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Community Adjustment Committee Report.

Nov. 15, 2017

A Common Cause and New Direction For **Sault Ste. Marie.**

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Preamble

“We’ve had many plans in the past. Why do you think this one will make a difference?”

The above-noted question is one that has been frequently asked of the Community Adjustment Committee over the past several months, as members have spoken and consulted with a diversity of individuals and groups in the development of this plan. There are a number of reasons why the CAC members believe that this plan will be acted upon and form a solid foundation for Sault Ste. Marie’s transition from a ‘one-industry town’ dependent on the ‘boom and bust’ cycle of the global steel industry, to a vibrant, thriving, self-reliant and resilient community which can adapt, adjust, and overcome adversity, while retaining its high quality of life:

- Four Pillar Approach - This plan has moved beyond a number of previous economic development-focused planning documents, to adopt a “Four Pillar” approach to supporting community resilience. What does that mean? It means that this plan has identified recommendations and actions that will support Cultural Vitality, Environmental Sustainability and Social Equity across the community, as well as Economic Diversity and Growth. In sum, this plan represents a comprehensive, community development approach to strengthening our community.
- Community Development & Enterprise Services - There is strong evidence that Sault Ste. Marie has already set a path to make long-term changes to address the gaps and barriers to its success that this plan has identified. The Corporation of the City of Sault Ste. Marie, under the leadership of Mayor and Council, has undergone a restructuring process to create a new department of Community Development and Enterprise Services, which shall be charged with ensuring that implementation of this plan proceeds. This department is led by the Deputy CAO, illustrating the significance of this newly adopted broad-based community development approach.
- Community Development Roundtable - The CAC’s research has indicated that Community Resilience is successful only when people, organizations, resources and governance are all aligned to reach this common goal. Throughout the planning process, the community itself has demonstrated its willingness and determination to support the community’s resilience, as both individuals and organizations shared work that they are already engaged in, or have committed to in the near and longer-term future. In order for this plan to be successfully implemented the community must maintain this commitment and effort. The CAC has therefore, recommended in the document that a “Community Development Roundtable” be established, which shall bring together a broad base of sector representatives to collaborate with and support City Council moving this Community Resilience Plan forward.

The CAC employed three processes in developing this plan that were key to its outcomes:

1. The CAC’s recommendations and actions are evidence-based, i.e., using the research available about global and national trends, the City’s current status, and engaging with local knowledge holders to ensure that this report’s recommendations are based on

solid ground. Where gaps were identified, reports were updated or expanded to ensure that sufficient up to date information was available

2. Previous planning documents and community dialogue were reviewed, strengths of these reports were identified, and on numerous occasions these served as a catalyst for generating actions and recommendations.
3. Engagement with the broad community through social and traditional media, open houses, and targeted discussions with equity seeking groups, provided a forum for inviting and testing new concepts, proposed actions and recommendations, to ensure that they fit with the current community context

As the CAC's work draws to a close, the CAC encourages those charged with implementation of this planning document to continue to use these processes, as today's world is a constantly changing environment, that requires regular updating and re-assessment of priorities and directions. It is only through collaboration, cooperation and understanding and celebrating our diversity, that we can become a truly resilient community, where all citizens are able to realize their full potential.

Executive Summary

Sault Ste. Marie is a great community. It has shown itself, time and again, as strong and caring. It comes together to support and assist those who are in need and it has stood together in the many challenges that it has faced.

Although it is sometimes referred to as remote, our location is a defining strength: we are a stone's throw to Canada's largest trading partner, a short flight to Toronto, at the heart of the greatest fresh water resource in the world, surrounded by natural power generation, and in the midst of some of the best mountain biking, skiing, hiking, sailing, camping, and cottage country in North America.

We have what it takes to be a growing and vibrant city, but to become one we have to acknowledge some **difficult realities** and work together as a community in **common cause and direction**.

Here are a few of those **difficult realities**:

- Our economy is stagnant and is largely dependent on a single industry;
- The demographics of our community are working against us, our net migration continues, and student population is decreasing (elementary, secondary and post-secondary); and,
- The social (health, well-being, and education) metrics of our community are falling below acceptable standards.

These challenges are not new but they are becoming more pronounced and, as they grow, more difficult to address.

- Essar Algoma is in the midst of its third restructuring since 1992.
- Our population has declined from its peak in 1981 and has not been able to recover. We have a current median age of 45.7, compared to the provincial average of 40.4.
- Too many of our children are going to school hungry and not enough are finishing high school.

To get a complete picture of the current state of our community, visit www.futuressm.com.

The time to act is now and this document is being offered as the **common cause and direction**. It should not be read as a final prescription but as a beginning that starts like this: we want Sault Ste. Marie to be a vibrant city with a population of 100,000 by 2037. We want to bend the curve in the "right direction," in a sustainable way, with respect to the size of the labour force, the number of unemployed, the GDP revenue, the health, well-being and education metrics of our residents, the creative economy, and the environment. These goals may seem too ambitious to some, but we believe that we have to aim high and that our community has the collective capacity to achieve that height. There are a lot of good people, private entities, and agencies in our community already doing great work. There is no question that it will take time and it will take effort, but if we come together, think smart, capitalize on our strengths and talents, and stay determined, we will be successful. We will be bold. We will reach the goals that we set and build the great city that we want to become.

We will invest in our **People**. We will celebrate our **Place**. We will create **Prosperity**.

HOW ARE WE GOING TO GET THERE? WHAT IS A BETTER, SMARTER APPROACH?

Sault Ste. Marie has a number of strengths, including its citizens who are committed to creating a vibrant and prosperous community. As a result, The Community Adjustment Committee (the

Committee) was created. The Committee did extensive review of best practices with respect to creating a great city and agreed to take the four pillar approach to community development, which includes proactive support for economic growth and diversity, social equity, cultural vitality, and environmental sustainability.

Sault Ste. Marie will become a resilient community by utilizing the “Four Pillar” approach as a framework for strategic decision-making and funding allocations. Through new and refocused infrastructure, and collaboration of private and public stakeholders, the community will expand its population and capacity to create and sustain community development priorities.

Focusing on these four pillars will build a world class community and allow us to achieve our goals.

To get organized, the Corporation of the City of Sault Ste. Marie (the City) has already taken steps to improve the infrastructure that will support future community development. The organizational structure at the City has been modified and a service area named Community Development and Enterprise Services has been created which includes community development, planning, building services, recreation and culture, and transit services.

In 2016, the City also adopted a new strategic plan that will guide Council and Administration's activities up until 2020. One of the strategic focus areas of the plan is on Community Development and Partnerships, with emphasis on creating social and economic activity, developing partnerships, and maximizing economic development and investment.

In addition, a review of economic development was requested by City Council and the City is actively engaged with the Sault Ste. Marie Economic Development Corporation (SSMEDC) and Sault Ste. Marie Innovation Centre (SSMIC) to maximize the impact and results of our collective efforts.

OVER ARCHING GOALS

There were a number of priority goals that came up time and again and spanned multiple pillars. These are broad goals that will help support the development of all four pillars, and as such are high priority. They include:

- **Promote our community** – Sault Ste. Marie possesses quality of life opportunities and affordability that is attractive for businesses and professionals. We need to develop a broad and cohesive community brand and communications strategy that celebrates our strengths, improves community spirit, and sells our community to the world at large. This strategy embraces and supports all four pillars.
- **Refocus economic and community development** – A number of opportunities exist to support the growth of a diversified economy and a vibrant community. Working with community stakeholders (private and public) to align and focus our economic development efforts can play a big part in moving the community forward. Another important tool is the City's Economic Diversification Fund (EDF). Reviewing the EDF's scope and how it is administered offers the chance to increase its impact and effectiveness. Similarly, establishing a Community Foundation

would provide a way to raise funds and direct charitable donations to worthwhile and desired community projects.

- **Build our labour force** – As part of our discussions a number of employers expressed concern about finding enough workers with required skillsets. These current and projected needs can be met through coordinated educational programming, re-training opportunities, and programs to attract skilled workers to the community.
- **Grow our post-secondary institutions** – A significant strength of our community is the presence of Sault College and Algoma University, and we must work collaboratively with these institutions to support their development, growth, and expansion. In addition, the community must develop research initiatives with these institutions and with organizations like the Northern Ontario School of Medicine.
- **Proactively invite immigration and welcome newcomers** – To address our demographic challenges and become a more dynamic community, we must enhance our efforts in this area. We must recognize the importance of migration to our community and welcome newcomers with open arms.
- **Advance Indigenous relationships** – Community members expressed a sincere desire to become a leader in reconciliation. We must foster positive and productive relationships with First Nations, urban Indigenous residents, and Metis communities.
- **Improve community well-being** – A proportion of our citizens face significant barriers. Collectively the City, private sector, community organizations, and other stakeholders must work to eliminate these barriers and support our citizens in realizing their full potential.
- **Revitalize our downtown** – A vibrant downtown is an important component of building a more attractive community for residents and businesses alike. We should ensure that we focus on and prioritize the ongoing community efforts to reestablish our downtown as the vibrant core of our community.

In addition to these goals, there were a number of recommendations specific to each of the four pillars and they have been categorized accordingly. The Committee set a future state for each of the four pillars and then developed, in consultation with community partners, recommendations that would assist in reaching the goals. More detailed recommendations are included later in this report.

Economic Growth and Diversity

Future State:

Sault Ste. Marie will be recognized as a smart, growing, high quality-of-life community that is the home of dynamic industrial sectors, life-enhancing research and progressive post-secondary institutions. As a result, our community will attract talent and capital, and will support a strong entrepreneurial ecosystem.

Recommendations:

- Grow from within by supporting the expansion of existing companies and by enhancing the entrepreneur ecosystem across the community. There is a significant opportunity to generate GDP

and revenue by helping already established businesses and local start-ups expand to sell to markets outside of Sault Ste. Marie and the Algoma Region.

- Prepare targeted growth strategies for priority sectors, including:
 - Post-secondary education
 - Support efforts of all educational institutions to establish new programs—including graduate and professional programs— and to attract students from outside the community
 - Encourage and support collaboration of post-secondary institutions with industry to build a labour force for the future
 - Information Technology (I.T.)
 - Encourage our post-secondary entities to establish programs in the emerging areas such as block chain, Artificial Intelligence, and 3D printing
 - Support emerging technology companies through talent attraction programs and skills development collaboration
 - Continue efforts to develop gaming cluster based on existing community strengths
 - Develop world class Internet expertise with the best high speed Internet connectivity in Ontario and best of breed utilization of the Internet to market and sell globally
 - Research
 - Establish research clusters to focus on emerging areas within health care, energy, food/agriculture, and I.T.
 - Global Tourism
 - Develop new place-based tourism infrastructure and products in the community and surrounding area
 - Pursue new global markets to identify our community and region as a premier destination.
 - Support the growth of the Agawa Canyon Tour Train and Searchmont
 - Further develop walking and cycling trails and infrastructure in the region
 - Pursue UNESCO heritage site designation for the St. Marys River
- The following two broad-based recommendations are also intended to support the growth of the previously-identified priority sectors:
 - Coordinate skills development from early years to post-secondary to foster lifelong learning and to develop high demand skills that will support emerging sectors
 - Foster a pro-business and entrepreneurial environment in municipal government that encourages growth and development.

Social Equity

Future State:

Sault Ste. Marie will be a welcoming and inclusive community where everyone is valued and respected, has access to an acceptable standard of living, can fully engage and participate in all aspects of community life, and is able to realize their full potential.

Recommendations:

- To reduce the number of people living in poverty to below the provincial average by 2027;
- Strengthen the relationship with Indigenous peoples and communities;
- To increase the number of community members who feel that Sault Ste. Marie is a safe, welcoming and inclusive place that supports their wellbeing; and,
- To exceed the provincial average on recognized domains of growth and development for children and youth.

Cultural Vitality

Future State:

Sault Ste. Marie celebrates its history, natural and cultural heritage, and diverse identities, transforming the city into a global centre of cultural excellence through inclusive, broad-based, meaningful participation in the sector with continual renewal and growth of its creative economy.

Recommendations:

- Create a full-time City staff position to act as an advocate and catalyst for the arts and cultural sector
- Update the City Cultural Policy and develop a Cultural Plan
- Develop a sustainable funding model incorporating both public and private support to further develop cultural facilities, organizations, and events
- Foster a culture of creativity and excellence by celebrating arts and culture, and providing diverse opportunities for creative expression and professional development
- Market our city as a preferred location for film and digital media production
- Assist and coordinate efforts to develop and market our artists

Environmental Sustainability

Future State:

Sault Ste. Marie will be recognized as a leader in Environmental Sustainability and Alternative Energy that has a superior quality-of-life based on natural environment and excellent air, soil, and water quality.

Recommendations:

- Develop a comprehensive Community Energy Plan to discover new energy savings, technology applications, and investment opportunities
- Establish a working group with companies and groups currently engaged in alternative energy to explore both expansion and new energy technology opportunities
- Protect and encourage growth in farm-scale production and support Rural Agri-Innovation Network (RAIN) developing into a Centre of Excellence for Sustainable Northern Agriculture
- Investigate the expansion of the current City recycling program

- Consider expanding the Environmental Initiatives Committee’s mandate to a broad-based community approach

WHERE DO WE GO FROM HERE?

It is clear that we need to act with urgency to undertake the significant work required to build a brighter future for Sault Ste. Marie. These goals and the related recommendations outlined in the full report are offered as a suggested approach and path forward. They will take significant time, effort, and most importantly buy-in from stakeholders and the community at large. Great things can happen if people come together and work for a common cause for the broader community benefit.

While the reality and scale of the challenges facing Sault Ste. Marie need to be acknowledged, it also has to be emphasized that it is possible for our community to have a prosperous and resilient future. The visions and goals described in this document are within reach and we should feel optimistic about attaining them.

In that spirit, it is suggested that the appropriate next steps are as follows:

- City Council will be asked to endorse the plan as a key stakeholder and direct carriage of the plan on the City’s behalf to the Deputy Chief Administrative Officer of Community Development & Enterprise Services.
- The plan will be presented to community partners to request their buy-in and endorsement.
- A Community Round Table (CRT) should be established to encourage ongoing collaboration and to coordinate action across sectors. Smaller working and study groups can be formed with members of the CRT and subject matter experts from the community.
- An annual report will be prepared and issued to monitor and communicate progress to date.

We know that our community is endowed with resourceful and hard-working **people**, ones who are ready to collaborate and contribute in positive ways. We know that we are fortunate to live in an area with a tremendous sense of **place**, a sense that is transmitted by our geography, history, and surrounding environment. By creating alignment, coordinating actions, and making decisions in accordance with the four pillars approach, we are confident that Sault Ste. Marie can achieve sustainable and dependable **prosperity**.

Glossary of Terms

Community Resilience – Community resilience is a method of planning that achieves environmental sustainability, economic diversity and growth, social equity, and artistic and cultural vitality. Communities that achieve this level of resilience will be able to “respond and adapt to change creatively and collaboratively”. In addition, these communities will be able to “anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change” (Meridian Institute, n.d.; Canadian Centre for Community Renewal, n.d.).

Four Pillars – Cultural Vitality, Economic Diversity and Growth, Environmental Sustainability and Social Equity.

Cultural Vitality- The Cultural Pillar promotes human well-being through enhancing both quality of life and quality of place. The basic role of art, culture, and heritage has long been to bring beauty into our daily lives. But these also nurture individual and community identity, promote social cohesion, and contribute to the creation of “social capital” (or networks of relationships) (Canadian Centre for Community Renewal, n.d.; Meridian Institute, n.d.).

