



**Economic Development Strategic Plan
Appendix 1: Action Plan**

City of Sault Ste. Marie Economic Development Corporation

Final Report

February 2024

Appendix 1. Action Plan

The following tables provide a detailed action plan necessary to support each strategic priority. Each strategy priority includes the following elements:

- Objective
 - Actions
 - Sub-Actions
 - Budget Estimate
 - Budget estimates are indicated as either being low (less than \$20,000), moderate (between \$20,001 - \$50,000) and high (greater than \$50,000).
 - Planned Outcomes
 - Project Lead
 - Partners & Stakeholders
-

1.1 Strategic Priority #1. Diversify Housing Development Options

1.1.1 Objective #1. Continue to support housing development projects.

Table 1. Strategic Priority #1, Objective #1

Actions	Sub-Actions	Budget	Planned Outcomes	Project Lead	Partners & Stakeholders
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.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> 1 study reviewed 	<ul style="list-style-type: none"> City Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Developers
	Refresh this study every three years or if any major economic events take place within the City.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Updated study (every three years) 	<ul style="list-style-type: none"> City Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Developers
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 meeting with each stakeholder and/or a focus group discussion A summary of the noted barriers A summary of the strategies to overcome the identified barriers 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Developers Financial Institutions Home Builders Association of the Upper Peninsula
	Explore partnerships to foster support and develop incentives that can encourage the development of diverse, innovative and efficient housing options.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1-2 incentives identified 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Developers Financial Institutions

Actions	Sub-Actions	Budget	Planned Outcomes	Project Lead	Partners & Stakeholders
					<ul style="list-style-type: none"> Home Builders Association of the Upper Peninsula
	Maintain an updated inventory of all developable parcels of land regardless of zoning.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> A dataset that inventories all developable land parcels within city limits 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Private landowners
	Market the City's downtown as a residential neighborhood with a variety of walkable amenities to prospective builders, investors and buyers.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> A marketing strategy and an outreach campaign supported by marketing collateral. 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> EDC Real Estate Firms Developers
	Prioritize housing development opportunities in the Main Street District.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Ensure regulation and policy are in place that prioritizes residential development within the Main Street District 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> DDA EDC Real Estate Firms
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 meeting with each stakeholder and/or a focus group discussion A summary of the noted barriers A summary of the strategies to overcome the identified barriers 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Landlords Contractors Developers Financial Institutions Home Builders Association of the Upper Peninsula

Actions	Sub-Actions	Budget	Planned Outcomes	Project Lead	Partners & Stakeholders
	Explore partnerships to foster support and develop incentives and redevelopment tools that can encourage rehabilitation and repair of low-income housing.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1-2 incentives identified 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Landlords Contractors Developers Financial Institutions Home Builders Association of the Upper Peninsula
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Two meetings per year Cumulative list of opportunities 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Developers Private Landowners
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> One annual meeting Review of existing regulation and infrastructure requirements for relevancy and applicability Completion of the amendment process to update regulation and/or infrastructure requirements where appropriate 	<ul style="list-style-type: none"> Planning and Zoning Department 	<ul style="list-style-type: none"> EDC Developers Private Landowners

1.2 Strategic Priority #2. Revitalize the City's Downtown

1.2.1 Objective #1. Increase the number of downtown businesses

Table 2. Strategic Priority #2, Objective #1

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	• n/a	<ul style="list-style-type: none"> • 1 meeting with each stakeholder and/or a focus group discussion • Summary of incentives and/or programs 	• DDA	<ul style="list-style-type: none"> • Planning and Zoning Department • EDC • MEDC • Business owners • Landlords
	Establish an ordinance to regulate service-based businesses to operate on a building's second floor (or above) within the City's downtown district.	• n/a	<ul style="list-style-type: none"> • Approval of the ordinance 	• DDA	<ul style="list-style-type: none"> • Planning and Zoning Department • EDC
	Validate other regulatory measures necessary to launch the proposed incentives and programs (such as retail overlay district, zoning to encourage ground floor retail, etc.).	• n/a	<ul style="list-style-type: none"> • Validation of all regulatory measures 	• DDA	<ul style="list-style-type: none"> • Planning and Zoning Department • EDC
	Prepare a draft report on the new incentives and programs.	• n/a	<ul style="list-style-type: none"> • 1 draft report 	• DDA	<ul style="list-style-type: none"> • Planning and Zoning Department • EDC

