

MISSION STATEMENT
and
2020 VISION FOR
THE CITY OF SAULT STE. MARIE, MICHIGAN



Adopted by the City Commission
March 3, 2008

Amended by the City Commission
March 2, 2009

Amended by the City Commission
February 18, 2013

Amended by the City Commission
February 17, 2014

MISSION STATEMENT

The mission of the City of Sault Ste. Marie is to provide a sustainable small urban environment in an international setting for the well-being of its citizens by planning for and managing its physical development in an environmentally friendly manner, by fostering an economy to support its public and private infrastructure, and by nurturing historical, cultural, and recreational activities that enhance the quality of life within it.

2020 VISION FOR THE CITY OF SAULT STE. MARIE

At a regular meeting of the City Commission held on March 3, 2008, the City Commission adopted the following vision for the City of Sault Ste. Marie. The basis for the vision statement was to project what desirable elements would be part of the City of Sault Ste. Marie in 2020. This document reflects the long-term vision of the City Commission in such areas as the desired economic base of the City, status of streets and infrastructure, social and cultural fabric of the community, recreational facilities, housing, education, and general cost-of-living for residents and visitors in Sault Ste. Marie.

The 2020 Vision is intended to serve as a basis for the City Commission, City Administration, and its various boards and commissions when formulating goals and annual budgets for the advancement of the community. Annual goals should be consistent with moving the City's agenda towards achieving the elements included in this Vision.

Modifications to the vision should be made by future City Commissions following each municipal election to assure that the elements included in this vision reflect those of the duly elected City Commission. A comprehensive update of the vision should occur every five years from the time of the adoption of the 2020 Vision for the City of Sault Ste. Marie.

The vision is presented in seven different categories and are numbered for reference purposes only.

A. Economic Base for the City

By 2020 in Sault Ste. Marie:

- A-1. Lake Superior State University will be a growing and vital university known for a number of high quality and unique education specialties within the state university system.
- A-2. The City, the County, Lake Superior State University, Sault Ste. Marie Area Public Schools, the Sault Tribe, Bay Mills Tribe, and others meet regularly to share information and collaborate on initiatives to strengthen the region's local economy and market the region.
- A-3. War Memorial Hospital will have continued to expand its services and become a regional provider of health care services throughout the Eastern U.P. and Northern Lower Michigan and continue to be downtown Sault Ste. Marie's major anchor.
- A-4. The City will house several new significant tourist attractions to compliment existing attractions in Sault Ste. Marie to draw more visitors to the community and enable the City to host more state and national conventions.
- A-5. The local region will be home to a number of small research and industrial entities who are tied to educational programs offered at Lake Superior State University and Bay Mills Community College.
- A-6. State and federal employment at Lake Superior State University, the Corps of Engineers, the U.S. Coast Guard, U.S. Border Station, and the prisons will continue to be a significant employer for the region.

A-7. The St. Marys River lock system will include two locks capable of transporting 1000 foot Great Lakes vessels from Lake Superior to the lower Great Lakes.

A-8. The City will be known for its welcoming and entrepreneurial spirit, which leads to the expansion of good quality businesses within the community.

A-9. The City will have evaluated and developed the Reiss Coal Dock as a port facility alleviating the need to off-load materials at the Carbide Dock.

A-10. The Cannelton Tannery property is delisted as a superfund site and put back into re-use for industrial, park, housing, and other uses.

A-11. The City has successfully implemented incentives to encourage redevelopment on the I-75 Business Spur that have led to the replacement of obsolete commercial buildings with new businesses meeting the retail and service needs of the region and avoiding the commercial sprawl outside of the City that many other communities have experienced.

A-12. The City has implemented policies to promote the use of local goods and services in the operation of city government.

A-13. The City has successfully taken advantage of alternative energy sources to provide reasonably priced energy services to the residents of the region in cooperation with existing utilities and other sources.

A-14. Residents and businesses within the City of Sault Ste. Marie have full accessibility to all internet communication services and technology that is available throughout the world.

A-15. Downtown Sault Ste. Marie has successfully reinvented itself as an area of small shops, restaurants, active farmer's market, and entertainment with an increased number of people residing within walking distance of these services, and is known as a place where growth and expansion of business opportunities are welcomed. (Amended 02-18-13)

A-16. The cities of Sault Ste. Marie, Michigan and Sault Ste. Marie, Ontario meet regularly to discuss various cross-border issues to facilitate the free flow of citizens and goods across the U.S.-Canadian border at Sault Ste. Marie.