Economic Diversity and Growth - The attraction of new businesses and people is critical to the city’s growth and sustainability and assists us in building a strong and vibrant local community. The retention of talented people in the public, private, and non-profit sectors are fundamental to achieving this. Existing businesses and the jobs they create, are critical components of a strong, sustainable economy (Canadian Centre for Community Renewal, n.d.; Meridian Institute, n.d.).

Environmental Sustainability - All human activities have an impact on the environment and the relative health of the environment will determine and will contribute to the nature and scale of activities in the other pillar areas (Canadian Centre for Community Renewal, n.d.; Meridian Institute, n.d.).

Social Equity - Social equity strives for personal and group well-being and security, including full access to effective health care, housing, food, and education services – these being the essential prerequisites for full participation in cultural, environmental, and economic activities (Canadian Centre for Community Renewal, n.d.; Meridian Institute, n.d.).

SMART Growth – Smart growth depends upon a strategic approach that identifies the very best growth opportunities and nurtures them, planning so the environment and citizen prosperity are integrated into the framework and approach (Bouton, et al., 2013)

Introduction

Sault Ste. Marie has long been considered a ‘one-industry town’ commencing with the establishment of the steelworks at this site in the late 1890s, and peaking in the early 1980s when employment levels reached approximately 12 – 14,000 employees in a community of 85,000 people. Since the mid-80s however, the community has been experiencing rapid changes with large job losses that culminated in the 1991 employee buyout which left 7500 workers employed, and then further gradual reductions, primarily through attrition, until today’s numbers of approximately 3000 workers in a community of 73, 368.

The loss of steel working jobs is not the only challenge facing the community: an aging demographic, outmigration of youth, challenges in attracting newcomers to the community, and a rapidly changing global economy are all stressors on both the city’s economy, and its social structures. Mayor and Council, City Staff and many community members have identified a need for a change in approach in addressing the community’s needs, which to date, has been strongly focused on job creation and crisis management.

This report outlines the efforts of the Sault Ste. Marie’s Community Adjustment Committee (CAC) to develop a comprehensive community plan that is evidence-based and founded on best practices. The report makes a series of recommendations and action steps that are based on Sault Ste. Marie’s current reality, both its assets and its gaps, and which will provide a solid foundation for the community’s ability to realize its potential as a thriving, vibrant place that provides a high quality of life for its citizens today and into the future.

1.0 Background to the Sault Ste. Marie Community of Adjustment Committee

In November 2015, Essar Steel Algoma was granted creditor protection for its \$1.2B debt, the latest in a series of bankruptcy proceedings spanning not only decades but indeed a century of the ‘boom and bust’ economy of the global steel industry (Santo). This event sparked a sense of even greater urgency amongst Sault Ste. Marie residents that substantial changes were needed to address the multiple challenges facing the community.

On March 7, 2016, Sault Ste. Marie City Council approved a report from the City’s CAO on the planned response to ESSAR Steel Algoma Inc.’s restructuring plans. As part of this report, staff recommended that the City apply to the ‘Community Adjustment Program’, a funding program administered by the Ministry of Training, Colleges and Universities, now the Ministry of Advanced Education and Skills Development (MAESD).

The City's application to MAESD was successful and on April 25th 2016, the Province announced \$200,000 in funding. The City of Sault Ste. Marie committed a further \$50,000 in in-kind resources to support the planning initiative. The CAC was required to have membership from a wide variety of sectors including business, economic development organizations, education,

employment service providers, health services, the municipality, social services and unions. Recruitment of members was completed in late August 2016¹. The Committee has been assisted in their work by senior resource persons drawn from Ministry of Advanced Education and Skills Development, Ministry of Northern Development and Mines, Algoma Workforce Investment Corporation and the Economic Development Corporation. The CAC's work was supported by a full-time project coordinator, who was hired and began work on September 6, 2016.

1.1 Purpose and Objectives of the Community Adjustment Committee

The purpose of the CAC, as funded by MAESD, is to develop a multi-functional plan for the broader community as a whole. This Committee is tasked to think beyond specific sector needs to address urgent issues for the whole local economy, including community infrastructure, social development, labour force development, education and training development, and business retention and expansion. The funding provided by MAESD was intended to create a committee that would develop a plan to support the city's future economic resilience.

The objectives of the Community Adjustment Program are to create an Action Plan that:

- Empowers and encourages organizations in the community with a mandate to support the community's employment, business, economic and social development to work together in developing and executing this plan;
- Designates a lead organization to be accountable to City Council for the execution of this Action Plan and regularly reports to Council on its activities, efforts and outcomes;
- Serves as the focal point for coordination and alignment for the community's employment, labour, business and economic development organizations; City departments; and senior levels of governments' departments to develop and execute a response; and
- Complements existing programs, services and projects that complement the goals and objectives of the Action Plan.

[See Appendix A for CAC Terms of Reference, Mandate, Roles and Responsibilities, Accountability, Policy and Procedures]

[See Appendix B for a list of Committee and Sub-Committee members as well as a list of Community Meetings]

1.2 Community Context for Community Adjustment Committee's Planning

In 2015 the City adopted a new strategic plan with a focus on community development, resulting in a restructuring of the organization to best address the focus and direction of the

¹ One additional member, Tom Vair, was added to the CAC's membership in October following his appointment to the position of Deputy CAO and Director of Community Development and Enterprise Services for the City.

City. Key in the restructuring was the creation of a new department, Community Development and Enterprise Services (CDES), which is intended, in part, to address the need for a broader community development approach and a stronger role for the City itself in supporting economic diversification and growth². The new department, together with the office of the Deputy CAO of CDES, has been charged with the implementation of City-led initiatives within this report, and with developing an annual report for the community on the status of its implementation.

Additionally, City Council determined that a review ought to be undertaken of two agencies, the Sault Ste. Marie Economic Development Corporation and the Sault Ste. Marie Innovation Centre, to which the City had delegated much of its responsibility for fostering economic development. Although incomplete at the conclusion of the writing of this report, the review of the two agencies has resulted in a recommendation for greater collaboration in developing the economy, and both organizations have participated in this planning initiative.

As a further effort to address the City's challenges, the Mayor, together with support from the City's Planning department, undertook a community consultation³ in early 2016. This consultation garnered approximately 90 participants and indicated that many of the concerns, challenges, and proposed solutions reflect similar perceptions as those contained within this report. This consultation and the reports arising from it, have informed the work of the CAC and its results have been integrated into the CAC's report, where appropriate.

[See Appendix C for the Mayor's Community Development Initiative Report to City Council]

[See Appendix D for the Planning Department's Community Development Initiative Report to City Council]

1.2.1 Learning from Previous Planning Initiatives

Several CAC members, as well as funders and other community members, identified that community planning bodies convened in the past, including the Building an Extraordinary Community initiative, and most recently, the Destiny Sault Ste. Marie (2014), have done some excellent ground work for this planning initiative. The CAC therefore used these previous documents, and in the case of the Destiny (2014) report, also requisitioned the updating of the data and analysis contained in the report. Thus this report has benefitted from previous work, and has built on the accumulated learnings and knowledge of predecessors. The CAC recognizes that building a resilient community is a long-term effort that requires broad community participation and leadership and acknowledges the benefits of having such a foundation on which to build.

²see Appendix C, Mayor Christian Provenzano's Report to City Council and Community Adjustment Committee dated November 7, 2016.

³ See Appendix D, *op cit*, and Report to Council, by Victoria Prouse, dated November 7, 2016.

1.3 Adopting a Framework for Community Resilience

Based on best practice and research, the CAC decided early in its mandate to adopt a vision and approach that would strengthen the community's ability to adapt to uncertainty and thrive within an ever-changing global context – in brief, become a *resilient* community. Research on communities that have proven to be more adaptable, more resilient, has demonstrated that they have a set of four key characteristics, i.e., they have proven themselves to be culturally vital, environmentally sustainable, socially equitable and economically diverse (see Definitions, p. 9):

“Such communities, with their creativity and vibrancy, are attractive places to investors in industry, business, and tourism and thus create employment opportunities, expand the tax-base, and generally add real wealth of the community. The Four Pillars approach to sustainability: each pillar must not stand alone; all pillars must benefit from the strength of the others; and to do this, they must be bound together by a shared vision of what it is they are supporting.”

- *Four Pillars of Sustainability*. (2016). Retrieved October 03, 2016, from <http://www.sustainablekingston.ca/our-community/sk-plan/four-pillars-of-sustainability/>

The Four Pillars Framework then informed the CAC's work throughout its mandate, and has formed the basis for this report.

The remainder of this report outlines the work of the CAC and its conclusions in the form of a set of recommendations and action steps to achieving greater community resilience in Sault Ste. Marie.

2.0 Community Adjustment Committee Process/Methodology

Funding from MAESD was approved in late April, 2016, followed by the hiring of the CAC Chair effective July 4, 2016. This timing resulted in some initial delays in recruiting CAC members and project staff, but the first meeting of the Committee was held September 7, to orient members and begin development of the policies and procedures for conducting its business and realizing its mandate.

2.1 Committee Processes

Sixteen CAC members were drawn from a diverse range of business and community sectors, including business, labour and employment services, education, health and social services, culture, and public services (Appendix B). Additionally, five individuals acted as resource people to the Committee, drawn from the Sault Ste. Marie Economic Development Corporation, the Ministry of Advanced Education and Skills Development, the Ministry of Northern Development and Mines, the Algoma Workforce Investment Committee, and the Corporation of the City of

Sault Ste. Marie (CAO). In total, the CAC, including members and resource people, met fourteen times in the period between September 2016 to April 2017⁴.

CAC processes were governed by the policies and procedures adopted at its October 7, 2016 meeting (see Appendix A for details). In general, although the CAC worked by consensus, motions were passed for significant decisions such as expenditures, adoption of vision and planning framework, and recommendations and actions. Usually meetings were two hours in length, but longer meetings were scheduled for September's orientation, on December 6 when the 'current status' of the community was in the later stages of finalization, and on April 4 when the final approval of recommendations and action steps were under discussion.

The CAC Chair, the Project Coordinator, and a senior member of the City's Planning Department met regularly throughout the process to ensure compliance with funding requirements, develop meeting agendas, and facilitate communication between all parties. The Deputy CAO, subsequent to appointment and determination that the Department of Community Development and Enterprise Services would be responsible for implementation of the final plan, was invited to join this informal core team's meetings.

2.2 Subcommittee structure

In October the CAC approved a Vision for its work and the 'Four-Pillar' approach to supporting community resilience. As a result of this decision, five subcommittees were struck, one each to reflect the four pillars, i.e., Cultural Vitality, Environmental Sustainability, Social Equity and Economic Diversity and Growth, and a fifth subcommittee on the Labour Force. The purpose of the subcommittees was to engage local subject area experts in identifying additional research for the CAC to review; determining the community's current status in relation to the pillar's optimal achievement; and assessing assets and gaps within that sector. The subcommittees also played an important role in developing the recommendations and action steps, and reviewed all or substantial portions of these.

The subcommittee chair(s) determined the number, length and frequency of meetings required, which varied substantially. The Arts and Culture Subcommittee met on 8 separate occasions, and also held meetings with representatives of several organizations in order to obtain a broader perspective, including meetings with cultural organizations that form the 'Cultural Corridor' within the City. The full Social Equity Subcommittee met only twice, but had additional meetings with several specific equity--seeking groups to ensure that their views were represented, e.g., youth, LGBTQ, newcomers, Indigenous people. Separate meetings were held with representatives drawn from education, and from health, and their comments and feedback were included within the Social Equity subcommittee recommendations and actions steps. The Environmental Subcommittee met on three separate occasions, and also provided substantial feedback electronically, while the Economic Diversity and Growth members met on numerous occasions for lengthy workshop-type meetings. The Labour Force Subcommittee met on two occasions and then joined the Economic Diversity and Growth Subcommittee due to cross over in subject matter and subcommittee membership. The Chairs of the various

⁴ For dates and Minutes of CAC meetings, please see Appendix E.

subcommittees also met on several occasions each with staff and other CAC members to ensure that the recommendations and final reports accurately reflected the research findings and community feedback.

Subcommittee members were selected based on expertise and diversity of perspective/representation of the sector (Appendix B). In total, seventy-nine individuals from across the community shared their knowledge and insight with the CAC through the subcommittee process.

2.3 Community Engagement Activities

A priority of the CAC, determined at its October 7 meeting, was to engage with the broader community by providing easy access to its research, and encouraging dialogue on how Sault Ste. Marie could improve its resilience. Throughout the process, the CAC's Project Coordinator and Chair regularly attended events sponsored by numerous community-based organizations, ranging from the Chamber of Commerce to a youth homelessness initiative. Prior to the initial CAC meeting, the Chair met with the Sault Ste. Marie Economic Development Corporation's Board and other guests as part of their strategic planning session; and met with the Ministry of Northern Development and Mines regional team as well as with the Assistant Deputy Minister to discuss how they might support the work of the Committee.

Another eighteen meetings were attended by staff (see Appendix B for complete listing). At some of these events, the CAC's representative was invited to provide information about the CAC and its processes, at others, information was gathered and brought back to the CAC and/or its subcommittees as appropriate.

In November a local communications firm was retained to support the CAC's community engagement efforts through the development of a social media presence, a series of videos and fact sheets outlining the current status of issues⁵ of prime concern to residents, and an invitation for residents to provide comments and feedback to the CAC (www.futuresm.com). Research provided a key opening discussion point for the community engagement which followed. The website, videos and other social media were launched in late January, 2017 resulting in over 4000 'hits' and dozens of comments, 'likes', and emails.

Following the website/video launch, a series of open houses and CAC-sponsored consultations were held to engage the public in further dialogue about the future of Sault Ste. Marie (see Figure 1 for a full listing of consultations). Commencing in mid-February, these engagement sessions followed a similar format, commencing with an introduction of the CAC and its work, followed by the presentation of one or more videos, to stimulate discussion.

Two presentations to City Council were also made by the Chair of the CAC, the first in October 2016, and the second on February 6, 2017.

⁵ Eleven videos were made and available, and two additional fact sheets on the topics of poverty and youth were prepared and identified on the website as 'Reality Checks'.

A third phase of engagement is underway with the final recommendations presented to City Council and community groups are being approached and receiving presentations for their endorsement and agreement to participate in implementation. In addition, the website has been updated with a new video summarizing the key recommendations of the report

Figure 1: Community Engagement Activities

Activity	Number of Participants
Committee Members, Subcommittees & Resource People	100
Open Houses (including partner-sponsored open houses)	149
Presentations	108
Email submissions	35
Social Media and Website	4498
Total	4890

The processes of the CAC have resulted in an understanding by its members of the global trends negatively impacting the City, the need for change, and a new approach to community development, based on a more holistic model than has been previously used. The broad community engagement and consultation elicited feedback that demonstrated that the community itself has reached similar conclusions about the serious challenges facing Sault Ste. Marie, and the need for a longer-term, comprehensive solution. CAC members and the community also appear to share a commitment to the necessity of creating a more resilient community.

3.0 Literature Review: Trends and Best Practices

A review of the literature was undertaken to establish the context and to create a plan based on the evidence provided by relevant research. The CAC examined global and national trends that have had and continue to have an effect upon the city. Staff prepared an annotated bibliography in September and October 2016, which was regularly updated throughout the Committee’s mandate as new reports became available. A ‘dropbox’ file was available and contained full reports referred to in the annotated bibliography, ensuring that CAC members had access to detailed materials.