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Launch incentives following approval by the City's Planning and Zoning Department and Council.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Approval obtained by the City's Planning and Zoning Department and Council 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> Planning and Zoning Department EDC City Council
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 annual meeting A list of gaps, validated by local demand, on the product / service offering in the downtown 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> DDA Sault Area Chamber of Commerce Local Businesses
	Develop a marketing campaign supported by promotional material on the benefits of living and conducting business within the City.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> A marketing strategy 1 brochure 1 video clip 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> DDA Sault Area Chamber of Commerce
	Attend key business retail and service provider events to identify, target and attract prospective businesses / franchisee / entrepreneurs to the City's downtown.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Minimum 1-2 events per year 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> DDA Sault Area Chamber of Commerce
	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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 annual visit per year per school Utilize existing marketing collateral (brochure / video clip) to support messaging 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Sault Area Schools LSSU Sault Area Chamber of Commerce DDA

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 newsletter 1 online article / blog 5 social media posts 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Sault Area Schools LSSU Sault Area Chamber of Commerce DDA

1.2.2 Objective #2. Tie infrastructure development to create a "walkable" downtown

Table 3. Strategic Priority #2, Objective #2

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 briefing document or spreadsheet 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Planning and Zoning Department MEDC
	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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Inclusion of aging residential dwelling within the Façade Improvement Grant program. 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> MEDC DDA
	Develop a marketing strategy and outreach campaign to educate local residents and businesses of the program benefits.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 newsletter 1 online article / blog 5 social media posts 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> MEDC DDA

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
<p>Identify, inventory and assess existing/missing infrastructure needed to improve the downtown experience of visitors, residents and businesses.</p>	<p>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.).</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 asset inventory 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> EDC Business owners Sault Area Chamber of Commerce Planning and Zoning Department
	<p>Identify infrastructure gaps necessary to improve the downtown experience of visitors, businesses and residents.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Minimum 2-3 gaps identified 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> EDC Business owners Sault Area Chamber of Commerce Planning and Zoning Department
	<p>Develop a series of strategic initiatives / infrastructure improvements and identify sources of funding necessary to fulfill these gaps.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Identification of 2-3 strategic initiatives 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> EDC Business owners Sault Area Chamber of Commerce Planning and Zoning Department

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	• n/a	•	• Planning and Zoning Department	• DDA • EDC
	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.).	• n/a	• 1 inventory of all applicable improvements	• DDA	• Planning and Zoning Department • EDC
	Procure contractors to install signage, crosswalks, wayfinding, building improvement, biking trails, transit access, etc.	• n/a	• Contract(s) awarded for items that cannot be handled by the City's internal departments	• Planning and Zoning Department	• Contractors • DDA
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.).	• n/a	• Minimum 1-2 opportunities identified	• DDA	• Planning and Zoning Department • EDC
	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.	• n/a	<ul style="list-style-type: none"> • 1 marketing strategy • 1 newsletter • 1 online article / blog • 5 social media posts 	• DDA	• Planning and Zoning Department • EDC

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Incorporate recommendations from the City's Cultural District Plan ¹ to connect the City's downtown art community with local schools.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Minimum 2-3 recommendations incorporated 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> Planning and Zoning Department Sault Area Schools LSSU
	Identify a strategic location and develop a supporting business case/plan for the establishment of an outdoor downtown music venue.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 strategic location identified supported by a business case / plan 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> Planning and Zoning Department EDC Sault Area Chamber of Commerce
	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.	<ul style="list-style-type: none"> The budget will be reflected by the number identified for upgrade or replacement 	<ul style="list-style-type: none"> Depending on the number identified to be upgraded, replaced or beautified, it may make financial sense to address them all over a short timeframe, or spread it over a longer duration. 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> Planning and Zoning Department EDC

¹ [https://saultstmarie.ca/Cityweb/media/Community-Services/CVC/Cultural-Plan-2019-2024_Remediated-\(03-June-2021\).pdf](https://saultstmarie.ca/Cityweb/media/Community-Services/CVC/Cultural-Plan-2019-2024_Remediated-(03-June-2021).pdf)

