

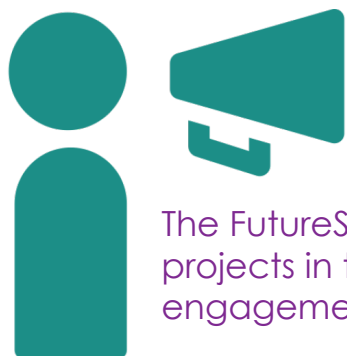


Quarterly Report



April, 2019

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HIGHLIGHTS

The FutureSSM project continues to advance a number of important projects in the community and maintains a high level of community engagement and support. Below are some key highlights this quarter.

300+ students have received training and mentorship opportunities through the Community Art Project (CAP).

\$1,196,000 of direct and indirect money was spent in SSM by the film, *Tainted*.

Major employers have taken concrete actions to recruit Indigenous youth as a result of the Indigenous Employment Roundtables.

95 parents completed surveys to provide important input on Early Years Services.

110 citizens attended an open house to provide positive input on the proposed Farmer Lake Bike Trail.

Film, Television & Digital Media



I can say unequivocally that the new [film] office established under the FutureSSM initiative has been a huge asset to our production."

Borga Dorter, Producer, *Tainted* (Gearshift Films)

The crime thriller *Tainted* wrapped up filming in Sault Ste. Marie after a 15 day shoot in a typical 'off-season' (February 25th - March 15th). FutureSSM's Film, Television & Digital Media Coordinator supported the film from pre-production, right through to filming to ensure City permitting processes, location scouting and crew identification went smoothly. In the time that *Tainted* was in Sault Ste. Marie (Feb. 4th - March 22nd), the film contributed to the local economy in the following ways:

\$772,055 spent in the form of goods and services paid to Sault Ste. Marie residents and businesses.

\$424,000 of in-direct spending.

1,250 Hotel room nights booked.

50 Sault Ste. Marie residents hired as background extras.

38 Full-time equivalent positions created for Sault Ste. Marie residents.

13 Part-time equivalent positions created for Sault Ste. Marie residents.

7 Sault College students hired in paid positions and provided with training/experience.

Infrastructure

Facilitated by FutureSSM, and supported by the Economic Development Fund, post-production company *Rolling Pictures* is setting up permanent shop in Sault Ste. Marie's downtown core. The addition of a post-film production facility represents a major step forward for the local film industry, and adds to the City's competitive advantages in attracting and supporting film and television production. In their application to the EDF, *Rolling Pictures* cited high bandwidth, low cost of operations, and access to local talent via the Sault College Digital Film Production program as reasons why Sault Ste. Marie offers "a perfect environment to create and grow a post-production hub capable of servicing international clients remotely."

Upcoming Films in Sault Ste. Marie

2019 is promising to be a very big year for Sault Ste. Marie's film, television and digital media industry. Overall, we have not seen this amount of interest since 2014, and this year has the potential of being one of the busiest years ever for filming in the community.

Looking ahead, Paragraph Pictures has confirmed that they will shooting a feature film in Sault Ste. Marie in 2019, and the web series 'My Roomate's an Escort' has also confirmed they will be creating their second season here this spring. In addition, two more feature films have expressed interest in filming in Sault Ste. Marie in 2019 and are in the process of finalizing their finances.

Labour Force Development

Recruitment Efforts

Based on recent discussions with local employers, the City of Sault Ste. Marie is acutely aware of the need to attract professionally skilled workers to our community. For this reason, an overarching goal of FutureSSM is to build our local labour force through a multi-pronged approach that includes, but is not limited to, promotion and recruitment programs.

As part of these efforts, FutureSSM has been actively getting the message to the public that Sault Ste. Marie has many high skilled jobs available, and offers an exceptional lifestyle for young people, families and newcomers. In particular, FutureSSM's Labour Force Development Coordinator (LFDC) reached out to the General Motors Oshawa Plant where approximately 2,600 autoworkers are about to lose their jobs.

Because of these efforts, several separate but related stories have appeared in local, provincial and national media outlets:

'Sault Ste. Marie is short on workers – and thinks it may know where to find some' (TVO, Feb. 6, 2019)

'Sault Ste. Marie, Ont. Looking for workers to fill hundreds of jobs' (CBC, Radio Canada, National Post, CTV, BNN Bloomberg, the Calgary Herald and Huffington Post Canada, among others, Feb. 7, 2019)

"Sault Ste. Marie eyes possibility of employing Oshawa GM workers" (Global News, Feb. 8, 2019)

Durham College is working on a proposal submission to General Motors related to external recruitment for staff losing their jobs due to the plant closure. Therefore, any Durham-GM facilitated job fair/open house/information sessions will not happen until late summer.

