Consult tourism boards for recommendations on the development of unique tourism packages within the City. | CVB | CVB | | CVB | CVB | | | CVB | CVB | | | CVB | CVB | | | CVB |
| | Validate those recommendations with local tourism operators and obtain their commitment to participate in them. | | | | | | | | | | | | | | | | |
| | Leverage newsletter, website, social media platforms for on-going promotion and awareness. | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB | CVB |
| Promote existing digital marketing channels, including the Sault Ste. Marie App to help tourists plan their next visit and navigate the city and points of interest. | Leverage newsletter, website, social media platforms for on-going promotion and awareness. | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |

| Objective #3: Increase the number of tourism visits to the City. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|---|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | As part of the EDC's business concierge program, ensure hyperlinks are embedded on various key websites to encourage visitors to download the Sault Ste. Marie App. Ensure Google's Search Engine Optimization (SEO) is updated. | EC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC | EDC |
| Undertake a feasibility study to establish more passenger air service options in collaboration with the Chippewa County Economic Development Corporation. | Consult the Chippewa County Economic Development Corporation to discuss interest, requirements and timing of undertaking a feasibility study. | | | EDC | | | | | | | | | | | | | |
| | Identify sources of funding (private and/or public) to offset costs associated with the feasibility study. | | | | CCEDC | CCEDC | | | | | | | | | | | |
| | Develop the scope of work and procurement of a third-party firm to complete the feasibility study. | | | | CCEDC | CCEDC | | | | | | | | | | | |
| | Proceed with the recommendations contained within the feasibility study. | | | | | | CCEDC | CCEDC | | | | | | | | | |
| Increase the number of local restaurant options with an emphasis on introducing more healthy fast-food eating establishments within the City. | Undertake a community-wide survey to gain insights from local residents to revalidate the types of eating establishments missing in the city, the demand for such establishments and to understand the frequency and spending habits of those dining at local establishments today. | | | | | | EDC | EDC | | | | | | | | | |

| Objective #3: Increase the number of tourism visits to the City. | | 2024 (Q1) | 2024 (Q2) | 2024 (Q3) | 2024 (Q4) | 2025 (Q1) | 2025 (Q2) | 2025 (Q3) | 2025 (Q4) | 2026 (Q1) | 2026 (Q2) | 2026 (Q3) | 2026 (Q4) | 2027 (Q1) | 2027 (Q2) | 2027 (Q3) | 2027 (Q4) |
|--|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Based on the results of the community-wide online survey, contact the most sought-after establishments to understand their growth strategy in the EUP and provide them with supporting evidence that can support a business case to attract a franchise to the City. | | | | | | | | | EDC | EDC | EDC | EDC | | | | |
| Continue to explore and monitor for waterfront development opportunities and ensure that regulations are in place to enable the City to quickly respond to qualified opportunities as they are identified. | Ensure profile sheets are available for all land parcels on or adjacent to the waterfront. | | | | EDC | | | | EDC | | | | EDC | | | | EDC |
| | Meet annually with private owners of vacant parcels of land to understand their short- and long-term intentions of their specific land holdings. | | | | EDC | | | | EDC | | | | EDC | | | | EDC |
| | Consult the City's Planning and Zoning Department to ensure regulation in place to support various development opportunities on the targeted land parcels. It is important to ensure that the development approval process is clear in its requirements and efficient in its delivery. | | | | EDC | | | | EDC | | | | EDC | | | | |