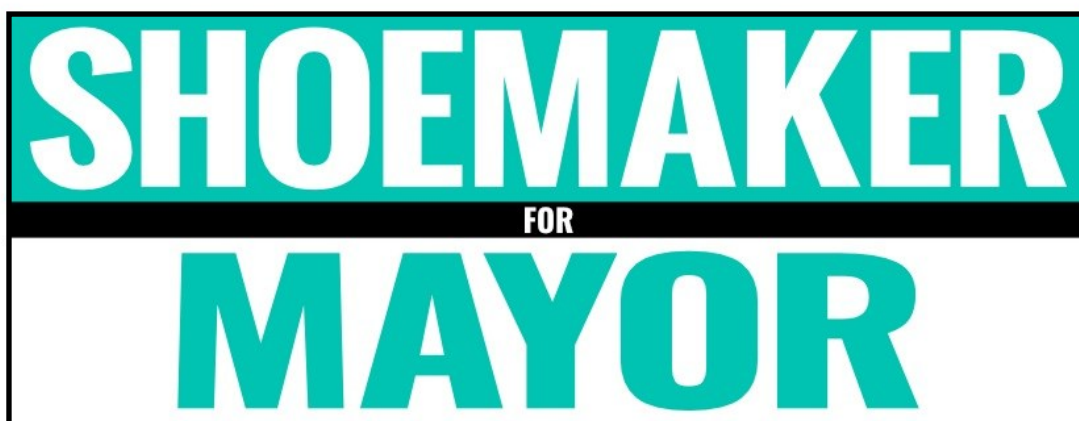




PLATFORM PROGRESS

PROMISES MADE. PROMISES KEPT.

Four years ago, I set out a practical plan for Sault Ste. Marie in [A Plan For Progress](#). This is the record of what we have accomplished together since that time.

90% PLATFORM
COMPLETE



90% complete. The overwhelming majority of the commitments in the 2022 platform have been delivered, with work continuing on the remaining priorities.



Delivered commitments are marked with a checkmark throughout this report.

Keeping Sault Ste. Marie Affordable

KEEPING PROPERTY TAXES IN CHECK

✓ DELIVERED

What I said I would do: Keep tax increases within the community's ability to pay.

What we delivered: Municipal tax increases were held to
2.99% in 2023;
1.45% in 2024;
1.43% in 2025; and
0% in 2026.

TAX RELIEF FOR THOSE MOST IN NEED

✓ DELIVERED

What I said I would do: Create tax relief for homeowners affected by extreme poverty or sickness.

What we delivered: Council passed By-law 2023-03 in January 2023 to provide this relief.

SAYING NO TO DEVELOPMENT CHARGES

✓ DELIVERED

What I said I would do: Continue to oppose development charges.

What we delivered: No development charges were implemented - helping keep Sault Ste. Marie competitive for new housing and investment. As a result, we received:

- \$1.8 million from the Province after exceeding our 2023, 2024 and 2025 housing targets.
- \$8.6 million in federal funding for housing development.
- \$22.9 million in federal funding for West End Treatment Plant upgrades, available only to communities without development charges.

Enhancing Our Quality of Life

GETTING MORE FROM OUR WATERFRONT

• WORK UNDERWAY

What I said I would do: Explore beach-like activities downtown.

Progress: The urban beach concept was developed and brought forward for public and Council consideration. While elements of the proposal have evolved in response to community feedback, including eliminating the staff proposal for a swimming feature in the river, the broader Clergue Park improvements remain under consideration.

HUB TRAIL EXPANSION

✓ DELIVERED

What I said I would do: Pursue a 5 km Hub Trail expansion and open a spoke to Jamestown.

What we delivered: The James Street spoke was completed in 2024, and the 5 km expansion to Hiawatha through Wishart Park was finished in 2025.

Enhancing Our Quality of Life Cont'd

A FUN, NEW WAY TO SEE AND VISIT DOWNTOWN

✓ DELIVERED

What I said I would do: Implement a downtown trolley.

What we delivered: A one-time City grant helped a private-sector operator bring a downtown trolley back into service while minimizing taxpayer risk.