Related to these activities, the LFDC is developing a 'Recruit, Retain, Repatriate' document that will serve as a road map going forward to address skilled labour shortages in our community by targeting local youth and ex-pats from our community. This plan will be complemented by a Spousal Recruitment Advisory Committee and a Diversity Recruitment Advisory Committee that is being struck by the LFDC.

Part of these efforts also involve the organization of two recruitment events in Toronto and Mississauga:

1. Sault Ste. Marie Career Fair in partnership with the Toronto Region Immigrant Employment Council (TRIEC) April 16th at the Ontario Investment and Trade Centre.

a. While in Toronto, an evening Sault Network event will take place with members of the Sault Network.

2. Sault Ste. Marie Career Fair in partnership with the Newcomer Centre of Peel (Rural Immigration Partnership) April 17th at Mississauga City Hall.

The following employers have confirmed their attendance at these events:

- Algoma Family Services/THRIVE
- Algoma Steel Inc.
- Algoma University
- EACOM Timber
- JD Aero Maintenance
- Sault College

- Sault Area Hospital
- Ontario Lottery and Gaming Corporation (OLG)
- PQA Testing

Although not able to attend, other local employers will also be providing information on job opportunities and be represented at a booth, hosted by FutureSSM, at the career fairs.

In addition, FutureSSM is working on recruitment website that will include a job portal directly related to highly skilled positions that have been identified as priorities by employers. This website is meant to promote Sault Ste. Marie as a vibrant community that offers excellent opportunities and a balanced, affordable lifestyle.

The FutureSSM team also contributed to the development of the Rural and Northern Immigration Pilot application which was submitted on behalf of the community by the Sault Ste. Marie Economic Development Corporation (SSMEDC).

Indigenous Employment Roundtables

As part of our overarching goal to improve Indigenous relations in the community, FutureSSM's Labour Force Development Coordinator has been working in partnership with local employers and service providers to organize and facilitate Indigenous Employment Roundtables. The purpose of these roundtables are to:

- facilitate introductions between leadership/HR staff of local employers and local Indigenous Employment Service providers;
- share information and discuss possible employment related partnerships.

Between December 2018 and March 2019, four roundtables were held at the Delta Hotel (December 5th), Sault Area Hospital (January 23rd), Algoma Steel Inc. (February 11th) and JD Aero (March 27th). Upcoming roundtables include partnerships with Employment Solutions and Sault Ste. Marie Construction Association.

Indigenous employment service providers from Garden River First Nation, Batchewana First Nation, Thessalon First Nations, Métis Nation of Ontario, Indigenous Friendship Centre Employment and Training, Algoma University Anishinaabe Initiatives and Sault College School of Indigenous Studies and Academic Upgrading all participated.

Direct actions coming out of those roundtable discussions include:

- Algoma Steel has taken concrete actions to recruit Indigenous youth as part of their summer student program.
- Algoma Steel organized a career fair in partnership with Garden River First Nation. Over 30 people attended.
- Sault Area Hospital and Delta Hotel are participating in an upcoming career fair in Garden River First Nation.
- Sault Area Hospital has begun conducting their own Indigenous Employment Roundtables.

In addition to these priorities, the LFDC is also working to address the local labour demand shortage by participating on the following committees:

- Sault College Electrical/Mechanical Advisory Committee
- Association of Municipalities of Ontario Municipal Immigration Committee
- Local Immigration Partnership Employment Advisory Committee
- North East Local Health Integration Network Task Force (Personal Support Worker shortage)

Arts & Culture

Community Cultural Plan

In December, 2018, Lord Cultural Resources (LCR) was awarded the contract to develop Sault Ste. Marie's Community Cultural Plan. The goals of the plan are to:

- foster investment and economic development in arts and culture;
- strengthen connectivity amongst those in the creative sector;
- strengthen partnerships to promote cultural vitality in the community.

Since the award, FutureSSM's Arts & Culture Coordinator has been working with LCR to engage the Sault's arts and culture community, as well as the community at large. A committee of key stakeholders from the arts & culture sector has been formed to guide this process.

On January 21st, 2019, two stakeholder workshops were held to gather input for the plan. 90+ people participated in these workshops. On January 22nd, 2019, a "pop-up" consultation session was held in partnership with Shape the Sault. 80+ people attended that session.

Two online surveys have also been posted online to gather feedback from community members. Anyone can visit www.futuressm.com/communityculturalplan to fill them out.

A public consultation report will be completed by May, 2019, and a final plan will be delivered by the end of June, 2019.