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
<p>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.</p>	<p>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.</p>	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • A geomap of all plausible electric vehicle charging locations • Demand analysis to support a business case for such an investment 	<ul style="list-style-type: none"> • Planning and Zoning Department 	<ul style="list-style-type: none"> • DDA • EDC • Cloverland Electric Cooperative
	<p>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.</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 1 summary report confirming capacity of the City’s electrical grid to handle such infrastructure • 1 cost estimate • 1 summary of potential sources of funding 	<ul style="list-style-type: none"> • Planning and Zoning Department 	<ul style="list-style-type: none"> • DDA • EDC • Cloverland Electric Cooperative
	<p>Procure contractors to complete the installation.</p>	<ul style="list-style-type: none"> • City to apply for funding to help offset costs 	<ul style="list-style-type: none"> • Follow the outcomes of the demand analysis to inform how many EV charging stations should be installed and over what period of time. 	<ul style="list-style-type: none"> • Planning and Zoning Department 	<ul style="list-style-type: none"> • DDA • EDC • Cloverland Electric Cooperative

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
Explore opportunities to create more public spaces for 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.	Establish a list of potential downtown locations capable of hosting public events.	• n/a	• Minimum 2-3 locations identified	• Planning and Zoning Department	• DDA • EDC
	Conduct a feasibility study (operations, costs, technical requirements, zoning) of creating one public gathering space.	• Moderate	• 1 feasibility study	• Planning and Zoning Department	• DDA • EDC
	Hire a contractor to construct a public gathering space (assuming it is supported by the outcomes of the feasibility study).	• Cost estimate to be derived from the feasibility study	• 1 public gathering space	• Planning and Zoning Department	• DDA

1.2.3 Objective #3. Attract more cultural events and festivals to the downtown

Table 4. Strategic Priority #2, Objective #3

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	• n/a	• Minimum 2-3 key assets identified	• DDA	• EDC • CVB
	Incentivize downtown businesses to hire local artists/artisans for decorative murals, ironwork and other enhancements.	• n/a	• Target 3-4 projects per year	• DDA	• n/a
	Establish a program fund, managed by the DDA to seed small prototype projects.	• n/a	• 1 program fund	• DDA	• n/a

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Encourage matching funds and participation from local merchants and downtown Sault Ste. Marie property owners.	• n/a	• Attain a 50% participation from local merchants	• DDA	• n/a
	Prepare promotional visuals and brochures detailing all historic buildings and cultural assets.	• Low	• 1 brochure	• DDA	• EDC
	Leverage newsletter, website and social media platforms for on-going marketing on opportunities in the City's downtown.	• n/a	<ul style="list-style-type: none"> • 1 newsletter • 1 online article / blog • 5 social media posts 	• DDA	• EDC
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.	• n/a	• Target 2-3 potential partners	• DDA	<ul style="list-style-type: none"> • Sault Tribe • LSSU • Sault Ste. Marie Municipal Airport
	Consult with potential partners to gauge their interest in providing their facilities to host cultural events and festivals.	• n/a	• 1 meeting with each identified potential partner	• EDC	• DDA
	Utilize public parks, downtown alleys, and sidewalks as flex space for events, temporary exhibitions and pop-up arts activities of varying scales.	• n/a	• Incorporated as required	• DDA	• n/a

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Strengthen partnerships with existing community partners and arts/cultural organizations to enhance recurring, scheduled or impromptu programming around the core retail intersection(s).	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Increased support, participation and involvement from key partners 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> Art / Cultural Organizations Local Businesses EDC Sault Area Chamber of Commerce
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Target 4-5 cultural events / operators 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> EDC
	Develop marketing strategy and an outreach campaign supported by marketing collateral to target and attract festival and event operators to the City's downtown.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> 1 brochure 1 video clip 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> EDC
	Use promotional materials to leverage newsletter, website and social media platforms for on-going marketing of opportunities in the City's downtown.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 newsletter 1 online article 5 social media posts 	<ul style="list-style-type: none"> DDA 	<ul style="list-style-type: none"> EDC