The following literature review is organized so that the global trends are emphasised first, followed by the national trends and lastly the impacts both the global and the national have on the local community. This emphasis assists in narrowing the focus to what the community and the City can control and influence through the planning process and by utilizing best practice.

The research reviewed here demonstrates several key trends:

- Globalization has resulted in a world where our interconnectedness is more pronounced than ever – the local to global, and global to local dynamics are increasingly affecting countries, cities, and people.

- The global economy is rapidly changing, with increased reliance on knowledge based economies, technology and financial markets.
- Labour markets are flooded with unemployed people yet there are skills shortages, and work itself is changing rapidly as highly skilled, usually college and university graduates, are competing for a smaller market of high-paying positions, while other workers face precarious entry-level, low-skilled and low-paying work.
- In Europe and North America particularly, the post-war ‘baby boom’ presents an aging demographic and rural areas are experiencing an outmigration of youth, culminating in more challenges to labour and economic issues

The literature also revealed that these trends are having negative impacts on cultures, the environment and social equity – all key to a high quality of life. Ironically perhaps, research also demonstrates that those communities which can adapt and thrive in this rapidly changing environment are those which are working towards cultural vitality, environmental sustainability and social equity.

3.1 Economic Trends, Impacts and Best Practice

The global economy is continuing to become weaker. The *World Employment and Social Outlook: Trends 2017* report indicated that GDP growth in 2016 was the lowest in 6 years and GDP growth in 2017, although slightly better than 2016, will still be below trend (International Labour Organization (ILO), 2017). As a result there is world-wide deepening of income inequality, persistent jobless growth, rising geostrategic competition, weakening of representative democracy, intensifying nationalism, and many other negative consequences (World Economic Forum, 2014).

The global economy is continuing to recover from the 2008 financial crisis, but there are growing concerns that there are not enough jobs and fewer meaningful employment opportunities for citizens across the globe, and that the benefits of a global economy are not being shared inclusively with all citizens. Further to this, the global unemployment rate is expected to rise in 2017 to a total of 201 million people across the world, and labour force growth and job creation are not in sync. Precarious and vulnerable employment accounts for 1.4 billion people worldwide. Gender disparities in employment continue to be of concern as women are disproportionately represented in precarious work situations and subject to wage gaps (ILO, 2017).

Demographic challenges also affect the global economy. Aging workforce, impending retirements, knowledge gaps and succession planning are all challenges on the horizon. The United Nations has hosted three conferences (1994, 1999, 2002) on population aging and the effects this will have in the coming decades (UN, 2002). Global trends in regards to demographics are that population aging is 1) unprecedented, 2) pervasive, 3) profound, and 4) enduring (UN, 2002). By 2050, United Nations (2002) estimates that 2 Billion people will be over the age of 60. This is a growth rate of 2% per annum on a global level and “will require far-reaching economic and social adjustments in most countries” (UN, 2002, p. xxix). One such adjustment is the dependency ratio or potential support ratio (PSR) – the number of people of

working age compared to the number of people above 65 years old will grow thus more people will be dependent on a smaller workforce (UN, 2002). The dependency ratios “have important implications for social security schemes, particularly traditional systems in which current workers pay for the benefits of current retirees” (UN, 2002, p. xxix).

Technology advancements are creating opportunities for corporations to accelerate their production, but a consequence of this automation is a reduction in workers necessary to complete the job. The ability of Artificial Intelligence (AI) to go beyond simple repetition to be creative has been harnessed (WEC, 2017). The World Economic Forum reports on the impending Fourth Industrial Revolution as something that has the possibility to be positive for the global economy and employment (WEF, 2017). The jobs of the future will require hard skills from college and university, as well as soft skills from vocational and untraditional training (WEC, 2017). Big data, automation and AI will be factors shaping the global economy and employment opportunities in the wake of the Fourth Industrial Revolution (WEF, 2017).

These global trends “are imposing in their scale and expansive in their reach” but through best practice approaches, countries, cities and citizens can manage the effects (World Economic Forum , 2014, p. 7). Cities focusing on internal resiliency and self-reliance will mitigate the effects of these global and national challenges.

The Ontario Ministry of Finance (2016) projects that the annual growth rate of the province will gradually decline from now until 2041, and the majority of growth that does occur will be as a result of net migration (73 per cent) while a much smaller portion will be due to natural increase (27 per cent). Toronto will grow to 9.5 million by 2041 and will continue to have a younger demographic due to international migration (Ministry of Finance, 2016). Meanwhile, other areas within the province will continue to experience aging demographics and youth outmigration resulting in high dependency ratios and negative age structure (Ministry of Finance, 2016). Northern Ontario projections have a slight decrease of 2.2 per cent by 2041 as the region experiences low births, higher out migration and less net migration (Ministry of Finance, 2016).

Gaps and opportunities for Ontario’s economy are presented by the Ontario Chamber of Commerce in a 2016 report. Opportunities for small businesses to scale up and transform to export based businesses, infrastructure development to attract investors, and labour force development within cities are imperative to economic growth and diversity (Bouton, et al., 2013; Liu A. , 2016; Ontario Chamber of Commerce, 2016). Communities’ ability to retain and attract people and businesses are impacted by infrastructure or the lack there of. Communication and technology infrastructure, such as internet bandwidth, is essential for economic growth (Ontario Chamber of Commerce, 2016). The \$60 Billion infrastructure gap is being partially addressed through the Move Ontario Forward plan (Ontario Chamber of Commerce, 2016) Also, the skills mismatch in Ontario is costing the economy up to \$24.3 Billion in GDP losses and \$3.7 Billion in tax revenues (Ontario Chamber of Commerce, 2016).

Developing an economy depends on building relationships and partnerships with businesses, industry leaders, educational institutions, not-for-profit organizations, and the community at

large (Ontario Chamber of Commerce, 2016). A healthy growing economy is one that provides quality employment opportunities for all citizens (Liu A. , 2016). In addition, it provides tax revenues required to support a variety of services for the residents of the community. Enhancing the quality of place and quality of life, will contribute to the economy by attracting and retaining talented people and quality businesses (Canadian Centre for Community Renewal, n.d.).

Due to global overproduction, steel mills in the North East (Tenaris, and Essar) have been impacted as well as their employees (Credit Unions of Ontario and Ontario Chamber of Commerce, 2016). One barrier to change within the community is the lack of identity outside the steel industry. Sault Ste. Marie views itself as a steel town and as such focuses much of its attention on this sector of the economy (Gravelines & Rebek Dicerbo, 2014), however, forecasts show that retail and health sectors will contribute most to economic growth in the North East and this is supported by current workforce trends in Sault Ste. Marie (Credit Unions of Ontario and Ontario Chamber of Commerce, 2016).

The Brookings Institute suggests that a new approach to economic development is required to address these trends and resulting negative impacts, one that is broader and more inclusive of the whole community. This approach stresses success through greater collaboration (collective impact) among existing businesses and institutions and for communities to think smarter about attracting investment (Liu A. , 2016).

[See Appendix G for the Economic Industrial Base Notes from Algoma Workforce Investment Corporation]

3.2 Social Trends, Impacts and Best Practice

Social equity issues across the world are a severe challenge to development, prosperity and inclusion. Many equity-seeking groups - including Indigenous people, newcomers, women, youth, LGBTQ, people living with disabilities, low-income people, seniors - experience challenges which prevent them from realizing their potential. Poverty is a barrier to maximum participation in society and hinders our children's future. It is more cost effective in the long term to invest in poverty reduction than to continue with the status quo (World Bank, 2016).

The World Bank (2016) reports that achievement of the Millennium Development Goals is uneven and that those still living in abject poverty are in fragile countries. People do not have access to school, healthcare, electricity, water and other services across the globe and the common factor among those that do not have essentials are socioeconomic status, gender, ethnicity and geography (World Bank, 2016).

Globally the rate of precarious work is increasing (World Economic Forum , 2014; Law Commission of Ontario, 2012). The result of this is less employment opportunities with good wages, access to benefits, pension and union (Law Commission of Ontario, 2012). Those most affected by this increase in precarious work include youth, women, racialized people, Aboriginal people, immigrants, older people, and people with disabilities (Law Commission of Ontario,

2012). Various consequences of precarious work include stress due to job insecurity, little opportunity to retrain, and health consequences (Law Commission of Ontario, 2012).

In Canada, marginalized people face challenges posed by aging demographics, a global economy, technology advancements and so on, in addition to systemic bias and discrimination within institutions (Thomas & Lopes, 2006). Indigenous populations are particularly challenged as there is the legacy of harm from the residential school system and other colonizing policies (Amnesty International, 2016). Across Canada, Indigenous people “face widespread impoverishment, inadequate housing, food insecurity, ill-health and unsafe drinking water” (Amnesty International, 2016). The Canadian Constitution protects the rights of Indigenous peoples and the Treaties communities have with the government of Canada (The Canadian Charter of Rights and Freedoms). However, government services are dispersed among the Canadian population with large amounts of funding spent in non-Indigenous communities in comparison to what is spent in Indigenous communities (Amnesty International, 2016). This is reflective of a National trend that results in challenges to Indigenous populations as well as to the population of Canada as a whole (Thomas & Lopes, 2006).

Though Social Equity is often hard to quantify, measures which evaluate income, employment, literacy, access to housing and health care, among others, are both available and useful. Some measures that may prove useful include the Canadian Index of Wellbeing, Social Determinants of Health and the Early Development Instrument. The Canadian Index of Wellbeing (CIW) measures Community Vitality, Education, Healthy Populations, Living Standards, Democratic Engagement, Environment, Leisure and Culture, and Time Use (Smale, 2016). Some areas in which Northern Ontario needs to improve on include Democratic Engagement, Education, and Community Vitality (Smale, 2016).

3.3 Arts and Culture Trends, Impacts and Best Practice

The objective of any sustainable community is the promotion of human well-being by enhancing both quality of life and quality of place. There is considerable evidence connecting arts engagement to health and wellbeing, identity and belonging, and the transformation of place (Ortiz & Gordon, 2011). Global communities with strong links between community culture and engagement in the arts, are resilient, healthy communities. Further, such creative, vibrant, and resilient places are attractive to investors in industry, business, and tourism and thus create employment opportunities, expand the tax-base, and generally add real wealth to the community.

One of the challenges in establishing the key importance of arts and culture, is the difficulty in its measurability. Badham (2010) points out that attempting to quantify arts limits their contribution to economic and social indicators which cannot truly illustrate their value. Other research suggests that measurements need to include ‘cultural vitality’ which is defined as evidence of creating, disseminating, validating and supporting arts and culture in the everyday life of communities (Jackson, Kabwasa-Green, & Harraynz, 2006). The presence, participation, support and the impact of arts and culture are some means of measurement. Communities

across the world that aim to be culturally vital must have a well-established arts and culture sector, with a diversity of people and methods (Jackson, Kabwasa-Green, & Harrainz, 2006). To create world class creative economies within a community it is also essential to have both public and private sector support (Jackson, Kabwasa-Green, & Harrainz, 2006).

Numerous studies have looked at the specific impacts of arts and culture on communities and their economic benefits. Across Canada and within Ontario, cultural tourism has become a significant economic generator, and is responsible for one-fifth of all over-night visits, assists in job creation and contributes \$4.1 billion annually to the economy (Research Resolutions & Consulting Ltd. , 2012). The majority of citizens interested in cultural travel are an aging demographic globally, nationally and locally (Research Resolutions & Consulting Ltd. , 2012).

The Ontario Cultural Strategy developed goals related to the cultural sector, as well as strategies to achieve such goals, and principles for funding this sector (Group, 2016). These are: to promote cultural engagement and inclusion, to strengthen culture in communities, to field the creative economy and to promote the value of arts in the government (Group, 2016).

In Northern Ontario, specifically, research indicates that participation in the arts builds individual, organizational and community level capacity for adaptation, innovation and continuous renewal (Ortiz J. , 2017). Arts and culture employs local residents to create value-added goods; retains youth, creative talent and monies necessary for revitalization; and, has a high impact on the economy. Supporting Sault Ste. Marie's resilience through arts and culture will require economic diversification as well as a focus on generating a place based economy (Ortiz & Gordon, 2011).

3.4 Environmental Trends, Impacts and Best Practices

Global environmental problems are not bound by borders: top concerns for environmentalists include pollution of air, water and soil, global warming and climate change, and waste disposal (Kukreja, 2017). Research indicates that climate change "may be the most important challenge humanity has ever faced" but if addressed collectively can be mitigated, and progress is occurring worldwide through education, policy engagement and outreach (The Nature Conservancy, 2017). Scientists estimate that 13 per cent of carbon emissions come from deforestation and the only other more pressing issue is the burning of fossil fuel for energy production (The Nature Conservancy, 2017). Greenhouse gas emissions have resulted in temperature increases that have caused drastic changes in weather patterns across the world (World Wildlife Organization, n.d.).

Community Energy Planning is essential for reducing future and current energy costs, greenhouse gas emissions, and strengthening local economies by creating jobs. The cost of energy is rising and this is a significant barrier to attracting businesses and increasing investment in many communities. Millions of dollars are spent on energy each year, with much of this leaving the local economy (Cairns & Baylin-Stern, 2016). Implementing Community

Energy Plans (CEP) allows communities to realize their opportunities and to reinvest in their community, therefore contributing to a resilient community (Cairns & Baylin-Stern, 2016). Over 50% of Canadian communities have a CEP (Cairns & Baylin-Stern, 2016). There are many benefits, including direct benefits such as increased sales and income, employment growth, and lower energy consumption (Cairns & Baylin-Stern, 2016).

The *Fertile Grounds Report* looks at the Ontario agri-food sector as interconnected from farm to table. Agriculture is a massive economic driver within the province. Industries included in this sector are farm input, farming, food and beverage processing, distribution, retail, wholesale, and foodservice industries (Sullivan, 2016). In total these industries contribute \$36.4 Billion to Ontario GDP and employ 1 in 9 Ontarians (Sullivan, 2016). The food processing sector is Canada's second largest manufacturing industry (Sullivan, 2016). Concerns about food safety and environmental hazards related to large-scale agriculture have contributed to a growing interest in local food production, as characterized by the '100-mile diet'. Organic produce and wild foods have garnered increasing shares of the food market, and increasingly culinary tourism and restaurants, grocery stores and farmer's markets are experiencing substantially increased sales and market shares. In addition, to the economic impacts greater reliance on local food reduces greenhouse gas emissions resulting from transportation. As in other parts of Canada, in Northern Ontario, these markets are expanding, but research and infrastructure into Northern climate agriculture, and the soil of the Cambrian Shield is required to capitalize on this opportunity (OMAFRA, 2017).

3.5 Resilient Communities and Four Pillar Approach

A review of best practice literature indicates that building community resilience, and adopting a 'four pillar' approach to supporting such resilience, is gaining momentum across Canada. A resilient community is able to "respond and adapt to change creatively and collaboratively" (Canadian Centre for Community Renewal, n.d.). In addition, these communities will be able to "anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change" (Meridian Institute, n.d.).

The four pillars of community resilience, must be integrated with one another, and supported equally (Canadian Centre for Community Renewal, n.d.). If one is supported but not the others than the community will not be resilient. Healthy people are a prerequisite to a productive workforce, and cultural vitality contributes to a diverse economy and provides a wide array of activities for community participation (Canadian Centre for Community Renewal, n.d.). Without considering the sustainability of the environment the community suffers from poor air, soil and water quality. The four pillars, when supported equally, contribute to a resilient community that can withstand global economic shocks and continue to prosper (Canadian Centre for Community Renewal, n.d.).