Community Art Project

We are using public art (the piano project as an example), as a medium to revitalize the downtown, provide training opportunities for youth, bring in tourism dollars, and promote arts and culture in the community. To date, this project has involved over **300+ students by providing real-world training and mentorship opportunities**. The following projects are currently underway:

1. Traffic Wrap Project

Sault College graphic design students have completed the artwork that will be used to wrap traffic boxes in identified locations around the community. Weather permitting, installation will take place beginning in April. FutureSSM is supporting the students grad show that is taking place May 2, 2019 at the Sault Ste. Marie Museum from 4:30 - 8:30pm.

2. GFL Memorial Gardens Mural Mentorship Project

The GLF Mural Mentorship Project consists of the development of two indoor murals in the GFL Memorial Gardens by students in the Algoma District School Board (ADSB). Led by FutureSSM, project partners including the GFL, Soo Greyhounds, ADSB, the Royal Canadian Legion, Algoma Veterans Association, Shaw Spotlight and the Sault Ste. Marie Museum, are currently in the planning stages for the project. Project implementation began March 20, 2019 with a successful kick-off event. Installation of the murals by students will take place April 26 - May 20, 2019.

3. Downtown Revitalization Mural Project

FutureSSM has partnered with the Sault Ste. Marie Downtown Association (DTA) to assist with the implement this community project that will see several large-scale murals painted on privately-owned buildings in our downtown core. Artists are currently being identified and confirmed. Execution of the murals will begin as early as June, 2019, followed by a public unveiling in July, 2019. This project is described in more detail later in this report as part of the Downtown Development update.

Sault Ste. Marie Branding & Visual Identity

Since the process to assess, improve and develop Sault Ste. Marie's visual identity began in the spring of 2017, over 750 people have been involved in providing input and feedback.

Since October, 2018, Scott Thornley & Company (STC) and FutureSSM staff have consulted over 250 individuals via 15 one-on-one interviews, 12 theme board workshop sessions, 11 Brand Platform consultations sessions, other one-on-one feedback sessions, and 3 'pop-up' sessions at the Sault Ste. Marie Soup Kitchen Community Centre, Algoma University and Sault College.

Participants have been diverse, and included community members from the Indigenous Friendship Centre, STRIVE Young Professionals Group, the Mayor's Youth Advisory Council, FutureSSM Community Development Roundtable, and Action Teams, Garden River First Nation, SSM Local Immigration Partnership, Algoma Workforce Investment Corporation, local entrepreneurs and business owners, Sault Ste. Marie Innovation Centre, and many more.

The Steering Committee, comprised of members from Sault College, Algoma University, Tourism Sault Ste. Marie, the Sault Ste. Marie Economic Development Corporation, the Corporation of the City of Sault Ste. Marie and FutureSSM, is now in the final stages of review and feedback with STC, and is targeting to present the final brand towards the end of May.

Social Equity

Social Equity Action Team Priorities

The Social Equity Action Team has confirmed their priorities. They are as follows:

- Support the initiatives of the Poverty Reduction Roundtable and assist with the implementation of specific actions as they are defined.
- Support the development and implementation of the Early Years System Plan
- Work with community partners to develop and inclusive community plan.

Early Years System Planning

Following with the Adjustment Committee recommendation to improve the Early Development Indicator domains: Social Competency, Emotional Maturity and Physical Health & Well-being, the Social Equity Coordinator has been tasked with creating the Early Years Services system plan for the District of Sault Ste. Marie Social Services Administration Board. This system plan will be designed to align with positive growth within these Early Development Instrument domains. To date, a literature review has been written and focus groups with the Child & Family Network and Child Care supervisors have been completed.

A public survey has been created and disseminated widely to Sault Ste. Marie residents to seek input on how children and families can be support by Early Years services as well as providing opportunity for teachers and classroom Early Childhood Educators to provide insight from their perspective.

In addition, the Social Equity Coordinator has completed five focus groups with various service providers, parents and teachers that are involved in Early Years services. To date, there have been

four additional teacher surveys completed, 89 English and 2 French translated parent surveys completed. There has also been a literature review completed that highlights the connection between Early Development Indicators and neighbourhood socio-economic status.

Throughout this process, the Social Equity Coordinator has met with the Early Years services manager, system planning manager and Sault Ste. Marie Innovation Centre to discuss and provide feedback on the Environmental Scan currently being written by SSMIC. A preliminary highlight of emerging themes was also presented to the Child & Family Network on March 28th, 2019 prior to the commencement of their strategic planning session, to which the Social equity coordinator participated.