1.3 Strategic Priority #3. Attract and Retain Youth in the City

1.3.1 Objective #1. Strengthen the leisure, recreational and cultural offering to meet the needs of the City's youth.

Table 5. Strategic Priority #3, Objective #1

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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. Consider spaces that could be utilized for music/concerts, art performances, arcades, bowling alleys, etc.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Target 10 potential facilities 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Sault Area Chamber of Commerce
	Consult the owners of those facilities to gauge level of interest and identify facility attributes that could be perceived as advantageous or a disadvantage.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Consultations held with each facility owner 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> n/a

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	<p>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.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 online survey 1 public outreach strategy and campaign List of channel partners engaged 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Sault Area Chamber of Commerce WCMZ (98.3 FM) WYSS (99.5 FM) WSUE (101.3 FM) WTHN (102.3 FM) WHWG (103.3 FM) SooLeader 9&10 News Sault Area Schools LSSU
	<p>Conduct a feasibility study on the top 1-2 requested indoor facilities to understand building requirements, costs, regulatory compliance, etc.</p> <p>Identify potential government funding programs that could support the project development.</p>	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> 1 feasibility study List of government funding programs 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> MEDC EUP Regional Planning and Development Commission

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Identify and present the results of the feasibility study to potential investors / developers.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> List of potential investors / developers Presentation of the results to potential investors / developers 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Developers Investors
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 2-3 potential partners identified 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> n/a
	Develop promotional material and execute an outreach campaign to advertise these activities to youth and families.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 newsletter 1 website article 5 social media posts 	<ul style="list-style-type: none"> Project Lead 	<ul style="list-style-type: none"> EDC

1.3.1 Objective #2. Increase the number of mental health services and resources available to children, youth and families

Table 6. Strategic Priority #3, Objective #2

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
<p>Increase awareness of the importance of the local supports and resources available to children and youth to address mental health and substance abuse addictions.</p>	<p>Develop and launch a marketing campaign to bring awareness to mental health issues and the available resources.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 newsletter 1 website article 5 social media posts 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> MyMichigan Medical Center Sault Sault Ste. Marie Tribal Health Center Hiawatha Behavioral Health Local offices offering Psychological Services Sault Area Chamber of Commerce WCMZ (98.3 FM) WYSS (99.5 FM) WSUE (101.3 FM) WTHN (102.3 FM)

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	<p>Organize a weeklong initiative at local schools dedicated to bringing awareness to resources and supports available to address mental health and substance abuse addictions.</p> <p>Activities could include guest speakers (psychologists, hospital staff, etc.), educational videos, storytelling, one-on-one meetings with students, etc.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 weeklong initiative held each year 	<ul style="list-style-type: none"> Sault Area School 	<ul style="list-style-type: none"> WHWG (103.3 FM) SooLeader 9&10 News Sault Area Schools LSSU MyMichigan Medical Center Sault Sault Ste. Marie Tribal Health Center Hiawatha Behavioral Health Local offices offering Psychological Services EDC
<p>Undertake a feasibility study to assess the demand to establish a local rehabilitation center that delivers mental health services to children, youth and families.</p>	<p>Identify and consult potential partners and community members to act as the Project Lead to oversee and manage the feasibility study.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> List of potential project leads 1 meeting held with each potential project lead 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> MyMichigan Medical Center Sault Sault Ste. Marie Tribal Health Center

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
					<ul style="list-style-type: none"> • Hiawatha Behavioral Health • Local offices offering Psychological Services
	Conduct research and consultations to understand the demand for a rehabilitation center.	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 5-10 one-on-one meetings 	<ul style="list-style-type: none"> • Project Lead 	<ul style="list-style-type: none"> • Hospital employees • Rehabilitation centers in nearby communities • Students • Residents • Michigan Department of Health & Human Services
	Identify the requirements necessary to establish a rehabilitation center, including building requirements, staffing, ongoing operations, etc. Identify potential sources of government fundings.	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • A list of requirements • A list of potential sources of funding • A pro forma financial statement 	<ul style="list-style-type: none"> • Project Lead 	<ul style="list-style-type: none"> • Michigan Department of Health & Human Services • MyMichigan Medical Center Sault