Two studies in particular informed the Community Adjustment Committee's work. The first is *How to make a city great* by McKinsey Global Institute (2013) and the other is *Remaking economic development* published by The Brookings Institute (2016). The aim of the two reports has been to help those in the public, social, and private sectors make informed decisions about

developing their cities and building skills for implementation. Both reports support the community resilience model adopted by the CAC.

As stated by McKinsey, a balance between three areas is required, i.e., achieving smart growth, which means securing the best growth opportunities while protecting the environment and ensuring that all citizens enjoy prosperity; doing more with less; and, winning support for change (Bouton, et al., 2013). SMART Growth depends upon a strategic approach that identifies the very best growth opportunities and nurtures them, planning so the environment and citizen prosperity are integrated into the framework and approach (Bouton, et al., 2013). Deep prosperity is the goal of economic development and is only possible when city planning is holistic, such as utilizing SMART Growth and a Four Pillar approach (Bouton, et al., 2013).

The Brookings Institute proposes five action principles are essential when planning for a community's future and for successful economic development including:

- Setting the right goals
- Growing from within, i.e., supporting small, local businesses to thrive and expand
- Bringing new income to the community,
- Investing in people; and
- Connecting to place

Producing more with less by making the most of the available resources and managing expenses is another key contributor to achieving successful change (Liu A. , 2016). Such accountability is essential for community planning as it ensures targets are met therefore winning support from the public (Liu A. , 2016). Achieving wide spread support for change is partially about momentum and delivering results quickly (Liu A. , 2016). Organizing the stakeholders and implementing the plan to achieve long-term goals is the civics of economic development.

Finally, becoming a resilient community requires transitioning to a place based, localized (Varghese, Krogman, & Beckely , 2006) economy rather than relying on any one industry to support economic growth (Ortiz & Gordon, 2011). Research indicates that efforts in Northern regions to build local economies have been hampered by a lack of attention to the contextual imperatives of place, that both the inherited endowments such as natural resources as well as the human interventions in terms of choices, policies, capacities, and leadership are crucial to developing economic strategies (Markey, Halseth, & Manson, 2012). Resilient communities able to adapt to major change are those which develop liveable local economies, ensure a secure food system, and manage their own natural resources. This transition to a localized, place-based economy occurs through organizing the community itself, connecting the citizens and supporting a distinct identity (Ortiz & Gordon, 2011).

4.0 Sault Ste. Marie's Current Situation

For the committee to begin working on a plan for the future of Sault Ste. Marie it was essential that the current situation as well as the current facts were clearly understood. Approximately three months were dedicated to gathering data from different sectors, consulting with experts, and fact checking. The result of this process was 13 Reality Check fact sheets that summarized the current situation within Sault Ste. Marie and covered the following topics:

- Arts and Culture
- Downtown Reality Check
- Economic Growth and Labour Force Reality Check
- Environmental Sustainability Reality Check
- Health and Wellness Reality Check
- Learning (JK – 12 Education) Reality Check
- Post-Secondary Reality Check
- Social Equity Reality Check
- Transportation Reality Check
- Youth Reality Check
- Poverty Reduction Reality Check
- Tourism Reality Check

Each of the fact sheets followed the same outline to ensure consistency (see Reality Check documents in Appendix H). These documents were also posted to our community website and social media page to obtain feedback from the community. The perceptions of the community are discussed and elaborated on at the conclusion of this section.

4.1 Economic Diversity and Growth Current Status

Despite employment reductions over the past 20 years, Essar Steel Algoma remains the largest employer in the community, representing approximately 10% of total employment (AWIC, 2016). In addition to the approximately 3000 employees, an additional 3000 jobs are directly related to the steel producing operations through either transportation, supplies, construction or maintenance, making up a significant portion of Sault Ste. Marie's manufacturing jobs (AWIC, 2016). Essar Steel Algoma is currently operating under the Companies' Creditors Arrangement Act, thus creating substantial instability and fears within the community. Using a community multiplier of 2.2, loss of all Essar jobs could result in a total job loss of 6,600 in the city. In addition, some \$120 million that is spent with local suppliers would also be lost. Obviously the impacts of such an event would have severe consequences for the community.

It should be noted that prior to the announcement of the Essar restructuring, a number of the city's economic metrics were already in decline (Conference Board of Canada, 2017; AWIC, 2016).

- Gross Domestic Product - \$2.8 Billion - **flat**
- Goods Producing Sector - \$650 Million – **in decline**
- Goods Employment – 22% of the Labour Force – **in decline**
- Service Sector - \$2.2 Billion - **rising**
- Service Employment – 78% of the Labour Force – **rising**
- 87% of Employers have less than 10 employees
- Business start-ups – **declining**
- Housing Starts – **declining**
- Sault Airport passengers 210,000 **up 5%**
- People Employed – 32,500 - **in decline**
- Labour Force Participation Rate – **54%**
- Demographic Dependency Ratio **.74** ⁶(**people under 14/people over 65**)
- Population – **declining** (73,368 in 2016, 75,140 in 2011 – 80,905 in 1986)
- Median Age – 47 years and Ontario 40
- 34 percent of Sault Ste. Marie households earned less than \$40,000 in 2010 according to Statistics Canada (represent the working poor)

Sault Ste. Marie is one of four cities in Northern Ontario to have both a college and a university, Sault College and Algoma University. This is further advantaged by the presence of Shingwauk Kinoomaage Gamig, which operates in close affiliation with Algoma University, and offers a BA in Anishinaabemowin (Indigenous language of the region) and is developing a program in Anishinaabe Studies.

Communities that have strong post-secondary institutions demonstrate greater financial stability. One full time domestic student brings \$ 18,000 to the local economy and one international student brings \$25,000 (Sault College, 2016). Sault Ste. Marie benefits from approximately 3566 full time equivalent (FTE) post-secondary students which results in \$65 million dollars to the local economy (Sault College, 2016). Three hundred international students contribute approximately \$7.5 million (Sault College, 2016).

Tourism is an important economic driver for Sault Ste. Marie. There are over 1,500 tourism related businesses in the region. In 2014 over 1.7 million visitors were attracted, spending over \$228 million (Tourism SSM, 2016). Beyond the direct annual spend, the tourism industry invests in new developments and upgrades in the community, helping establish a better quality of life for residents. Developments such as Searchmont Resort, the HUB Trail, Essar Centre, Northern Community Centre, Heritage Discovery Centre, Parks Canada Canal, the Lake Huron North Channel Cycling Route, were all built with tourism values, but benefit visitors and residents alike. Attracting major sporting events and conventions to the city help to inject significant

⁶ Demographic Dependency Ratio equation is children (0+14) plus seniors (over 65 years) divided by working age population (15 – 64 years)

spending in the community, but also help offset operating costs of many municipal facilities (Tourism SSM, 2016).

4.2 Social Equity Current Status

To establish the current state of social equity within Sault Ste. Marie the CAC obtained information on a broad range of social indicators including: poverty, education and early childhood development, health and wellness as well as indicators and/or feedback from equity seeking groups. The following provides an overview of some of the challenges facing Sault Ste. Marie as well as some of its assets and achievements in attaining social equity.

4.2.1 Poverty and Food Insecurity

Almost twenty per cent (19.7%) of Algoma region residents receive their income from government transfers which include Canada Pension Plan, Old Age Security, Guaranteed Income Supplement, Ontario Disability Support Program, Ontario Works, and Employment Insurance (Leary, 2016). In comparison to Ontario and Canada, the Algoma district tends to be slightly more reliant on government income transfers than other locations (Leary, 2016). Additionally, Sault Ste. Marie's Ontario Works caseloads have increased 37% since 2007 (DSSAB, 2016). In September there were 3,417 people (2,298 adults and 1,119 children) receiving Ontario Works in Sault Ste. Marie and over 8,000 people receiving benefits through the Ontario Disability Support Program in the Algoma Region (DSSAB, 2016).

The community has a higher rate of single parent households than the province and 38% of these families are defined as low income (Statistics Canada, 2013). In Sault Ste. Marie, a single parent household has a median yearly income of \$35 020 which is 12.8% lower than the provincial comparable of \$40 150 (Statistics Canada, 2013). Single parents under the age of 24 earn significantly less and have a median income of \$15 750, which is nearly 10% lower income than the Ontario median (Statistics Canada, 2013). 29.8% of young parents/people rely on government transfers for their income (Statistics Canada, 2013).

Poverty is the root cause of food insecurity and in Sault Ste. Marie we have a larger percentage of people living with moderate or severe food insecurity as compared to the provincial average (12.7% versus 8.2%) (Algoma Public Health, 2016). Food insecurity is having too little food and/or insufficient nutritious food because of financial constraints (Helwig, 2016). For example, during a one-month period in the fall of 2016, St. Vincent Place food bank served 202 families, including 44 children (DSSAB, 2016). At the Sault Ste. Marie Soup Kitchen and Community Centre, a total of 938 individuals were served in October, 2016, 37 of those being children (DSSAB, 2016).

4.2.2 Active Transportation

Sault Ste. Marie is a car-dominant city; thus mobility is a challenge for individuals lacking access to a vehicle. Sault Ste. Marie community was ranked 71 of 83 cities in Ontario for walkability, behind Thunder Bay, North Bay, and Vaughan (Walk Score, 2017). In SSM, 6% walk to work, while 4% of residents take public transit to work (Statistic Canada, 2011). Over the past few years there has been a shift in municipal policy prioritizing active transportation planning. In particular, the Transportation Master Plan, Cycling Master Plan, and Hub Trail Spoke Route Study promote building transportation networks that support all modes of travel. Transit is an essential component of an integrated mobility network (Planning Department, 2016).

The City has taken steps working with groups such as the Sault Trails Advocacy Committee (STAC) to improve and grow the walking, cycling and active transportation assets of the community.

[See Appendix L for Sault Trails Advocacy Committee recommendations to the Community Adjustment Committee]

4.2.3 Academic Achievement and Early Childhood Development

Academic achievement, as measured by EQAO (Education Quality and Accountability Office), is below the provincial average across the Northeast Region which includes Sault Ste. Marie, Sudbury, Timmins and North Bay (Zuppa, 2014/2015). While there are pockets of positive outcomes, Sault Ste. Marie students' achievement is being impacted by significant challenges with respect to poverty, mental health, substance use and abuse, attendance, special needs (the region's percentage of students with special needs is above the provincial average), teen pregnancy, nutrition (the region's children have a lower consumption of fruits and vegetables than the provincial average), obesity rates and increasing suicide attempts (Algoma Public Health, 2016; ADSB, 2016). While steady progress is being made in literacy rates, math achievement has been declining both locally and provincially (ADSB, 2016).

The Early Development Instrument (EDI) is used across Canada and internationally to measure children's ability to meet age appropriate developmental expectations. EDI data for Sault Ste. Marie indicates that many children are entering the school system in Sault Ste. Marie below their counterparts in three out of five areas tested: Physical Health and Well-Being, Social Competence, and Emotional Maturity (Zuppa, 2014/2015). Research has also proven that a student not reading at grade level by the end of Grade 3 is four times less likely to graduate from high school and six times less likely to graduate if the student is from a low-income family (ADSB, 2016).

4.2.4 Indigenous Peoples

Indigenous peoples comprise 9.34% of Sault Ste. Marie's population (Statistics Canada, 2013) and the City is located closely adjacent to two communities, Batchewana and Garden River First

Nations. It is also the provincial home to the Metis Nation of Ontario, due to its history and location as a prime fur trading centre.

There are numerous Indigenous and Indigenous-led organizations within the City itself including: the Indian Friendship Centre, Waabinong Head Start, Neech-ke-when Homes, Missanbie Cree First Nation's Head Office, Metis Nation of Ontario, and Aboriginal Housing head office for Ontario. Indigenous people have been active in many aspects of the community including businesses, the arts, education and recreation. Advocates have ensured that post-secondary institutions respond to the needs of Indigenous students and both the college and university have responded. By recognizing and providing specific services for Indigenous populations both institutions, Sault College and Algoma University, have committed to ensuring individual students have both the access and support to be successful. An Indigenous –led initiative has been the development of Shingwauk Kinoomage Gamig, an organization currently seeking full recognition as a university and which has recently been approved for funding of a large building located on lands adjacent to Algoma University.

The Etienne Brule Learning Centre is home of the Kina Awiya School and has a strong partnership with the Indian Friendship Centre; in its 13th year of operation, it has graduated over 100 students and granted more than 1400 credits; in June 2015, the Indian Friendship Centre advised this school had the highest number of graduates in Ontario.

4.2.5 Health and Well-Being

The population of Sault Ste. Marie is older than the province, with a median age of 47 years old versus 40.4 years old in the province (AWIC, 2016). With an aging population, often comes an increase health and wellness challenges. Citizens of Sault Ste. Marie are more likely than their provincial counterparts to have several chronic conditions including:

- Mood disorders (i.e. depression, bipolar disorder, mania) (10.4% of the population versus 8.6% in Ontario)
- Arthritis (24.3% of the population versus 17.7% in Ontario),
- Heart disease (6.9% of the population versus 4.9% in Ontario),
- Chronic obstructive pulmonary disorder (9.1% of the population versus 4.0% in Ontario),
- High blood pressure (21.0% of the population versus 18.4% in Ontario), and
- Diabetes (8.6% of the population versus 7.0% in Ontario).

Cancer incidence rates for the Algoma region (Sault Ste. Marie data not available) for the 2010-2012 period were higher than the province for 3 of the 4 most common cancer types (prostate cancer in men, lung and bronchus cancer and colorectal cancer; better than the province for breast cancer) and all cancer types overall (Statistics Canada 2013).

Outside of the myriad of interactions between health and wellness and social factors, a higher prevalence of chronic diseases and incidence of premature mortality may be reflective of health

behaviours and lifestyle choices. In the most recent 2013/2014 community health survey, residents of Sault Ste. Marie self-reported a greater likelihood compared to the province of:

- being a current smoker (22.3% versus 16.9%),
- having an overweight or obese body mass index (57.1% versus 51.8%),
- not consuming enough daily fruits and vegetables (73.3% versus 61.2%), and
- participating in heavy drinking episodes (29.4% versus 22.7%).

Positively, the health infrastructure in the city has undergone major improvements in the last decade. A new state of the art hospital has been built, a medical school has opened in the north to train and promote the retention of local doctors, mental health services have expanded and become more integrated, and access to primary care providers has been greatly improved through increased recruitment of physicians and nurse practitioners.

4.2.6 Cultural Diversity

Sault Ste. Marie’s dominant ethnicities are listed in the table below. It is important to note, the prevalence of visible minorities has increased from 1.27% in 2001 to 1.65% in 2011, a difference of 280 individuals and at least 70 Syrian refugees joined the City’s population in 2016 (ADSB, 2016; Statistics Canada, 2013). Visible minorities are within the category ‘Other Heritage’ in the chart.

Figure 2 Dominant Ethnicities in Sault Ste. Marie (Statistics Canada, 2013)

Ethnicity	Number of People	Percentage
English	24, 195	30.83%
French	18, 780	23.93%
Italian	16, 005	20.40%
Indigenous	7, 330	9.34%
Other Heritage	8, 830	15.5%
Total Population	75, 140	100%

In sum, Sault Ste. Marie faces numerous challenges in addressing social equity, but numerous community collaborations have demonstrated that organizations working together and sharing resources can be and are effective. Recent initiatives such as Community Hubs in low-income neighbourhoods, the Neighbourhood Resource Centre on Gore Street, the Anti-Poverty Roundtable and the formation of the Algoma Leadership Table, are just a few examples of the community’s ability to work together for a better future.