Improving Indigenous Relations

The Social Equity Coordinator has been involved in the work of the Indigenous Women's Anti-violence task force providing space to host discussions regarding the development of this Indigenous-led initiative. The Social Equity Coordinator aided in the planning and organizing of the annual Murdered Missing Indigenous Women's March including co-presenting to City Council a proclamation requesting February 14 to be recognized as a day of awareness and remembrance. This proclamation was passed and Mayor Christian Provenzano read the proclamation during the event.

Welcoming & Safe Community

FutureSSM is working with Global Friends to develop & implement a community wide plan to create a safe, welcoming and inclusive place for all newcomer youth (15-29), as well as other minorities, including Indigenous and LGBTTQ.

Global Friends (GF) is a youth-led organization that builds cross-cultural relationships between Canadian-born, Indigenous and newcomer youth. The program fosters social capital amongst newcomers in Sault Ste. Marie, but is unique in that it does not limit the definition of "newcomer" youth to only immigrant youth. For Global Friends, a newcomer refers to a person from out of town, out of the country, or just outside your generally travelled circles. In this way, it creates space to welcome and include a wider variety of youth including refugee youth, marginalized or racialized youth, youth with a disability, Indigenous youth, LGBTQ2S+ youth, and intergenerational youth on social assistance.

Since 2016, GF has hosted over 60 events, engaged over 1000 community members and established a diverse network of partners and volunteer base. GF supports newcomers by increasing their social connections and by familiarizing families with established institutions in the community. GF programming includes, family-oriented welcome events, leadership and volunteer opportunities, artistic and musical workshops/performances at their youth hub to ensure newcomer youth integrate successfully.

Global Friends will support FutureSSM's Social Equity Priority (SE-03) of creating a safe, welcoming and inclusive place for all, by developing and implementing a community wide plan to welcome newcomers youth and create a safe and inclusive environment for all youth, including Indigenous, LGBTTQ2S+ and other minorities. Furthermore, our recent application to the Rural and Northern Immigration Pilot identified Global Friends as a significant part of its community-wide strategy to welcome and settle new immigrants. Of note, Global Friends is expected to play a crucial role in supporting the pilot's employment outcomes by helping facilitate the social integration of families, in particular youth, of internationally-trained immigrants arriving through the pilot.

Safe Spaces Walk

FutureSSM is co-leading a safe-space walk in order to identify the areas in the downtown area where women have issues of safety. This event will engage women from across Sault Ste. Marie to take a closer look at the downtown areas and, with the assistance of the Downtown Association, Sault Ste. Marie Police Service and the City of Sault Ste. Marie, make suggestions which could include items such as increased security, additional lighting, garbage/harm reduction containers, landscape maintenance or removing old structures.

The event will be co-led by women who live in the downtown area with FutureSSM's Social Equity Coordinator. Women who may be apprehensive about walking and experiencing downtown may enjoy walking and sharing with others and ultimately become more comfortable with the downtown area after the walk has been completed.

The event is still in the planning stages, but will take place on June 13th from 6-8:30pm. Potential partners include the Neighbourhood Resource Centre, Indigenous Women's Anti-Violence Task Force, Women in Crisis, the Downtown Association and H.O.P.E. Alliance.

Poverty Reduction

FutureSSM is supporting the work of the organizations who are currently involved in poverty reduction within the city. The Social Equity Coordinator has attended the Poverty Roundtable hosted by the United Way. It is hoped that the identified pillars of the Poverty Roundtable can be supported by this position with concentrated effort to provide initiation and coordination to workforce entry.

The Social Equity Coordinator attended a meeting with the United Way's Essential Services priority area working group on March 19. This meeting's intent was to determine which indicators could be used for this priority area. During this meeting, the Social Equity Coordinator was asked to sit with the United Way, NORDIK Institute and SSMIC to be guided through the process with Tamarack Institute. Sault Ste. Marie was selected as one of the recipients of this pilot program to assist cities involved in poverty reduction to create indicators based on their unique community.

In addition to assisting with the creation of the indicators for the Poverty Roundtable, the Social Equity Coordinator has also been tasked with writing a concept paper for a Labor Market Skills position that will be a partnership between the City of SSM and the DSSMSSAB for the Ontario Labour Market Partnerships Program. This new position will bring forward skills that are required by employers to hire those who are currently ready-to-work, typically moving from being in receipt of social assistance to gain employable skills to and for long-term employment.