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
					<ul style="list-style-type: none"> • Sault Ste. Marie Tribal Health Center • Hiawatha Behavioral Health • Local offices offering Psychological Services
	<p>Develop an action plan and a final report (results presented).</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 1 final report • 1 presentation to partners, stakeholders and potential investors 	<ul style="list-style-type: none"> • Project Lead 	<ul style="list-style-type: none"> • Partners • Stakeholders • Potential investors
<p>Develop and implement a marketing campaign to attract mental health professionals to support local youth.</p> <p>Such specialists may include psychologists, counselors, clinical social workers, psychiatrists, family nurse practitioners, etc.</p>	<p>Develop and execute a marketing strategy, promotional collateral and outreach campaign.</p> <p>Ensure all job postings are available online in a centralized location.</p> <p>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.</p>	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Marketing strategy • Promotional collateral • Outreach campaign • Online job postings in a centralized location 	<ul style="list-style-type: none"> • MyMichigan Medical Center Sault 	<ul style="list-style-type: none"> • EDC • Sault Area Chamber of Commerce

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Leverage newsletter, website, social media platforms to support promotion and awareness efforts.	• n/a	<ul style="list-style-type: none"> • 1 newsletter • 1 website article • 5 social media posts 	• EDC	• n/a

1.3.2 Objective #3. Increase promotion and awareness of the job and career opportunities in the City

Table 7. Strategic Priority #3, Objective #3

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	• n/a	<ul style="list-style-type: none"> • 1 information matrix • 1 list of job boards that are utilized by the business community 	• EDC	• Sault Area Chamber of Commerce
	Understand which online job boards are utilized (as this will be needed to promote awareness of these platforms to youth and young professionals).				
	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.	• n/a	• Distribute the information matrix (semi-annual) to education partners	• EDC	<ul style="list-style-type: none"> • LSSU • Sault Area Schools
Promote existing career and entrepreneurship opportunities to local students.	Maintain a list of all city-wide, state and federal entrepreneurship incentives and programs.	• n/a	• 1 list of city-wide, state and federal	• EDC	• Planning and Zoning Department

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
			entrepreneurship incentives and programs		<ul style="list-style-type: none"> • LSSU • Sault Area Schools
	Organize annual school visits to present incentives, programs and online tools for identifying local job opportunities.	• n/a	• 1 annual visit	• EDC	<ul style="list-style-type: none"> • LSSU • Sault Area Schools
	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.	• n/a	• 1 annual job fair	• LSSU	<ul style="list-style-type: none"> • Sault Area Schools • Sault Area Chamber of Commerce • EDC
	Leverage newsletter, website, social media platforms and school events for on-going marketing and promotion of entrepreneurship incentives and employment opportunities.	• n/a	<ul style="list-style-type: none"> • 1 newsletter • 1 website article • 5 social media posts 	• EDC	<ul style="list-style-type: none"> • Sault Area Schools • LSSU • Sault Area Chamber of Commerce
Increase the level of collaboration between businesses and neighboring local post-secondary institutions to offer new internship / mentorship opportunities.	As part of the EDC's business concierge program, understand the required training for staff and opportunities to collaborate with post-secondary institutions.	• n/a	<ul style="list-style-type: none"> • 1 list of training requirements • 1 list of opportunities that businesses can collaborate with post-secondary institutions 	• EDC	<ul style="list-style-type: none"> • Local businesses
	EDC to meet with LSSU to discuss the:	• n/a	• EDC to meet with LSSU and	• EDC	<ul style="list-style-type: none"> • LSSU

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	<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. 		to identify minimum 1-2 internship / mentorship opportunities for LSSU to validate, structure and formalize		
	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.	• n/a	• Minimum 5 strategic introductions per year	• EDC	<ul style="list-style-type: none"> • Local businesses • LSSU

1.4 Strategic Priority #4. Advance the Educational Ecosystem

1.4.1 Objective #1. Support LSSU in strengthening its relationship, outreach and engagement with the local community

Table 8. Strategic Priority #4, Objective #1

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 meeting 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> City of Sault Ste. Marie Sault Tribe LSSU
	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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Recurring meeting schedule Evidence of collaboration in the local community Community attitudes that the relationships of these three organizations are strengthening 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> City of Sault Ste. Marie Sault Tribe LSSU