Addressing Addictions and Mental Health

SUPERVISED CONSUMPTION SITE PLANNING

✓ ACTION TAKEN

What I said I would do: Begin planning for a supervised consumption site.

What we delivered: My first motion of the new term, on December 12, 2022, launched the planning process and work began immediately. The Province later banned supervised consumption sites and replaced them with the HART Hub model. From the Mayor's office, I led the lobbying and coordination of the HART Hub application to ensure our community's success in getting this vital service.

COMMUNITY ADVOCACY AND AWARENESS

✓ DELIVERED

What I said I would do: Support a community-wide Day of Action on addictions and recovery.

What we delivered: I have participated every year in Rocking Out for Recovery, organized by community agencies and grassroots partners as well as International Overdose Awareness Day, and spearheaded the lobbying and community letter-writing campaign to advocate for a HART Hub.

MORE MENTAL HEALTH AND ADDICTIONS SUPPORT

✓ DELIVERED

What I said I would do: Be a relentless voice for more resources and fight for the return of the Concurrent Day Treatment Program.

What we delivered: We organized a community-wide campaign that delivered more than 1,000 letters in support of the HART Hub application and successfully advocated for major new resources.

- HART Hub: \$6.3 million in new Provincial funding.
- 24/7 Community Wellness Bus: \$3.5 million in new Federal funding.
- Concurrent Day Treatment Program: \$750,000 annually in Provincial Funding to return this vital program to the Sault Area Hospital.

LOBBYING THE PROVINCE AND FEDERAL GOVERNMENTS FOR MORE SUPPORT

✓ DELIVERED

What I said I would do: Advocate to the Provincial and Federal Government for more resources for much-needed program funding.

What we delivered: Over this term, more than \$293 million in federal and provincial grants came to the City of Sault Ste. Marie through relentless advocacy for the community's needs.

Housing and Economic Development

A PARTNERED APPROACH TO AFFORDABLE HOUSING

✓ DELIVERED

What I said I would do: Create a program based on Barrie's New Foundations model.

What we delivered: Sault Foundations was created to help not-for-profit organizations pursue housing-development funding, with \$120,000 distributed to four projects.

TAKING ACTION AGAINST NEGLECTED PROPERTIES

✓ DELIVERED

What I said I would do: Act against landlords who allow properties to fall into disrepair.

What we delivered: A vacant home tax was approved in 2024 and strictly enforced. The old hospital was purchased in 2024, sold in 2025 and demolished at the buyer's expense in 2026 - avoiding more than \$6 million in demolition risk to City taxpayers and securing a redevelopment commitment.

COMMUNITY DEVELOPMENT FUND

✓ DELIVERED

What I said I would do: Increase the annual Community Development Fund allocation.

What we delivered: The fund was increased by \$50,000 - 10% - in December 2024.

DEMOLITION AND PROPERTY REHABILITATION FUND

✓ DELIVERED

What I said I would do: Create a municipal fund to help demolish derelict buildings.

What we delivered: A \$225,000 Demolition Fund was created in April 2023, including \$121,000 toward demolition of the old General Hospital.

Reconciliation and Relationship Building

COLLABORATION WITH PEER GOVERNMENTS

✓ DELIVERED

What I said I would do: Pursue annual joint meetings with peer governments.

What we delivered: Joint Sault, Ontario and Sault, Michigan Council meetings have been held every year, alongside joint economic-development work with Garden River and Batchewana First Nations.

INDIGENOUS KNOWLEDGE AT CITY HALL

✓ DELIVERED

What I said I would do: Consult with First Nation neighbours on bringing an Indigenous position to City Hall.

What we delivered: An Indigenous Policy and Process Renewal Advisor - E-Wiidookaaged in Ojibway - was hired in March 2025.

INDIGENOUS FISH MARKET

• WORK UNDERWAY

What I said I would do: Assist Batchewana First Nation with its longstanding effort to establish a fish market near the Canal.

Progress: This remains an item I want to advance.

CULTURAL COMPETENCY AT CITY HALL

✓ DELIVERED

What I said I would do: Ensure cultural competency training for City employees.