4.3 Arts and Cultural Vitality Current Status

Strategically located at the confluence/hub of three of the Great Lakes, Sault Ste. Marie is a historically rich, culturally significant, and ecologically diverse place. One of the oldest settlements in Canada, located on the shore of the heritage designated St. Mary’s River, the

current city's site was once the gathering place where Indigenous peoples would meet, share, exchange knowledge, harvest, and trade.

A local study (Ortiz & Broad, 2007) estimated that the arts and culture sector generated a minimum of \$24.5 million in the city of Sault Ste. Marie within 2005 to 2006. Planning and policy development which supports arts and culture will grow the creative economy in the region and generate greater revenues.

There are a number of non-profit long-standing, 'pillar' organizations with strong community linkages which provide a strong foundation to Sault Ste. Marie's Arts and Culture sector. These include the Art Gallery of Algoma; Algoma Fall Festival; Algoma Conservatory of Music; The Canadian Bushplane Heritage Centre; Sault Ste. Marie Public Library; Sault Theatre Workshop, Kiwanis Community Theatre Centre; Arts Council of Sault Ste. Marie and district; Algoma International Film Association; Shadows of the Mind Film Festival; Musical Comedy Guild of Sault Ste. Marie; and the Sault Symphony Orchestra. They offer a diversity of high quality, frequently world class, programming, education and/or services. They are attracting local and regional audiences, engaging children to seniors, developing award winning talent, building on local cultural assets and attracting tourists.

Unfortunately, most of these organizations face substantial financial challenges, and some are at serious risk due to lack of ongoing operational funding. Continued support of the arts and culture sector will be vital to building a resilient community.

Other current artistic and cultural work contributing to Sault Ste. Marie's resilience are place-based cultural products such as Animating *the John Roswell Hub Trail*, the Oral History Project (on-going video recording archive), immigrant stories (one-woman monologues based on local residents' lives) and the recent focus on the region's impact on the Group of Seven and Glenn Gould.

With support from the CAC, some updating to the 2007 report was conducted, indicating that there is an increased public presence of those using the arts for leisure and/or as a means of supplementing household incomes when unemployed, underemployed and/or between jobs. Many people, from youth to seniors and diverse heritages, are augmenting household income through the arts (Ortiz, 2016) but employment in the sector is precarious with few professional positions. Artists are primarily self-employed, micro, home-based businesses. Part-time artists work approximately 10- 20 hours/week or more, up to full-time artists. Most are well educated, e.g., have a post-secondary education or higher; however, it may not be arts-related.

There is an increasing number of people interested in producing higher quality products and services but limited educational opportunities for artistic, technical and business development also limits this expansion. The primary source for advancement is through peer mentoring within the sector (Ortiz, 2017; Ortiz& Broad, 2007). Current business development programs and/or incentives are not tailored to the arts, resulting in less uptake within the artistic community.

There is engagement within all aspects of the arts sector providing a sound foundation for creativity, cultural vitality and place-based economy. The recent development in the Sault's cultural economy is fueled by new place-based products, cross sector partnerships, youth entrepreneurs and change makers, artist/businesses, a host of volunteers, and public and private investment. Collectively it is strengthening the social milieu through cultural retention, education, experiential opportunities, linking the arts and conservancy to the economy.

The city is seen as a regional cultural hub; however, cultural workers, institutions and organizations are challenged in maintaining existing infrastructure, advancing careers, developing critical networks and getting goods to local and global markets.

4.4 Environmental Sustainability Current Status

Sault Ste. Marie's location on the Canadian Shield and the shores of the St. Mary's River, connecting the three Great Lakes of Superior, Michigan and Huron, provide the city with a beautiful 'naturally gifted' environment, including access to 20% of the world's freshwater (Environment Canada, 2016). Within the City itself, residents have access to 8,182.7 hectares of parkland which provides easy access to cross-country skiing and other winter sports, hiking, swimming and other recreational facilities (Planning Department, 2016). The city is surrounded by an abundance of natural resources. Climate change impacts have included a rise in the temperature of the Great Lakes (Environment Canada, 2016), as well as increasingly extreme weather conditions such as flooding in the fall of 2013 (Engineering Department, 2016).

In May 2016 the City became a "blue-dot" community, passing a resolution respecting citizens' rights to a healthy environment, and has committed to a 5% reduction in energy consumption (and GHG emissions) from 2014-2019 (Corporation of the City of Sault Ste. Marie, 2016). To reduce the city's emission of GHG related to transportation Sault Ste. Marie has the Hub Trail, bike lanes, Electric Vehicle charging station (Algoma University) and education/awareness campaigns (Environment Canada, 2016). Reducing the city's building emissions locally through the PUC save on energy program, Union Gas home retrofit program, Feed-in-Tariff program, building improvement programs from the provincial and federal government, energy conservation strategy development, increasing energy conservation and efficiency, and again education/awareness campaigns (Environment Canada, 2016). The air quality of the city can be improved on and the initiatives currently underway positively impact this natural resource.

A growing culture of environmental stewardship, based on extensive community knowledge held by Anishinaabe elders, scientists and a rural region, is evidenced in a number of both community- and City-led initiatives such as an emphasis on food security, efforts to decrease spread of invasive species, the Green Transportation / Idle Free SSM Campaign wherein Transit Services has saved approximately 40,000 litres of fuel and 100 tonnes of greenhouse gases annually, and increased residential waste diversion rate from 9% in 1999 to 35% (Corporation

of the City of Sault Ste. Marie, 2016; AECOM, 2016). Many other community initiatives are also taking place. The redevelopment of Etienne Brule elementary school site has resulted in the City's first fruit tree orchard, as well as additional community gardens. Furthermore, over 60 participants from the Sault Ste. Marie Girl Guides and Pathfinder units and their leaders painted yellow fish near storm drains and distributed informative door hangers as a reminder that anything entering a catch basin flows directly to nearby water sources.

The air quality across the city is currently in the "low risk" category for urban centers, however a 2010 study (Cakmak, et al., 2014; Dales, et al., 2013; Liu, et al., 2014) showed that areas surrounding Essar Steel Algoma have significantly higher rates of pollutants, resulting in elevated health risks, particularly for respiratory and vascular illnesses. Essar Steel Algoma continues to improve its pollution controls which are monitored by an independent third-party.

Another, natural resource within the region is available farm land. The production of local food has grown exponentially over the past 5 years, with a 100% increase across the Algoma District (OMAFRA, 2017). In Sault Ste. Marie, community gardens are being grown across the City, including in several school yards, and the Mill Market has joined the Algoma Farmers' Market in making local produce available to consumers. Several restaurants are now promoting locally grown foods on their menus. Sault Ste. Marie's agriculture sector has great potential for growth and can contribute to sustainable food production, food security as well as the community's resilience moving forward.

4.5 Community Perceptions

Throughout the planning process almost 5,000 individuals were engaged. The majority of the committee's engagement has been through the strategic use of social media and the committee's website. We also garnered quite a bit of feedback from subject matter experts during the subcommittee meetings, as well as through presentations to various groups including the Downtown Association, Chamber of Commerce, and the Algoma District School Board's principals.

The feedback elicited from the community was carefully noted, and utilized during the planning process. The assets and gaps were informed by the community, as well as many of the actions for realizing the city's future states. The main themes of this report are supported by the feedback from the community. The remainder of this section elaborates on the various perceptions held by the community.

There was overwhelming support from the community for economic diversity and moving away from the reliance on the steel industry, and there were also some residents that continue to see the value in attracting new industry for employment opportunities. There were also suggestions on methods of attracting industry and a desire for the industry to have local benefit.

Entrepreneurship was also brought up at the community level many times. Due to the decline in the job market more individuals are pursuing entrepreneurship and there is opportunity for the community to capitalize on this as well as for the City to support entrepreneurship.

The community also felt there was a role for the University and the College to play in economic diversity and growth. The two institutions could collaborate and coordinate programming to serve students and the community better. It would be beneficial if transferring credits between the two institutions was easier. In the current economic climate, it is important that students/graduates have job skills applicable to the work place and post-secondary institutions could explore the opportunity of developing a short program that will better prepare students/graduates for the job market. Examples are Microsoft Office applications, business skills training and development, cultural competency, time management and budget management. There is also a greater need for employers to provide mentorship and cooperative placements within the community.

Tourism, as an economic driver, was also a popular theme discussed by community members. The citizens feel that the community's location is ideal for attracting outdoor enthusiasts, cultural tourists and eco-tourists. Capitalizing on work that is already being done by collaborating and supporting these entities would be vital to growing the region's prominence as a tourist destination. Many people discussed the Group of Seven as an asset as well as the Agawa Canyon Tour Train.

A 2017 survey of artists/businesses and organizations provided depth into the cultural sector's profile, status, economic impact, development and challenges and solutions, garnering 79 responses from individual artists and ten arts organizations. The community expressed a need to have more public education about the importance of art and to host more public arts displays and events to ensure visibility. Providing the artistic community with municipal infrastructure and ongoing financial support will assist with these actions. A community calendar would help to promote these various events and platforms to have a larger attendance. Traditional methods of promotion such as Tourism SSM and conventional advertising are costly to smaller businesses and organizations, but these businesses would still like to be supported by the community.

Feedback in regards to the downtown was abundant. Increasing the prominence of the downtown and making it a community hub is essential to revitalizing the area. Community members thought that the Downtown Association could be responsible for hosting more events and that the process of hosting events could be made easier so that community organizations/clubs can also be involved. People want to see the downtown be lively with patios, outdoor concerts, street vendors, spaces for people to congregate and sit (benches and picnic tables). Various other suggestions were made in regards to Norgoma, the boardwalk, parking, and pedestrian only streets. Artists in the region have also expressed a need for more platforms to display their craft and to perform at. It would be essential that this also be located in the downtown.

The public feedback pertaining to the environment shows a clear desire within the community to engage in green initiatives and to develop a sustainable community. There were four major themes that emerged. First, developing more community gardens and sustainable farming practices in Algoma was a popular topic of discussion. Citizens also expressed interest in greenhouse technology that would allow produce to be grown throughout the winter months. Second, the community has expressed a desire for a community that produces little waste and has clean streets. Citizens want to be able to recycle plastics 1 through 5. They also urge the City to look into composting again. Another suggestion was to reduce the amount of trash in the downtown by providing additional litter bins and reinstating the Spring Clean Up Campaign. Third, citizens discussed access to green space in the downtown and utilizing green space for outdoor programming. We have an abundance of nature in the Algoma region, however, individuals without access to a car have difficulty enjoying the natural assets the community and region have to offer. Developing park spaces in the downtown gives people the opportunity to enjoy this space regardless of transportation. Initiating outdoor programming will ensure the space is utilized for a variety of activities. Fourth, the community brought up many aspects of a Sustainability Plan, for example, initiatives such as education and promotion of green energy and active transportation. The community would like to see more initiatives related to education, green energy, active transportation and a reduction in greenhouse gas emissions.

The ability of people to participate in community life is limited by many socio-economic factors. Addressing factors such as public transportation, affordable child care, inclusion of Indigenous peoples and other marginalized groups have been popular topics within the community.

Looking at infrastructure development and city planning from a social equity lens will limit exclusion and barriers. Dozens of people identified a need for affordable recreational activities for new comers, youth, families, and elderly. Cost is a barrier for many people wishing to participate in the community. Reducing or eliminating the costs associated with community events, such as Bon Soo, will be instrumental in achieving this. Retaining our youth is of utmost importance if we are to maintain the current population. Citizens identified having a youth center as a major priority. Another point citizens brought up was engaging youth in the community as well as in organizations within the community. Having authentically youth led activities and initiatives would engage more marginalized youth.

A major barrier identified by people has been public transportations routes, operation hours and frequency. For example, many new residents to the community are not familiar with the bus routes and there are no maps or route time tables at the bus stops.

Another issue identified by the community has been access to healthy, affordable food. Not only has the cost of food become a barrier to healthy eating, but many groups do not have the skills necessary to prepare a healthy meal. An action recommended by the community to rectify this would be safe food handling classes and basic cooking classes.

Health care was another theme identified by the community. Citizens believe it is essential that mental health and addictions be addressed head on. A treatment center, as well as harm reduction programs could be explored. The supports that are currently available may not be accessible to the population most in need. In addition to this, there is a need for more professionals including general practitioners and a full time psychiatrist. Lastly, since addictions is an issue within the community there should be proper disposal bins for needles rather than having needles disposed of on the streets which can harm people.

Throughout this entire process becoming an inclusive and welcoming community has been brought up at the committee level, subcommittee, open house and through Facebook and the website. The community and City should be more inclusive of Indigenous peoples and immigrant populations. The community thought that having events that celebrate diversity (for example - Black History Month Dinner) is welcoming to new and diverse residents. Bringing multiculturalism into City Hall will reinforce inclusiveness and will reflect the diversity of citizens in the community. Lastly, a campaign that educates the public about poverty, racism and discrimination will raise the prominence of these issues in the community and work to combat bias.

5.0 Becoming a Resilient Community

By approaching community development and planning holistically and adopting a Community Resilience Framework, Sault Ste. Marie is adopting best practice as identified by the research. The four pillar method ensures that planners give adequate attention to Arts and Cultural Vitality, Economic Diversity and Growth, Environmental Sustainability, and Social Equity. Doing so promotes a more diverse economy, where citizens can rise to their full potential, participate in the community and in the workforce, and where arts, culture and the environment are appreciated and protected (Canadian Centre for Community Renewal, n.d.). This is a distinct change from previous methods which have focused a large portion of attention on the economy, while neglecting other sectors.

5.1 Vision, Recommendations and Action for Becoming a Resilient Community

The CAC engaged with a broad diversity of individuals and organizations in Sault Ste. Marie in developing a vision for its future, with supporting recommendations and actions. Nevertheless, the CAC has not been able to speak in depth with everyone who may be affected, and regrets that time and resources constrains further involvement. To reduce causing offense to some by omission, and to others by naming them when they may not have had sufficient input, we have directed a number of recommendations to the proposed Community Development Roundtable (CDR) and suggested that it bring the 'community stakeholders' together 'to explore' this option. In several cases, it is expected that one or more of the community stakeholders are likely to take leadership of initiatives arising from such an exploration, but without further endorsement of such initiatives at this time, the recommendation has been directed to the Roundtable rather than to one or more community-based organizations.

5.1.1 Vision Statement

A series of supporting recommendations have been compiled by the CAC and are suggested to the Corporation of the City of Sault Ste. Marie, Mayor and Council, and to relevant stakeholders to assist in achieving the future states and Goals of this report.

Sault Ste. Marie Future State:

Sault Ste. Marie will become a resilient community by utilizing the "Four Pillar" approach as a framework for strategic decision-making and funding allocations. Through new and refocused infrastructure, and collaboration of private and public stakeholders, the community will expand its population and capacity to create and sustain community development priorities.