Downtown Revitalization

The Downtown Development Action Team has been working closely with the Downtown Association and City Planning to create a more vibrant downtown that will attract more locals and tourists to shop at local stores and eat at local restaurants, thereby supporting economic development in Sault Ste. Marie. Initiatives underway include:

Improving the overall appeal of the downtown by creating vibrant, creative, cultural experiences that will benefit residents and businesses alike. These experiences include:

- The development and installation of unique downtown furniture, including chairs, benches and street pianos in key locations.
- Programming of space i.e. street pianos, arts & culture programming and downtown events including block parties, etc.

- Development of the community Art Project (CAP) Downtown Mural Project. Murals create destinations resulting in increased foot traffic while adding colour, vibrancy and character to the downtown environment. Specific to the CAP, it is the goal of the FutureSSM program in 2019 to work with the Downtown Association (DTA) and other partners to create the foundational policies, procedures and methodologies for the development of CAP (in various forms) on its way to becoming a self-sustaining annual community arts festival by 2021. Additionally, the DTA and FutureSSM will build additional programming into CAP, including music, food and other events that will coincide with the murals, which will increase the overall programming and vibrancy in the downtown. FutureSSM sees the DTA as being a key partner in the realization of these goals. The DTA has the necessary organizational capacity and resources to continue to execute and grow the program in conjunction with the existing arts and culture organizations, groups and individuals in the community. Additionally, we believe the DTA brings the following critical elements to the table which are essential to implementing a community project, such as the CAP project:

1. The operating capacity to implement the CAP project as a community partner.
2. Their status as a registered non-profit will make it eligible for funding to implement CAP initiatives in future years.
3. A significant membership of for-profit organizations, which can be leveraged to implement the CAP project.
4. The DTA plays a lead role in downtown development initiatives.
5. A membership to provide services and man-power for development and implementation of festivals and events (both sponsorship and in-kind).
6. The credibility and support of downtown merchants and the community at large.
7. Data and feedback on community wants and needs with regards to project initiatives.
8. Large contact/media list that could be used to promote the CAP project and draw the community downtown for the event.
9. The DTA is an enthusiastic partner and wants to participate in all activities related to downtown revitalization.

Trail System

Trails are a great addition to Sault Ste. Marie's tourism portfolio and a high value asset to attract people to visit and live in our community. FutureSSM is currently working with Tourism SSM, the Sault Cycling Club and other partners, to support the development of a new ~15 km mountain bike trail network on the north end of the City.

The proposed trail, named the Farmer Lake Mountain Bike Trail Network, would be located on Sault Ste. Marie Conservation Authority (SSMRCA) land within the Hiawatha Highlands.

Although purpose-built for mountain biking, this trail will be a multi-use trail system open to all human-powered users. Besides mountain bikers, trail users could include runners, hikers, and dog walkers in the summer months, and fat tire biking, snowshoeing and backcountry skiing in the winter months. The trail network would also be able to host existing tourism events such as Crank the Shield, and future events such as trail running races, and winter fat bike and summer mountain bike races.

Similar trail systems in the Lake Superior Region, including in Marquette MI, and Copper Harbor MI, have had resulted in significant contributions to the local and regional tourism markets, with over 25,000 people coming to those regions each summer specifically to mountain bike. Given the quality of existing trail and terrain, we believe the addition of a new mountain bike trail system could be developed into a significant resource that could support the development of a mountain bike

tourism strategy focused on 2-3 day visitors. This approach involves the following elements:

- Infrastructure Development
- Events
- Marketing & Promotion

FutureSSM and partners presented to the Board of Directors and Staff of SSMRCA on March 19, 2019. The purpose of the meeting was to present an overview of the proposed trail system and to seek their approval for the development and construction of the Farmer Lake Trail Network. SSMRCA are currently reviewing the findings of the presentation and will respond back to FutureSSM in mid-April with their decision.

As a requirement of the decision making process of the SSMRCA an open-house related to the Farmer Lake Trail Network was held on March 21st at the Civic Centre. The event was well attended with over 110 citizens attending. The open house provided the opportunity for the general public to review the proposed trail network and ask questions to FutureSSM, Sault Cycling Club and Tourism SSM staff who were present at the event and provide comments for consideration. Approximately 20 written comments were received, all of which demonstrated strong community support for the initiative.

Environmental Sustainability

Climate Change Coordinator Position

FutureSSM has been granted \$125,000 in funding from the Federation of Canadian Municipalities' (FCM) Climate change staff grants initiative to hire a two year Climate Change Coordinator position. The position will help address staffing gaps and increase our capacity to adapt to the effects of climate change or reduce greenhouse (GHG) emissions. Sault Ste. Marie is among 59 communities across Canada benefitting from this initiative.

FutureSSM posted the position with a closing date of March 22, 2019, and management is currently working with the City of Sault Ste. Marie's HR department to go through the hiring process. The expected start date will be mid-May.