What we delivered: Indigenous cultural competency training was completed for City staff and Council between November 2023 and January 2024, facilitated by Garden River First Nation. A Wampum Belt was also exchanged with Garden River First Nation through our relationship-building work. Antisemitism and Anti-Islamophobia training was completed by the Mayor's office and City staff.

Public Safety and Downtown Revitalization

DOWNTOWN POLICE STATION

✓ DELIVERED

What I said I would do: Explore a Police Service building downtown.

What we delivered: Division 2 was announced in June 2024 and became operational downtown in May 2025.

SUPPORTING THE SAULT STE. MARIE & AREA DRUG STRATEGY

✓ DELIVERED

What I said I would do: Work with partners to strengthen awareness, coordination and the community drug strategy.

What we delivered: Partnership work helped secure Concurrent Day Treatment funding, a permanent home for SOYA, a HART Hub and a Community Wellness Bus, the saving of the YMCA and Harvest Algoma, among other supports.

BRINGING MORE PEOPLE DOWNTOWN

✓ DELIVERED

What I said I would do: Bring more energy and people downtown.

What we delivered: The former Downtown Association model was replaced with a better-funded strategy for marketing and programming downtown events, while saving downtown businesses thousands of dollars in additional taxes. Street parties have been at their most successful levels since pre-Covid.

Making Life Easier for Residents

IMPROVING TRAFFIC FLOW

✓ DELIVERED

What I said I would do: Continue removing unnecessary traffic signals.

What we delivered: Since my first election in 2014, ten unwarranted traffic signals have been removed across the city.

- In this term, unwarranted traffic signals were removed at Albert and Dennis and Queen Street at Church Street. This is in addition to others that I've advocated to remove since 2014 at Gore Street at Albert Street, Andrew Street at Albert Street, Huron Street at Cathcart Street, Huron Street at Wellington Street, Conmee Avenue at Wellington Street, Korah Road at Douglas Street, Queen Street at Spring Street, and Simpson Street at Wellington Street.

A CITIZEN-FIRST APPROACH TO SERVICE

• WORK UNDERWAY

What I said I would do: Help residents navigate City services and explore a 311 service.

What we delivered: City Hall's new main-floor layout now provides one-stop problem solving, including French-language services for the first time. Improved customer service is embedded in the City's strategic plan; a 311 service remains to be explored.

A Council That Works for More People

COUNCIL START TIME

✓ DELIVERED

What I said I would do: Move Council meetings to 5:00 p.m. so working residents and councillors can participate more easily.

What we delivered: Council's start time moved from 4:30 p.m. to 5:00 p.m. on July 10, 2023.

EARLIER RELEASE OF COUNCIL AGENDAS

✓ DELIVERED

What I said I would do: Release Council agendas earlier so the public has more time to review them.

What we delivered: Agendas are now released on Thursday rather than Friday, giving the public an additional day to review Council business.

WEEKLY MAYOR'S SCHEDULE

✓ DELIVERED

What I said I would do: Release the Mayor's schedule publicly every week.

What we delivered: I have released my weekly schedule since November 23, 2022.

YOUTH VOICE ON COUNCIL

✓ DELIVERED

What I said I would do: Create a role for youth to attend Council and provide advice.

What we delivered: Since April 2025, MYAC members have attended or submitted written feedback on Council agenda items on a rotating basis.

Environmental and Cultural Vitality

MORE TREE PLANTING

✓ DELIVERED

What I said I would do: Increase the number of trees planted by the City.

What we delivered: Additional funding in 2024 and 2025 added roughly 50 trees to the City's annual planting program, increasing the number of trees planted each year.

ELECTRIFYING SMALL ENGINES AND VEHICLES

✓ DELIVERED

What I said I would do: Move City equipment away from combustion engines and toward electric alternatives.

What we delivered: Three electric Zambonis have been purchased since 2022, along with electric Public Works lawn and maintenance equipment and an electric snowblower for the Fire Department.

DOWNTOWN THEATRE FEASIBILITY

• WORK STILL NEEDED

What I said I would do: Examine whether a downtown theatre would be feasible.

Progress: This remains an opportunity to be explored.