Goal	The Mayor establish a Community Development Roundtable with a broad set of community stakeholders, to provide ongoing leadership to the implementation and ongoing updating of the Community
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	Adjustment Plan.
Goal	That the Community Development Roundtable (CDR), in collaboration with stakeholders, create and support a new community identity that promotes: community diversity as an asset and a strength; our outstanding quality of life; and our commitment to a globally competitive environment for investment, business development, sustainable growth and expansion.
Goal	That Ste. Marie adopt a target population of 100,000 residents by 2037; net 10,000 new productive residents by 2027 and another 15,000 by 2037. These figures include the students attending our progressive post-secondary entities.

Due to the prominent challenges the community has faced in the past and continues to face presently the CAC urges the Community Development Roundtable and City Council develop a “State of the Community” report annually with indicators and explanations to measure progress and identify changing circumstances that may require recommendation.

Providing the foundational building blocks through capacity building and integrating resiliency into the City’s framework will set the community and the City on a successful path to implementation.

5.2 Economic Diversity and Growth

Traditional economic theories have relied heavily on trickle-down economics, which assumes that rising tides raise all boats. This has been refuted in recent years, particularly since the 2008 economic crisis. To renew Sault Ste. Marie’s economy a different approach must be employed, as the old approach of economic development “in its own box” has not served the community well in terms of quantity or quality employment or equality for all citizens. Moving forward, the strategy needs to be both comprehensive and transformative. Taking account of the assets within the community – human, cultural, natural and overall quality of life - contributes to a more holistic picture that the economic pillar can contribute to supporting.

5.2.1 Goals

The following chart outlines the Goals and recommendations the Community Adjustment Committee suggests should be undertaken in order to support the Economic sector’s future state.

Future State:

Sault Ste. Marie will be recognized as a smart, growing, high quality-of-life community that is the home of dynamic industrial sectors, life-enhancing research and progressive post-secondary

institutions. As a result, our community will attract talent, capital, and support a strong entrepreneurial ecosystem.

Goal	That the revised Economic Development Organizations further develop existing private and public sector entities that either generate or can be transformed to generate GDP/Revenue to the benefit of Sault Ste. Marie.
Goal	That the Community Development Roundtable in collaboration with the revised Economic Development Organizations develop existing entities that are working/researching in these new economic sectors, and/or attract new entities that are in an entrepreneurial stage and which have the ability to generate GDP/Revenue outside of Sault Ste. Marie to the community's benefit.
Goal	Foster a pro-business and entrepreneurial environment in municipal government that encourages the growth and development of economic prosperity through Business Retention, Expansion and Attraction.
Goal	Adopt an Entrepreneur Ecosystem approach to supporting new business. This would be a clearly defined, collaborative effort among various companies, institutions and organizations to provide business plan development, mentorship, access to capital and incubation facilities.
Goal	Continue to focus on downtown revitalization.
Goal	Position the city and area as a global tourism destination.
Goal	Create a seamless Lifelong Learning Approach to promote Labour Force Development

[See Appendix F for the Economic Growth and Growth and Diversity Subcommittee project ideas]

[See Appendix G for Economic Diversity and Growth Notes from AWIC]

[See Appendix I for the Update Destiny Sault Ste. Marie Indicators Report]

5.3 Social Equity

Sault Ste. Marie needs all its citizens to fully engage and participate in all aspects of community life. Many groups - including Indigenous people, newcomers, women, youth, LGBTQ, people living with disabilities, low-income people, seniors - experience challenges which prevent them from realizing their potential. Engaging all citizens and ensuring everyone has the ability as well as the opportunity to participate will aid in the community's resiliency moving forward. To date, most of the initiatives have been stimulated by the equity-seeking groups themselves either by

individuals or small groups. In order for the social equity pillar to be supported and to contribute to community resilience a broader, more comprehensive approach needs to be taken to address continuing inequities and the residents should embrace diversity as a strength and an asset.

5.3.1 Goals

The following chart outlines the Goals and recommendations the Community Adjustment Committee suggests should be undertaken in order to support the social equity future state.

Future State:

Sault Ste. Marie will be a welcoming and inclusive community where all citizens valued and respected, have access to an acceptable standard of living, can fully engage and participate in all aspects of community life, and are able to realize their full potential.

Goal	To reduce the number of people living in poverty to below the provincial average by 2027;
Goal	Strengthen the relationship with Indigenous peoples and communities;
Goal	To increase the number of community members who feel that Sault Ste. Marie is a safe, welcoming and inclusive place that supports their wellbeing; and,
Goal	To exceed the provincial average on 'X' domains of growth and development for children and youth.

[See Appendix J for further recommendations from the Social Equity Committee]

5. 4 Arts and Cultural Vitality

Arts and culture is a foundational pillar supporting community resilience (Hawkes, 2001) and the foundation of people’s daily lives, the basis for understanding the world. A vibrant sector provides the creativity, skills and networks that underpin resilient people and places, and is key to ‘Place making’ - a strong attractor for mobile people, investment and tourists. Arts and culture employs local residents to create value-added goods; retains youth, creative talent and monies necessary for revitalization; and has a disproportionately high impact on the economy.

5.4.1 Goals

The following chart outlines the Goals and recommendations the Community Adjustment Committee suggests should be undertaken in order to support the Arts and Culture future state.

Future State:

Sault Ste. Marie celebrates its history, natural and cultural heritage and diverse identities, transforming the city into a global center of cultural excellence through inclusive, broad-based, meaningful participation in the sector with continual renewal and growth of its creative economy.

Goal	Establish infrastructure – policy, financial, organizational and built - enabling and fueling sustainable development and growth
Goal	To foster a culture of creativity and excellence within the community by: celebrating our history, cultural heritage and identity; providing more and diverse opportunities - particularly for youth - for creative expression, aesthetic art;, and engaging in the Creative Economy
Goal	To expand the Creative Economy through education, professional development, marketing and audience development, and investment; and explore opportunities to expand/enhance areas into industry clusters

[See Appendix K for a Status Report on Sault Ste. Marie’s Arts and Culture Sector]

5.5 Environmental Sustainability

To prosper and grow, the environment must be protected and taken into consideration in all planning. Natural features such as an abundant tree canopy help improve air quality and other health indicators are key to the city’s resilience. Parks and green spaces enhance health and quality of life for all residents. The environment plays a key role in community resilience.

5.5.1 Goals

The following chart outlines the Goals and recommendations the Community Adjustment Committee suggests should be undertaken in order to support the Environmental future state.

Future State:

Sault Ste. Marie will be recognized as a leader in Environmental Sustainability and Alternative Energy that has a superior quality-of-life based on natural environment and excellent air, soil, and water quality.

Goal	Consider expanding the Environmental Initiatives Committee’s mandate to include a broad-based community perspective with participation and emphasis on community greening, education, energy, food, land-use planning, mobility, waste and water
Goal	Incorporate sustainable and healthy community policies into the City's new Official Plan by optimizing the use of existing infrastructure and public services, promoting mixed-use neighbourhoods and protecting sensitive natural heritage areas.
Goal	Grow RAIN (Rural Agri Innovation Network) into a Centre of Excellence for Sustainable Northern Agriculture through infrastructure investments and capacity building
Goal	Establish a working group with companies and groups currently engaged in alternative energy to explore both expansion and new energy technology opportunities

6.0 Conclusion

The research reviewed in this report reveals a world that is rapidly changing, and one that requires rapid responses. Sault Ste. Marie, like other communities in Northern rural regions, finds itself facing some significant challenges in continuing to enjoy the high quality of life that it has in the past. To overcome these challenges requires bold action to support a vibrant, thriving community where everyone is able to achieve their full potential.

The Community of Adjustment Committee has worked diligently over the past eight months and with support from many engaged community members, has drafted a planning document to guide Sault Ste. Marie in becoming a stronger, more resilient community. In sum, the plan calls for the entire community to adopt a number of strategies, key among them:

- **Promote our community** – Sault Ste. Marie possesses quality of life opportunities and affordability that is attractive for businesses and professionals. We need to develop a broad and cohesive community brand and communications strategy that celebrates our strengths, improves community spirit and sells our community to the world at large. This strategy embraces and supports all four pillars.
- **Refocus economic and community development** – A number of opportunities exist to support the growth of a diversified economy and a vibrant community. Working with community stakeholders (private and public) to align and focus our economic development efforts can play a big part of moving the community forward. Another important tool is the City’s Economic Diversification Fund (EDF). Reviewing the EDF’s scope and how it is administered offers the chance to increase its impact and effectiveness. Similarly, establishing a Community

Foundation would provide a way to raise funds and direct charitable donations to worthwhile and desired community projects.

- **Build our labour force** – As part of our discussions a number of employers expressed concern about finding enough workers with required skillsets. These current and projected needs can be met through coordinated educational programming, re-training opportunities and programs to attract skilled workers to the community.
- **Grow our post-secondary institutions** – A significant strength of our community is the presence of Sault College and Algoma University and we must work collaboratively with these institutions to support their development, growth and expansion.
- **Proactively invite immigration and welcome newcomers** – To address our demographic challenges and become a more dynamic community we must enhance our efforts in this area. We must recognize the importance of migration to our community and welcome it with open arms.
- **Indigenous relationships** – Community members expressed a sincere desire to become a leader in reconciliation. We must foster positive and productive relationships with First Nations, urban Indigenous residents and Metis communities.
- **Improve community well-being** – There is a proportion of our citizens that face significant barriers. Collectively the City, private sector, community organizations and other stakeholders must work to eliminate these barriers and support our citizens in realizing their full potential.
- **Revitalize our downtown** – A vibrant downtown is an important component of building a more attractive community for residents and businesses alike. We should ensure that we focus on and prioritize the ongoing community efforts to reestablish our downtown as the vibrant core of our community.

This plan, however, is only the beginning: it requires dedication and diligence, as well as resources to implement, monitor and adjust when necessary. The CAC believes that only a collaborative effort – one which engages the diversity of the community and its leadership – shall be able to effectively gain the support necessary to realize this plan’s potential. The Committee has therefore recommended the establishment of a Community Development Roundtable to provide cross-sectoral leadership to the plan’s implementation, and has identified areas where resources will be required to support the Roundtable, and/or implementation of specific recommendations and actions.

A good plan is a living document that is revisited regularly, and adjusted to reflect the changing context. The CAC has recommended regular monitoring be employed throughout its

implementation period, particularly as this four-pillar plan is a new approach to development that requires a level of integration across the sectors that has not been common in the past.

7.0 Works Cited

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8.0 Appendices

8.1 Appendix A

Terms of Reference

1. Committee Concept

WHEREAS the City of Sault Ste. Marie is adversely affected by the current global steel crisis and the socio-economic impacts of globalization

AND WHEREAS by virtue of an Agreement dated April 25, 2016, between Her Majesty the Queen in Right of Ontario as represented by the Minister of Training, Colleges and Universities (now the Ministry of Advanced Education and Skills Development) and the City of Sault Ste. Marie, the Ministry provided funds to the City under the Adjustment Advisory Program to address such impacts on the citizens of the City by establishing a Community Adjustment Committee (see said Agreement attached as [Appendix A](#) hereto);

AND WHEREAS such a Community Adjustment Committee (CAC) consists of the Chair and Members as named in [Appendix B](#) attached hereto, such members having been selected based on their knowledge and expertise to meet the CAC's objectives including the development of a community wide strategic plan to address the community's economic resilience;

THEREFORE, BE IT RESOLVED THAT THE COMMUNITY ADJUSTMENT COMMITTEE HEREBY UNDERTAKES THE FOLLOWING:

2. Committee Objectives

Mandate:

The purpose of a Community Adjustment Committee (CAC) is to develop a multi-functional plan for the broader community as a whole which will support the community's economic resilience, i.e., a community that is able to adapt to uncertainty and plan for changing global conditions. This Committee will think beyond the worker's needs to address urgent issues for the whole local economy, including community infrastructure, social development and wellness, labor force development, education and training development, and business retention and expansion.

This Committee has adopted the 'four pillars' of community resilience (i.e., cultural vitality, environmental sustainability, social equity and economic growth and diversity) as a Framework for its planning and final recommendations.

Vision Statement:

To support Sault Ste. Marie's resilience through the creation of a bold, dynamic community plan which strengthens the four pillars of community resilience: cultural vitality, environmental sustainability, social equity and economic growth and diversity.

Objectives:

1. To engage the diversity of the community in developing a multi-functional plan to support Sault Ste. Marie's growth as a vibrant resilient community.
2. To build understanding amongst Sault Ste. Marie's citizens generally and the CAC members particularly of global socio-economic trends, the community's current status and assets, and best practices in building community resilience through the collection and distribution of evidence-based data.
3. To analyze the community's gaps and opportunities and develop a set of strategic development goals which support the CAC's 'four pillars' approach, based on the evidence and analysis.
4. To develop and obtain broad-based community support for the action-based plan including recommendations to support the implementation and realization of such strategic development goals.

3. Accountability

The CAC shall maintain all records and shall provide all reports to the Ministry as required and in a timely fashion under the Agreement referred to above, and attached hereto as [Appendix A](#), such records and reports including but not limited to: all declarations of conflict of interest; these Terms of Reference; names and contact information of all CAC members; detailed project expenditure plan; needs determination report; interim reports; final report; statement of revenue and expenditure report and auditor's report; and any other reports as may be required from time to time.

4. Project Structure: Composition of Committee

- A. See [Appendix B](#) for full Committee membership
- B. Chair and Media Spokesperson
(CAC members determined at meeting September 7, 2016 that neither a Treasurer nor Secretary was required. Minutes shall be recorded and circulated by Project Coordinator.)
- C. Project Coordinator (Committee Staff)
- D. Resource People – Nonvoting. Representatives of Ministry and various organizations.
- E. Roles and Responsibilities

Chair and Media Spokesperson

- To guide and assist the parties to develop and implement a community adjustment process based on provincial guidelines
- To provide support to the Committee members and the Committee itself in achieving its objectives

- To ensure that the Committee members work as an effective group
- To ensure Committee is fully aware of programs at all levels of government that may support adjustment efforts
- To ensure the CAC follows necessary administrative procedures and meets government guidelines
- To remain neutral and involve all Committee members in discussions, decision-making and activities
- To manage potential conflicts and build group consensus
- To ensure that a comprehensive communications strategy is in place to inform, engage and educate the entire community about the Committee's activities and progress in developing a community adjustment plan
- To respond to media requests and act on the Committee's behalf in disseminating reports and updates to the media and respond to media requests for interviews

Role of Committee Members:

- Know the purpose and goals of the Committee and the services it provides
- Engage in developing the CAC's Terms of Reference, including defining its mission, mandate and activities
- Assist/be familiar with determining the needs of their own particular group or sector, and in providing the necessary information and services to meet those needs, including, if required, chairing a subcommittee of their own particular group or sector to provide such information to the Committee
- Engage in activities of the Community Adjustment Process – i.e., community consultation, data collection on global socio-economic trends, community meetings for sharing results of social economic impact assessment
- Participate in developing a multi-functional strategic plan, including identifying recommendations for leadership and implementation

Role of Project Coordinator:

- To record Minutes of CAC meetings
- To draft reports to the Ministry and to City Council (as requested by the CAC, Ministry or Council)
- To develop a draft community engagement strategy, and implement upon approval by the CAC
- To collate research and evidence gathered by CAC members
- To draft the strategic plan in collaboration with the CAC and committee Chair

5. Operating Procedures

- a. **Quorum** – Quorum for all regular meetings shall be a minimum of 9 voting members (out of 15)
- b. **Decisions** – Where consensus cannot be reached, motions shall be passed by a majority of voting members present.
- c. **Project End Date:** concludes April 24, 2016

- d. **Amendments/changes to CAC members** – CAC members shall not have alternates. If members are unable to attend a given meeting, they may send an observer, or otherwise rely on the Chair, Staff, the Minutes, or another member to update them. **Replacements:** Committee vacancies may occur through a) resignation; or b) upon absence of a Member for 2 consecutive meetings without appropriate notice. Members may be replaced by a motion of the Committee.
- e. **Conflict of interest, confidentiality** – All CAC members shall sign forms and comply with same.
- f. **Meeting schedule & attendance** – Schedule attached hereto. All regular CAC meetings shall be scheduled at least one month in advance and members shall normally be provided with at least one week’s notice/reminder
- g. **Special meetings** may be scheduled at the call of the Chair
- h. **Subcommittees** – Subcommittees may be struck upon resolution of the Committee, such resolution to include purpose, composition and work plan. Subcommittees may include members external to the Committee but shall all be chaired by a CAC voting member. Subcommittee reports shall be submitted monthly or as required by the CAC

6. **Performance Outcomes** – The Committee’s successful completion of its tasks shall be assessed, at a minimum, on the following performance measures:

Objective 1 – Community Engagement

- i. Broad-based communications plan implemented throughout
- ii. Number of community engagement activities
- iii. Number of participants at each
- iv. Diversity and breadth of engagement

Objective 2 – To build understanding amongst Sault Ste. Marie’s citizens generally and the CAC members particularly of global socio-economic trends, the community’s current status and assets, and best practices in building community resilience, through the collection and distribution of evidence-based data.