A-17. The City, working with Sault Ste. Marie, Ontario is successful in implementing a multi-modal transportation corridor, which places Sault Ste. Marie, Michigan on the transportation route for transport of goods and materials for manufacturing purposes as opposed to being located at the end of the transportation route.

A-18. A world class tourist destination occupies City property within the City of Sault Ste. Marie. (Amended 02-18-13)

B. Streets and Infrastructure

By Sault Ste. Marie in 2020:

B-1. The City has completed reconstruction of its street system in accordance with the Master Street Plan

in 2020.

B-2. The City has incorporated the principals of asset management in keeping the City's street system maintained in a way that has extended the service life of each of the reconstructed streets.

B-3. The City has completed and implemented the final phase of the Combined Sewer Overflow Program and is in full compliance of its NPDES Discharge Permit.

B-4. The City has improved the quality and condition of the sidewalks allowing its residents to walk freely and safely throughout the community, with the City participating on a 50%-50% basis to continue replacing deteriorated sidewalks throughout the City.

B-5. The City provides a level of winter maintenance on streets and sidewalks that allows safe vehicular mobility as well as convenient pedestrian mobility throughout the community.

B-6. The City has pursued the development of efficient, safe, and adequate facilities to house the Department of Public Works, City Hall, Police and Fire Departments through either renovation of existing facilities or construction of new facilities.

B-7. The City has renovated the Carbide Dock for continued industrial use for Great Lakes shipping interests as well as various security matters relating to the International Bridge, Soo Locks, and other facilities (amended 2-17-2014).

B-8. The City has a complete data base of all street, utility, park, and home locations through a Geographic Information System (GIS) with that information being available on line to all City residents.

B-9. Bike paths have been constructed that allow visitors and residents to access various parts of the community conveniently and safely. (Amended 03-02-09)

C. Social, Cultural, and Historical Issues

By 2020 in Sault Ste. Marie:

C-1. The Sault Tribe and the Bay Mills Tribe have expanded the opportunity for residents and visitors to learn, experience, and appreciate this region's Native American history.

C-2. The Water Street Historic District, including complete renovation and interpretation of the historic homes owned by the City of Sault Ste. Marie, has been completed.

C-3. The City has successfully utilized the proceeds from the Governor Osborn Trust Fund to present and interpret this community's history in a high quality way which attracts visitors to this community to enjoy the history of Sault Ste. Marie and educate our own citizens to know, appreciate, and enjoy the history of this region.

C-4. The River of History Museum continues to expand its offerings allowing residents and visitors alike an opportunity to learn and experience Sault Ste. Marie's rich history.

C-5. The obelisk has been moved from its existing location within the Native American burial ground located at the end of Bingham Avenue to a new location, which would be more visible and where people

can enjoy this unique structure.

C-6. The fully renovated Soo Theatre and Soo Theatre Arts Resource Studios and the theater at Lake Superior State University provide year-round opportunities for residents and visitors to both participate in the arts and to enjoy the arts in Sault Ste. Marie.

C-7. Fort Repentigny has been recreated so that visitors and residents can appreciate one of the earliest military installations that was established in the area that became the Interior United States.

C-8. The City has implemented a strategy to specifically attract retirees to move to the Sault Ste. Marie area by increasing the housing, entertainment, activity, and medical care services and other social and educational opportunities that are appealing to retirees.

C-9. The City and Sault Ste. Marie, Ontario work together to provide opportunities for residents in both of our communities to enjoy resources on either side of the border for entertainment, education, and other social activities, which has created a true international community.

C-10. The various residential neighborhoods in the City of Sault Ste. Marie continue to work towards the common improvement of their neighborhood by identifying neighborhood problems, serving as a neighborhood watch, and providing social opportunities to improve the neighborliness of the various residential areas within the City.

C-11. The City continues to have a good reputation as a low crime area that is safe for individuals, families, and retirees to live, work, and play.

C-12. Various resources collaborate to provide interdiction of illicit drugs and provide quality opportunities for alcohol and drug rehabilitation within the community.

C-13. A full range of recreational, social, and networking opportunities are available for all ages in Sault Ste. Marie.

C-14. Transportation services are available around the clock through Dial-a-Ride, private taxi services, and others to allow the mobility of all of our residents within the community.