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> A recurring visitation schedule that is actioned as agreed upon throughout the year 	<ul style="list-style-type: none"> Sault Area High School 	<ul style="list-style-type: none"> LSSU
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> A list of the appropriate spaces, capacity, availability and requirements for hosting events at LSSU 	<ul style="list-style-type: none"> LSSU 	<ul style="list-style-type: none"> EDC
	Leverage newsletter, website, social media platforms and other marketing channels for on-going marketing and promotion of opportunities to host events at LSSU.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 newsletter 1 online article / blog 5 social media posts 	<ul style="list-style-type: none"> LSSU 	<ul style="list-style-type: none"> EDC
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> EDC to target 5 strategic introductions between local businesses and LSSU per year 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> LSSU Local businesses

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
<p>Improve community awareness and recognition of the successes of LSSU to the local community.</p> <p>Opportunity to highlight LSSU programs, graduates, economic impact, volunteerism, type of research and development conducted, local contribution, etc.).</p>	<p>Conduct interviews with students / graduates to understand their reasons for selecting LSSU.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Minimum 10 interviews per year 	<ul style="list-style-type: none"> LSSU 	<ul style="list-style-type: none"> n/a
	<p>LSSU to announce/profile success stories throughout the year of their academic programs, students, graduates, economic impact, local contribution, etc.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Monthly newsletters Monthly online articles / blogs Monthly social media posts 	<ul style="list-style-type: none"> LSSU 	<ul style="list-style-type: none"> EDC
	<p>Organize an annual community event to celebrate the successes of LSSU.</p> <p>Opportunity for this to be done during Homecoming or in conjunction with another major event that is held annually at LSSU.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 annual community event 	<ul style="list-style-type: none"> LSSU 	<ul style="list-style-type: none"> EDC Local businesses Sault Area Chamber of Commerce Sault Area High School City of Sault Ste. Marie

1.5 Strategic Priority #5. Increase Support of Local Businesses

1.5.1 Objective #1. Strengthen business retention and expansion efforts

Table 9. Strategic Priority #5, Objective #1

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
Formalize the EDC’s business visitation 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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Target 50 formal business meetings per year 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Sault Area Chamber of Commerce
	During each business visit, ensure a clear understanding of their needs, challenges, opportunities and threats are documented.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> A summary of the needs, challenges, opportunities and threats from each business meeting held 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> n/a
	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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Monthly EDC board update on businesses consulted Quarterly EDC board update on emerging themes and recommendations to address them 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> EDC Board of Directors

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
<p>Provide assistance (where possible) to help business owners overcome obstacles to business growth.</p>	<p>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.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Monthly EDC board update on number of referrals made to strategic partners (while respecting confidentiality of local businesses) 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Financial institutions Post-secondary institutions Accounting firms Law firms Estate planners Commercial realtors Insurance specialists Family advisor (family-owned / operated businesses) Investment banker / business broker City of Sault Ste. Marie

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
<p>Educate local business owners on the available county-wide, state and federal funding programs, resources and incentives.</p>	<p>Develop a marketing pamphlet / brochure that summarize the key takeaways of the identified county-wide, state and federal funding programs, resources and incentives.</p> <p>Provide an explanation of how the EDC can support local businesses in pursuing these funding programs, resources and incentives.</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 1 pamphlet / brochure 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • EUP Regional Planning & Development • MEDC • Michigan Works!
	<p>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.</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 1 quarterly newsletter • 1 quarterly online article / blog • 1 quarterly week-long radio campaign • 1 quarterly insertion into local newspaper • Monthly social media announcements • Participation in monthly chamber of commerce networking events 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • SSM Chamber of Commerce