- i. Collection of evidence-based data regarding global trends, current community status and assets and best practices has been completed
- ii. CAC members and community have been well-informed through easy to access media sites, earned media and community events

Objective 3 – To analyze the community’s gaps and opportunities and develop a set of strategic development goals based on the evidence and analysis.

- i. Analysis of community’s gaps and opportunities
- ii. Set of strategic development goals are developed and reviewed by the community

- iii. Multi-functional plan based on implementation and realization of strategic development goals drafted

Objective 4 – To develop and obtain broad-based community support for the action-based plan including recommendations to support the implementation and realization of such strategic development goals.

- i. Plan finalized by the committee
- ii. Plan disseminated broadly across community including through public presentations and media, including website access
- iii. Plan recommendations endorsed by multiple sectors and involved community groups/organizations

7. Budget, Financial Processes and Policies:

Funding in the amount of \$200,000 provided by the Ministry of Advanced Education and Skills Development (MAESD *formerly* MTCU) with in-kind support (office space, meeting space, etc.) provided by the City of Sault Ste. Marie

1. Budget – The approved budget of the CAC shall be maintained by the accounting department of the City of Sault Ste. Marie, and reported at the CAC’s regular monthly meeting by Don McConnell, Director of Planning and Enterprise Services for the City.
2. Expenditures and reimbursements – All expenditures and reimbursements shall comply with the policies as provided by the City of Sault Ste. Marie.

8. Committee Wind-down, wrap-up, final reporting

Definitions

What is a Community Adjustment Committee (CAC)?

The funding that the Ministry of Advanced Education and Skills Development has provided is intended to create a committee that will **develop a plan to support the city's future economic resilience.**

The purpose of a Community Adjustment Committee is to develop a multi-functional plan for the broader community as a whole. This Committee will think beyond the worker's needs to address urgent issues for the whole local economy, including community infrastructure, social development, labor force development, education and training development, and business retention and expansion.

8.2 Appendix B

List of Committee Members

Name
Gayle Broad (Chair)
Katie Blunt (Project Coordinator)
Michael Burtch
Dan Friyia
Aldo Greco
Donna Hilsinger
Paul Johnson
Michele McCleave Kennedy
Don McConnell
Patti Moreau
Mike Nadeau
Christian Provenzano (Mayor)
Robert Reid
Lucia (Lou) Reece
Linda Ryan
Laurie Zeppa
Tom Vair
Sandra Wise
Robert Tong
Tom Dodds
Jonathan Coulman
Leigh Colpitts
Christine Kucher
Al Horsman

List of Subcommittee Members

Economic and Labour Sub Committee

Dan Friyia (Co-Chair)
Linda Ryan (Co-Chair)
Aldo Greco
Leigh Colpitts
Gayle Broad
Jonathan Coulman
Christine Kucher
Hairani Othman
Rory Ring
Tom Dodds
Karol Rains
Michele McCleave Kennedy
Patti Moreau

Cultural Vitality Sub Committee

Michael Burtch (Chair)
Adriano Dicerbo
Frank Deresti
Gayle Broad
Joanne Robertson
Josh Richards
Jude Ortiz
Maria Parella-Ilaria
Wendy Hamilton

Environmental Sustainability Sub Committee

Gayle Broad (Chair)
Tanna Elliot
Rhonda Bateman
Paula Antunes
Mark Britton
Corrina Barrett
Kieran O'Neill
Suzanne Hanna

New Comers Sub Committee

Gayle Broad (Chair)
Jane Omollo
Farah Ayaad
Ihsan Almomani

Sasha Coleman

Social Equity Subcommittee

Mike Nadeau (Co-Chair)
Laurie Zeppa (Co-Chair)
Jennifer Wallenius
Kerri Doole
Sean Halliday
Catherine Tessilo
Diane Morell
Jennifer Rizzo
Katie Elliot
Angela Corcoran
Robin Kerr
Kim Currie
Jenn Miller
Donna Caputo
Jill Hewgill
Sarah Desimon

Education Subcommittee

Lucia Reece (Chair)
Craig Chamberlain
Gayle Broad
Jack Stadnyk
Lyse-Anne Papineau
Marc Gauthier
Ron Common

Youth Subcommittee

Katie Blunt (Chair)
Allyson Schmidt
David Thompson
Krista Bissiallon
Lauren Doxtater
Megan Douglas
Spencer Rice
Bassel Kosanee
Murad Syed
Rebecca Commanda
Elizabeth McMillan
Erin Riley

Health Subcommittee

Laurie Zeppa (Chair)
Alan McLean
Alex Lambert
Ali Juma
Ali Pettenuzzo
Alison Pook
Annette Katajamaki
Bert Leith
Cathy Syrette
Christianne Monico
David Fera
Heather O'Brien
Jennifer Wallenius
Jodie Stewart
Laureen Reeves
Mike Nadeau
Pam Nolan
Patricia Lachowsky
Pina Hladki
Robert Barnett
Ron Gagnon
Sarah Alton
Sherri Cleaves
Susan Vanagas Cote
Theresa Mudge
Tony Hanlon

Community Meetings

Grub at the Hub presentation – 16 February 2017

Information Desk at Mill Market – 18 February 2017 from 10.00 am to 3.00 pm

Chamber of Commerce Board of Directors' presentation – 21 February 2017

Algoma District School Board Principals' presentation – 22 February 2017

Steelton Seniors Centre Open House – 23 February 2017 from 1.30 pm to 2.30 pm

Soup Kitchen Open House – 23 February 2017 from 5.00 pm to 6.00 pm

Seniors Drop In Centre – 27 February 2017 from 1.30 pm to 2.30 pm

Indian Friendship Centre Open House – 28 February 2017 from 1.00 pm to 3.00 pm

Bushplane Museum Open House – 28 February 2017 from 5.00 pm to 7.00 pm

Neighbourhood Resource Centre Open House – 2 March 2017 from 3.00 pm to 4.00 pm

Sault College Open House – 3 March 2017 from 12.30 pm to 1.30 pm

Neighbourhood Resource Centre Service Providers presentation – 6 March 2017

Algoma Public Health Open House – 6 March 2017 from 6.00 pm to 8.00 pm

Indian Friendship Centre Sewing Circle presentation – 7 March 2017

Downtown Association Board of Directors presentation – 14 March 2017

Algoma University Open House – 15 March 2017 from 7.00 pm to 9.00 pm

White Pines Secondary School presentation on March 21

8.3 Appendix C

Report to Council – Mayor – Community Development Initiative

November 7, 2016

TO: Members of City Council
 Community Adjustment Committee

AUTHOR: Christian Provenzano, Mayor

RE: Community Development Initiative

Overview

This report is supplemental to the report of the Planning Department and adopts and relies upon the information outlined therein. In that respect, I want to note the very good and hard work by a number of our city hall employees who assisted with the community consultation: Don McConnell, Steve Turco, Peter Tonazzo, Victoria Prouse from our Planning Department and Mike Ward and Lisa Bell of my office. Their effort was one of two key reasons that our consultation process was a success. The second key reason was the community itself.

We opened the doors to City Hall and asked the community to come in. To a person, to an organization, to an agency, it answered the call. We held 10 consultation sessions that involved close to 90 participants from our community. Dealing with the challenges a community faces, finding its opportunities and moving it forward requires community consensus and collective effort. I am confident, as the Mayor of the community, that we have both.

The intent of the consultative process that I initiated was to hear from people involved in a variety of local sectors, to identify common challenges, opportunities, themes and avenues of collaboration, and to look for tangible actions that the City of Sault Ste. Marie could take to precipitate economic and community development.

No matter the sector or group of people we were meeting with, common themes and comments emerged time and again. Just as important, it was evident to us that large parts of our community want to be an active part of a larger effort to meet our challenges and develop our opportunities.

For my part, it is evident that our community cannot continue with the status quo. If it does, if it continues to assume that it can rely primarily on the steel industry

our economy will not develop beyond what it is today. We can hope that our local steel mill has a long and productive life but we cannot continue to take that presumption for granted or plan based upon it.

Sault Ste. Marie has an aged demographic and its death rate is outpacing its birth rate. Our community needs people to move to Sault Ste. Marie and while I appreciate that people need opportunity, people also create opportunity. What people also need is to feel welcomed, respected and connected. Our community has to focus on and embrace migration, immigration and diversity. Like the arch outside City Hall declares, we need to be the 'friendly city'.

We also need our youth to want to stay or to want to return after they have had the experience and opportunity of living elsewhere. That requires, in my estimation, a renewed civic pride and a focus on quality of life initiatives. We have to be positive about our community, focus on its great attributes and the quality of life that we can offer.

In many ways, our community is not alone in its challenges. Many communities are faced with the same issues to varying degrees. I have a great deal of confidence in our City staff, our community leadership and the people I have met and listened to throughout this process. I know we as a community can meet our challenges and be a role model for other communities trying to do the same.

With this supplemental report, I want to draw Council's attention to some specific matters referred to in the report from planning and offer some additional opinions and suggestions in order to encourage discussion amongst Council. To be clear, the following is an expression of my thoughts and opinion based on the consultation and should not be taken as supported or endorsed by staff.

Economic Development

a. Reorganize/Refocus our Efforts

As a primary matter, the City has to begin taking a leadership role in Economic Development. I think it is fair to say that taxpayers naturally look to us to support the development of our economy. I think it is also fair to say, generally, that the City has historically outsourced that responsibility to the Sault Ste. Marie Economic Development Corporation (SSMEDC) and the Sault Ste. Marie Innovation Centre (SSMIC). In addition to these two independent bodies, City Council has access to the Economic Development Fund which is distributed at its discretion but generally on the recommendation of the SSMEDC.

The City has begun the process of taking more direct responsibility for its economic development efforts through its corporate reorganization and the creation of the Deputy CAO Community Development and Enterprise. I believe this is a very positive development. The City has also undertaken an examination of its economic development efforts. My understanding is that

Council will have a report before us by the end of the year and I am confident that we will consider it thoroughly and make productive decisions based upon it. In the meantime, and subject to the recommendations we will receive, I believe that we need to expand the scope of the Economic Development Fund and increase the funds available through it.

The development of our economy is not simply a matter of retaining businesses or attracting new ones. The development of economy correlates to the development of community a productive and healthy economy requires and starts with a productive and healthy workforce. Despite our higher than average unemployment rate, there are good jobs in this community that are going unfilled. Some of those jobs could serve to attract people to our community (or back to our community) and some of the jobs can serve as opportunities for people who are unemployed, underemployed or on social assistance.

I believe we need to expand the Economic Development Fund into the **Economic and Community Development Fund** and increase the fund in order that we may also encourage and participate in community development projects in addition to economic development projects. The fund should have new terms of reference and be administered by City Council upon the recommendation of the Deputy CAO Community Development & Enterprise and the Chief Administrative Officer. I note, importantly, that I do not believe the additional monies should come from increasing the tax levy. I believe the resources should come from the current funding envelope and I have asked MDB Insights (the consultant commissioned to review our economic development efforts) to assess this suggestion in order that it may provide advice to Council in its report.

b. Cluster Development Opportunities

Additionally, through the consultations it was evident that there is some social and economic opportunity in two specific sectors: Health Care & Education. A number of opportunities within and amongst the sectors were discussed and I believe those discussions need to continue. For instance, in the health care sector, it was noted that both Sudbury and Thunder Bay have centres of excellence in different health care fields but Sault Ste. Marie does not. Although some minor challenges were acknowledged there was no significant reason that Sault Ste. Marie cannot and should not develop a centre of excellence.

I would suggest that a 'Health Care' cluster and an 'Education' cluster (similar to the lottery and gaming task force) could be created through the DCAO Community Development and Enterprise. There are community leaders from both sectors who expressed a willingness to continue to work with the City and each other to find develop opportunities. The City can support and facilitate the development of sector specific projects and should make those efforts.

Community Pride & Identity

One of the most frequent things that we heard is that we need a much better

collective sense of not only who we are as a community but who we want to be. To put it simply, the overwhelming consensus was that we lacked a community value proposition: why people should want to live, work and play here - the value in and of our community that makes it attractive.

The development of a brand that specifically communicates to the community's value proposition was generally noted as important to:

1. Community Pride; and,
2. Population Retention & Growth; and,
3. Attracting Business & Tourism.

One participant made a particularly effective point that underlines the issue. Our community and area offer some of the best cross country skiing, downhill skiing, hiking, boating (including canoeing and kayaking), camping, fishing and mountain biking in the province and as also compared to upper Michigan. Notwithstanding, we do not celebrate or sell these really attractive attributes.

Another important suggestion was that the brand should belong to the City but the City has to ensure, when developing it, that it is a brand that will be used by our community partners when promoting and selling the community. Specifically, the City has to develop a brand that the College and the University support and will use as they promote their own institution through the community and to the world at large.

As an accompanying effort to developing a community brand, the City (in conjunction with its partners) may wish to consider developing a purpose-built website to target and attract new residents and workers to the community. This would obviously align with efforts to newcomers to settle here and to drive growth.

There are some existing sites launched by other Canadian communities that could be looked to for guidance. In particular, the "Move Up Prince George" website (<http://moveupprincegeorge.ca/>) provides an interesting example of how another northern, mid-sized city is marketing itself. The site was developed after the community undertook a labour market needs assessment to determine its future workforce needs. The website was launched in combination with a marketing campaign in several major cities (Edmonton, Vancouver, Toronto and London, ON), one that targeted prospective residents who were likely to be receptive to moving to Prince George.

The site provides information about job opportunities and the mechanics of moving to Prince George, but it also does a great job communication the stories of people who have chosen to move or who already reside in the community and what they like about it.

Both of these projects will require resources and I recognize that we have some very difficult budgeting decisions ahead of us. Notwithstanding, we have to be

willing to make investments that are in our community's best interest and I suggest that these two investments would meet that threshold.

Creating an Inclusive and Welcoming Community

I want to start by recognizing that we have a number of organizations doing good work making Sault Ste. Marie a more inclusive and welcoming community including: the Local Immigration Partnership, New to the Sault, Sault Career Centre, Sault College, Algoma University and Refugee 705. I note, additionally, that Councillor Romano has led a group that has studied and considered the issue of immigration to our community and I look forward to his report to Council.