C-15. The Music in the Park program continues to expand and is a draw not only for City residents but brings visitors to enjoy the concert series held in the band shell constructed for this purpose.

C-16. The Fire Hall on Ridge Street is renovated and in productive re-use.

C-17. The City continues to strengthen the bonds with its Sister City of Ryuo-cho, Japan.

D. Park Facilities

By 2020 in Sault Ste. Marie:

D-1. The City has developed, updated, and expanded the existing park properties owned by the City for the enjoyment of the citizens and visitors to the community, including the additional phases of the Sherman Park Plan, the Lower River Islands, and Ashmun Bay.

- D-2. The City has a waterfront walkway accessing areas of the St. Marys River from the former McKinley School to the Lower River Islands where public land is available or easements can be acquired.
- D-3. Facilities at Aune-Osborn Campground are expanded to accommodate additional camping within the City.
- D-4. The former Pumping Station at Sherman Park has been restored and is in active use as a restaurant or a public pavilion.
- D-5. Fishing access has been improved on the upper and lower St. Marys River for fishermen who wish to fish from shore.
- D-6. Pullar Stadium continues to be a major component of the City's recreational system with the building having been renovated, barrier-free improvements made, and the facility expanded to include other recreational activities for all ages of Sault Ste. Marie citizens and guests.
- D-7. The I-500 Snowmobile Race enjoys continued growth and success in its 52nd year with other activities creating a winter festival for the community with the track property having other uses throughout the course of the year. (Amended 02-18-13)
- D-8. The boat launch facilities provide safe access to the St. Marys River for recreational boats of all sizes.

E. Housing

By 2020 in Sault Ste. Marie:

- E-1. The City's residents enjoy living in neighborhoods where reinvestment in Sault Ste. Marie's historic housing stock has created good quality, economical housing and has enabled more residents to become homeowners.
- E-2. Citizens in Sault Ste. Marie take great pride in the maintenance of their houses, lawns, and property.
- E-3. The City provides a voucher system enabling residents to dispose of trash and large items throughout the course of the year.
- E-4. The City pragmatically enforces housing code violations, including condemnation of structures deemed to be a nuisance within the City.
- E-5. The City actively markets publicly owned vacant land for the purpose of redevelopment of housing within the residential areas.
- E-6. The City pursues financial incentives to spur the sale of homes for home ownership.
- E-7. The City encourages private development, which expands the number of housing units located within the downtown area.
- E-8. Sault Ste. Marie houses several new residential subdivisions located in appropriate locations within the City of Sault Ste. Marie.

F. Education:

By 2020 in Sault Ste. Marie:

F-1. Sault schools would be known for the top quality public education that they provide to residents of the area.

F-2. Sault Public Schools, LSSU, Bay Mills Community College, and others provide opportunities for continuing education for the residents of the area.

F-3. Sault Schools, LSSU, and Bay Mills Community College provide technical training, training in the trades, and other vocational opportunities for residents of the area as well as students from outside the area.

F-4. The Sault Schools and LSSU robotics programs continue to expand and have gained a national reputation for developing top quality graduates from that curriculum area.

F-5. Lake Superior State University is recognized as a 4 year university known for outstanding educational opportunities in professional studies and the liberal arts, with the various assets of LSSU being integrated in various economic development and quality of life initiatives for the greater Sault Ste. Marie area, with LSSU having strong and committed local, regional and State support. (Amended 02-18-13)

G. Cost of Living

By 2020 in Sault Ste. Marie:

G-1. The community would continue to provide quality housing at an economical cost to individuals choosing to become homeowners in Sault Ste. Marie.

G-2. The City of Sault Ste. Marie and other government entities within Chippewa County have explored and implemented opportunities for consolidation, cooperation, and have also explored opportunities for privatization in order to reduce the tax burden on the residents of this area.

G-3. The business community provides utility, groceries, health care, and other required living expenses at reasonable prices.

G-4. The tax base of the City has expanded from the addition of new property tax payers, which has reduced the overall tax burden for individuals to support municipal services.

This completes the 2020 vision for the City of Sault Ste. Marie. Please share your ideas for future revisions to the community vision by providing written comments to the City Clerk, 225 East Portage Avenue, Sault Ste. Marie, Michigan 49783 or by e-mail to rtroyer@saultcity.com. These comments will be compiled and shared with the City Commission as part of the annual review of the 2020 Vision for the City of Sault Ste.

Marie, Michigan.