1.6 Strategic Priority #6. Enhance Tourism Development

1.6.1 Objective #1. Define the City's brand and tourism tagline

Table 10. Strategic Priority #6, Objective #1

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
<p>Seek input from the local community to help influence and define the City's brand and tourism tagline.</p>	<p>Execute the following community engagement activities to involve the local community:</p> <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 Mentimeter² <p>It is recommended that the duration of the engagement activities take place over a two-month period, with a minimum of 30 days of promotion and awareness and a minimum of two months of planning before promotion and awareness commence.</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 1 online survey • Minimum 3 focus group discussions • Minimum 10 one-on-one meetings • Minimum 2 Townhall meetings • Minimum 3 presentations to small/large groups 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • City of Sault Ste. Marie • Sault Ste Marie Convention & Visitors Bureau • Sault Area Chamber of Commerce • Local residents • Local businesses • Tourism operators • Tourism associations • Tourists

² <https://www.mentimeter.com/>

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 2 newsletters 1 dedicated webpage on the EDC website Minimum 6 social media posts 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> City of Sault Ste. Marie Sault Ste Marie Convention & Visitors Bureau Sault Area Chamber of Commerce Tourism operators Tourism associations
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Minimum 1 workshop 1 report on the refreshed branding and city-wide messaging Updated branding style guide Updated tagline Continuation of existing logo, development of replacement logo 	<ul style="list-style-type: none"> City 	<ul style="list-style-type: none"> EDC Sault Ste Marie Convention & Visitors Bureau Sault Area Chamber of Commerce Tourism operators Tourism associations

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
			or development of supporting logo		
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Target two small group meetings to accommodate all targeted stakeholders 	<ul style="list-style-type: none"> City 	<ul style="list-style-type: none"> EDC Sault Ste Marie Convention & Visitors Bureau Sault Area Chamber of Commerce Tourism operators Tourism associations
	Integrate the new branding on all promotional packages and website(s), social media, etc.	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> 1 brochure 1 website integration 	<ul style="list-style-type: none"> City 	<ul style="list-style-type: none"> n/a
	Leverage newsletter, website, social media platforms and local events to launch the new branding.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 newsletter 1 online article / blog 5 social media posts 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> n/a

1.6.1 Objective #2. Increase shoulder and off-season tourism development

Table 11. Strategic Priority #6, Objective #2

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Successful completion of the OUT Housing Consortium 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> City of Sault Ste. Marie Sault Ste Marie Convention & Visitors Bureau Sault Area Chamber of Commerce
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Target the development of 1 new package offering per season in Year 1 Target the development of 1 new package offering per season for each year for the following three years. 	<ul style="list-style-type: none"> Sault Ste Marie Convention & Visitors Bureau 	<ul style="list-style-type: none"> EDC Sault Area Chamber of Commerce Hotels / Motels Local businesses

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Prepare promotional material (digital and print) to support the promotion of these packages.	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • 1 brochure 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • Sault Ste Marie Convention & Visitors Bureau • Sault Area Chamber of Commerce
	Leverage newsletter, website, social media platforms, tourism information centers and tourist operators to support promote of the packages.	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 1 newsletter • 1 online article / blog • 5 social media posts • Hard copies of brochures situated at tourist information centers and other common tourist destinations 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • Sault Area Chamber of Commerce • Hotels / Motels • Local businesses
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.	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Minimum 10 businesses consulted per year 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • Local businesses

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	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. ³	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Evidence of a feasibility study, business case or business plan. Target 2 businesses per year to complete one of the above. 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Sault Ste Marie Convention & Visitors Bureau Sault Area Chamber of Commerce EUP Regional Planning & Development

³ A business case or business plan may be required to obtain financing, albeit privately or through a financial institution.

1.6.3 Objective #3. Increase the number of tourism visits to the City

Table 12. Strategic Priority #6, Objective #3

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Identification of 2-3 product / service offering per year 	<ul style="list-style-type: none"> Sault Ste Marie Convention & Visitors Bureau 	<ul style="list-style-type: none"> EDC⁴ Sault Area Chamber of Commerce
	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. ⁵	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Evidence of a feasibility study, business case or business plan. Target 2 businesses per year to complete one of the above. 	<ul style="list-style-type: none"> Sault Ste Marie Convention & Visitors Bureau 	<ul style="list-style-type: none"> EDC Sault Area Chamber of Commerce
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.	<p>Consult tourism boards for recommendations on the development of unique tourism packages within the City.</p> <p>Validate those recommendations with local tourism operators and obtain their commitment to participate in them.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Target the development of 1 new package offering per season in Year 1 Target the development of 1 new package offering per season for each 	<ul style="list-style-type: none"> Sault Ste Marie Convention & Visitors Bureau 	<ul style="list-style-type: none"> EDC Sault Area Chamber of Commerce

⁴ The EDC can support the CVB by providing insights from discussions held during their business concierge program.

⁵ A business case or business plan may be required to obtain financing, albeit privately or through a financial institution.

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
	Leverage newsletter, website, social media platforms for on-going promotion and awareness.	<ul style="list-style-type: none"> n/a 	year for the following three years. <ul style="list-style-type: none"> 1 quarterly newsletter 1 quarterly online article / blog 1 quarterly week-long radio campaign 1 quarterly insertion into local newspaper Monthly social media announcements Participation in monthly chamber of commerce networking events 	<ul style="list-style-type: none"> Sault Ste Marie Convention & Visitors Bureau 	<ul style="list-style-type: none"> EDC Sault Area Chamber of Commerce
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 quarterly newsletter 1 quarterly online article / blog 1 quarterly week-long radio campaign 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> Sault Ste Marie Convention & Visitors Bureau Sault Area Chamber of Commerce

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
			<ul style="list-style-type: none"> • 1 quarterly insertion into local newspaper • Monthly social media announcements • Participation in monthly chamber of commerce networking events 		
	<p>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.</p> <p>Ensure Google’s Search Engine Optimization (SEO) is updated.</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Target 10 key websites (per year) to add a hyperlink to download the Sault Ste. Marie App from their website. 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • Sault Ste Marie Convention & Visitors Bureau • Sault Area Chamber of Commerce
<p>Assess the feasibility of establishing more passenger air service options in collaboration with the Chippewa County Economic Development Corporation.</p>	<p>Consult the Chippewa County Economic Development Corporation to discuss interest, requirements and timing of undertaking a feasibility study.</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • 1 meeting 	<ul style="list-style-type: none"> • EDC 	<ul style="list-style-type: none"> • Chippewa County Economic Development Corporation
	<p>Identify sources of funding (private and/or public) to offset costs associated with the feasibility study.</p>	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • A list of potential government funding sources 	<ul style="list-style-type: none"> • Chippewa County Economic 	<ul style="list-style-type: none"> • EDC • Sault Ste Marie Convention &

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
			<ul style="list-style-type: none"> A list of private sector businesses 	Development Corporation	Visitors Bureau <ul style="list-style-type: none"> City of Sault Ste. Marie Sault Area Chamber of Commerce EUP Regional Planning & Development Local businesses Other municipalities within the Michigan's Upper and Lower Peninsula
	Develop the scope of work and procurement of a third-party firm to complete the feasibility study.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 feasibility study 	<ul style="list-style-type: none"> Chippewa County Economic Development Corporation 	<ul style="list-style-type: none"> n/a
	Proceed with the recommendations contained within the feasibility study.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Implementation of the recommendations 	<ul style="list-style-type: none"> Chippewa County Economic 	<ul style="list-style-type: none"> n/a

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
			within the feasibility study	Development Corporation	
Increase the number of local restaurant options with 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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 online survey 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> City of Sault Ste. Marie Sault Area Chamber of Commerce
	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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Target outreach with the top 5 establishments identified in the online survey 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> City of Sault Ste. Marie
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.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> All applicable profile sheets 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> SSM Chamber of Commerce
	Meet annually with private owners of vacant parcels of land to understand their short- and long-term intentions of their specific land holdings.	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> 1 meeting per year with each private landowner of vacant land on/adjacent to the waterfront 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> SSM Chamber of Commerce

Actions	Sub-Actions	Budget	Outcomes	Project Lead	Partners & Stakeholders
			<ul style="list-style-type: none"> A consolidated summary of these properties and their landowners' intentions are provided to the EDC board semi-annually 		
	<p>Consult the City's Planning and Zoning Department to ensure regulation is 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.</p>	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Annual review to ensure regulations are in place to support various land development opportunities and permitted uses. Annual review to ensure the City's development approval process is clear in its requirements and efficient in its delivery. 	<ul style="list-style-type: none"> EDC 	<ul style="list-style-type: none"> City's Planning and Zoning Department