Sault Ste. Marie has come a long way in becoming a more welcoming community but we still have a lot of work to do. For our community to grow and thrive, our community needs migrants and immigrants to locate or relocate to Sault Ste. Marie. People want to live in a community where they feel welcome, accepted and included. City Council and administration has to support and supplement the good work already occurring and there are a few things we can do in the near term.

a. Boards and Committees

One of the comments that I found very incisive came from a participant at the immigration and diversity round table. The individual commented that minorities need to see themselves in city leadership, specifically on the boards and committees that govern our community agencies. The City has to make a more significant effort to ensure that diverse perspectives are given the opportunity to be heard and to be a part of the decision making process. City Council will shortly be assessing the Boards & Committee appointment process and we should be mindful of this advice when ultimately deciding a way forward.

b. First Nations and Metis

It is especially important that we continue to build our relationship with local First Nations and Metis residents and neighbours. Sault Ste. Marie is bordered by two First Nations communities and approximately ten per cent of the City's population identifies as First Nations or Metis, making for one of the largest urban First Nations populations in the province.

Both City staff and members of Council have been making strides in recent years in terms of building positive relationships with the First Nations and Metis communities. In 2015, the Mayor's Office hosted Cultural Competency Training for City staff, councillors and community members. Another informational session on First Nations for members of Sault Ste. Marie City Council is being planned with Batchewana First Nation. While progress is happening, there is certainly more work to be done and our community as a whole has to be willing to continue moving forward in the spirit of reconciliation.

c. Transit

Part of being inclusive requires the presence of a well-functioning and convenient transit system. Sault Transit is relied on as a primary mode of transportation by a variety of groups, some of them at risk of being marginalized. These include: low-income persons, seniors, persons with medical conditions who are unable to drive, youth, and post-secondary students.

To be clear, there is no suggestion that the staff and management at Sault Transit are anything but professional. However, there was frustration expressed about the frequency, timing, availability of transfers and other systematic transit issues. We heard that it could be time-consuming and onerous for many transit users to travel to appointments or locations in different parts of town. As an example, we were advised that it took a single mother almost 2 hours to travel to the Social Services building for a scheduled appointment.

As with many of the issues canvassed in this report, there are no easy or inexpensive solutions available that would quickly bolster our transit services. However, addressing the issue first requires a better understanding of how the system could be improved and what that would entail. To that end, the route optimization review scheduled for 2017 is an important first step in assessing what could be changed.

d. Supporting Arts and Culture

Arts and culture are important contributors to the community's quality of life. If we want tourists to visit, if we want youth to stay, if we want former residents to move back, and if we want newcomers to decide to live here, then we need to offer a compelling mix of things to do and places in which to do them. A compelling arts and culture scene is a vital part of the equation.

Part of the effort to enhance arts and culture could involve the development of a city-wide culture strategy, one that would increase the prominence of arts and culture and build understanding about the sector.

Certainly, times have been tough, but we cannot look at our arts and culture investment as discretionary or an extra. If anything, we need to re-examine our spending to see if there are ways to make needed new investments and reinvestments into the sector. The coming transition with the Sault Ste. Marie Public Library may offer one opportunity in which to reallocate funds across the sector both for the benefit of the library and other cultural institutions supported by the City.

Our Downtown

The downtown was a topic of its own consultation, but also a topic that came up

from session to session. The downtown related to the development of the economy, to attracting and retaining youth and young professionals, to addressing socio-economic challenges and to creating a community that people wanted to live in. Suffice it to say, focusing on improving our downtown was a very frequently identified priority.

Over the last several years, the Planning Department has been administering a Downtown Improvement Plan which has facilitated the inflow of over \$80 million in private sector investment.

Recent downtown improvements include the refurbishment of Gore Street that will soon be completed. There has also been considerable development in the Canal District neighborhood, with new developments including the pump track, the Etienne Brule site, new investments by Parks Canada at the Sault Canal site, and private sector activity at Mill Market, Mill Square and The Yard.

The next phase in the downtown redevelopment plan is currently being finalized by the Planning Department. Though this is a difficult budget year, it is critical that the City conduct all necessary preparations in 2017 in order to prepare for implementation in 2018.

Out of respect for Planning and their forthcoming plan, I will refrain from offering too many specifics about what I would like to see occur downtown. However, I will offer one general idea for consideration that I feel is important.

To my mind, one of the challenges for improving the downtown is that most plans anticipate taking a protracted approach, with public investments and improvements being made gradually over many years. This tends to yield incremental progress that can be difficult to see, in part because of our downtown's spread-out physical form. A block-by-block approach runs the risk that by the time the last block is renewed that the earliest ones will be looking tired again.

Our downtown revitalization efforts would be boosted if they could be seen and felt quickly on a dramatic, extensive scale. For example, devoting a full capital works budget for one year to downtown improvements would allow for visual, meaningful progress to occur in a short period of time. Completing significant improvements quickly would be a way to generate momentum for the downtown and increase positivity, which in turn would hopefully lead to renewed private sector investment and community interest in this essential area of the City.

Conclusion

These recommendations are not exhaustive. While the challenges we heard about and discussed are easy enough to recognize and understand, finding solutions to adequately address them is more complex. While the opportunities we heard about and discussed are very conceivably achievable, realizing them requires that we build capacity and community good will.

There is a lot of work to do as a community which will depend on continuing to bring people and community groups together to work collaboratively. To this end, the City can be a change agent. It can lead, it can facilitate and it can encourage community and economic development but to create broad based community change, we need the cooperation of our community partners including (but not limited to): the College and University, the School Boards, the PUC, Sault Area Hospital, the OLG, our private sector and our First Nation neighbours. We have to continue to engage our partners, to assist them in their efforts and to make clear how we need their assistance in our broader community efforts.

We are fortunate that in the near-term we have the Community Adjustment Program in place to assist with developing this broader effort. Planning's report, my report and other relevant information from our sessions will be provide to the Community Adjustment Committee to assist them in their efforts. I am hopeful they will find our work helpful and I look forward to receiving the Committee's report in spring of 2017.

I do want to acknowledge that there have been past community development efforts such as Destiny Sault Ste. Marie and Building an Extraordinary Community. These initiatives had their successes and they also benefitted from the extensive and sincere efforts of many participants including past Mayors and members of Council. However, we are at a juncture where we need to apply ourselves with even greater urgency to the difficult task of reorienting our community's trajectory. To put things simply, I believe we need to shift the focus from maintaining the City we have to building the City that we want.

Much of the change that our community requires depends upon the leadership of contemplate difficult issues, arrive at difficult decisions and maintain a spirit of collegiality throughout. We will need to continue being assertive and cooperative to move our City forward. I suggest to you that some of the groundwork for doing so is already in place and with this report you have my recommendations for next steps.

I look for and welcome your ideas and your feedback. I am certain that with your input and support, the guidance we receive from the Community Adjustment Committee, and with buy-in from our community partners, that we will be able to establish ambitious goals for our City and put the necessary structures in place to realize them.

Respectfully submitted,

Christian Provenzano

8.4 Appendix D

Report to Council – Mayor’s Community Development Initiative Planning

November 7, 2016

TO: Mayor Christian Provenzano and Members of City Council

AUTHOR: Victoria Prouse, Project Coordinator, Downtown Development Initiative

DEPARTMENT: Community Development and Enterprise Services

RE: The Mayor’s Community Development Initiative

PURPOSE

Over the past few months with Planning staff’s support, the Mayor hosted sector-specific roundtable meetings concerning community development in Sault Ste. Marie. This report advises City Council on the key issues, themes, and opportunities emerging from these discussions.

BACKGROUND

In October 2015, the Mayor issued a transmittal to Council stating his intention to Launch a community development planning initiative. The correspondence emphasized the important role community stakeholders play in harnessing existing assets to overcome the community’s systemic barriers and achieve sustainable prosperity and resiliency.

Consequently, the Mayor and Planning hosted eight roundtable meetings with approximately 90 stakeholders from the following sectors:

- Health
- Education
- Social services
- Arts and culture
- Immigration
- Large employers
- Small to medium enterprises
- Downtown

In addition to these eight sessions with Planning staff support, the Mayor held informal sessions with members of the Mayor’s Youth Advisory Council (MYAC) and the executive members of the Algoma Leadership Table. The Algoma Leadership Table is comprised of representatives from many Sault and area social service agencies, such as Thrive Childhood Development Centre, the Algoma District School Board, Algoma Family Services and the District Social

Services Administration Board.

Dialogue at the meetings was loosely structured on the following points:

- Shared challenges and opportunities of individual organizations and the entire sector
- Short and long-term goals
- Areas where the city could prove to be of assistance
- Potential avenues for collaboration with the City or across sectors

These meetings provided valuable perspectives and applied insight on the current socioeconomic issues facing organizations, sectors, and the entire community. Overall, stakeholders were very appreciative of being included in these discussions and expressed the desire to remain engaged on an ongoing basis.

ANALYSIS

Following these meetings, Planning Staff consolidated minutes and extrapolated common themes across sector discussions. This exercise revealed significant overlap concerning stakeholder's perceptions of key issues facing the community as well as general consensus over effective approaches to overcome these challenges, increase prosperity and become more sustainable. The following section highlights key issues and opportunities that were recurring focus areas throughout these discussions and represent actionable initiatives for consideration by City Council and the Community Adjustment Committee.

Key issues

Though acknowledged by stakeholders in different contexts with unique ramifications for different organizations, the key issues identified below represent deep-rooted citywide challenges synonymous across sectors. These issues are complex and interconnected: their causes and effects are intertwined.

1. Population and demographic trends

Stakeholders identified Sault Ste. Marie's youth outmigration, aging population, and lack of diversity as barriers to sustainability.

Youth outmigration was raised as a significant challenge to achieving community prosperity. Postsecondary institutions shared struggles with stagnant enrollment despite aggressive recruitment campaigns and high rates of student satisfaction.

For major employers, this issue emerged as contributing to their struggle in finding suitable employees with desired skillsets within the city and difficulty in recruiting young people from outside Sault Ste. Marie.

Stakeholders are concerned about our community's aging population, which will continue to grow in disproportion to our overall population. The health and social

services sector highlighted the increased burden of care required by this population cohort. For example, this will present significant challenges in having sufficient resources to deal with the influx of people requiring health care and affordable housing. Large employers are concerned about the impending recruitment gap due to high numbers of retirements and a lack of young people to fill these vacancies. For small retail businesses, succession planning is a significant challenge, as the traditional 'family business' model has been weakened with youth outmigration. A large proportion of small business proprietors, specifically in the downtown are approaching retirement age without the security of a successor.

Participants provided anecdotal evidence that our city is becoming more diverse, with an increasing mix of immigrants from around the world. However, newcomers identified the homogeneous nature of our existing population as a significant barrier to integrating into the community. Visible minorities and immigrants flagged racism and exclusionary attitudes as pervasive issues across the community. Stakeholders expressed the desire for community leadership to become more diverse to assist with promoting inclusion. Furthermore, newcomers from other parts of Canada expressed feeling excluded socially and from the workforce because they were labeled as 'outsiders'.

2. Economic diversity and business development

Economic diversification was the most substantial priority identified by stakeholders. Consensus emerged over it being imperative that the city's prosperity no longer be intertwined with the status of Essar Steel and the steel market. Stakeholders recognized value in focusing on small business development in lieu of seeking investment from a major industry.

Indeed, small business owners highlighted difficulties in launching their enterprises and found some approval processes to be intimidating. However, many business owners were grateful for the assistance of the city's incubators and small business support provided by the EDC and Innovation Centre.

Economic diversification was identified as an opportunity to reverse the trend of an increasingly precarious workforce in Sault Ste. Marie. Stakeholders acknowledged that although there are many jobs available in the city, these positions are poorly paid, lacking benefits and long-term job security.

3. Quality of life

Many stakeholders brought up quality of life as a strong asset to our community: housing is relatively affordable, there are relatively low crime rates, there is close proximity to amenities, and we have access to beautiful natural spaces for outdoor recreation. However, observations and issues facing individuals and organizations challenge the assumption that all Sault Ste. Marie residents benefit from a high standard of living.

Major employers, arts and culture, education, and the immigration sector linked negative perceptions of the city's quality of life as a significant push factor for youth outmigration and a barrier to recruiting new residents. Stakeholders pointed to our city's lack of 'metropolitan' amenities (e.g., sidewalk patios, public art, investment in culture, festivals, a robust active transportation network) as contributing to a lack of civic pride and positivity about living in Sault Ste. Marie, especially among youth. Stakeholders emphasized the role a healthy and vibrant downtown plays as an economic driver for our city.

Though most stakeholders believed city residents enjoy a relatively high quality of life, the social services sector emphasized the growing social exclusion facing several neighbourhoods – especially Gore Street and James Street areas – and increasing poverty and income inequality in our community. Specifically, affordable, safe, and secure housing is scarce, causing individuals to settle for substandard conditions and rent from slum landlords. Furthermore, many people are dependent on public transit to access amenities and employment, which significantly restricts their mobility and ability to take advantage of the quality of life attributes other community members praise.

The social service and education sectors also flagged trends in social conditions that challenge traditional service models and challenge the notion that all Sault Ste. Marie residents benefit from a high quality of life. In the education sector, school boards report increasing incidences of children not achieving readiness for school. "School readiness" is a multidimensional concept with implications across sectors: it encompasses physical wellbeing, language development, cognition and general knowledge, and motor skills development. Furthermore, our community is facing significant increases in the number of individuals facing mental health challenges and a lack of resources for addressing these needs. Additionally, though crime rates have decreased across the community, law enforcement is now contending with increasing rates of domestic violence and transgressions related to mental illness.

Summary of issues

The community's deep-rooted complacency, linked with a failure to adopt innovative strategies for overcoming systemic issues was brought up in different ways at each of the eight roundtable meetings. Many stakeholders pointed to an 'insular' attitude incapable of establishing a new trajectory from the status quo as the root cause of the above issues. Stakeholders emphasized that for our city to truly become resilient it will require a community-wide cultural shift.

Key Opportunities

Building on the key issues identified in the previous section, this section describes several actionable opportunities for the City to pursue. These opportunities mirror prevailing themes emerging from roundtable meetings as ways to overcome systemic issues and cultivate a cultural shift towards becoming a more sustainable, progressive, and inclusive community.

1. Community Marketing

Stakeholders agreed that Sault Ste. Marie residents lack community pride, and felt this was a root cause of population stagnation and youth outmigration. Stakeholders believed it was the responsibility of the City to actively promote the community in a positive light for residents. Indeed, a comprehensive marketing and public relations strategy was identified across sectors as an imperative step towards fostering a positive, unified community identity. Stakeholders contended the City requires a stronger unique vision to market both outside and inside the community, marketing unique advantages SSM has compared to other mid-size cities.

All sectors recognized the benefits this strategy would yield: a positive campaign can promote tourism, recruit skilled workers, advertise to immigrants, encourage youth to remain in the city, and foster community cohesion and pride.

2. Economic independence

As discussed in the above section, reliance on Essar Steel, the steel industry, and the global steel market presents a formidable barrier to achieving genuine long-term sustainability. Stakeholders were adamant that the City should focus economic development efforts on industries and enterprises independent from the steel industry. Stakeholders cautioned the logic that procuring one large employer will serve as a cure-all for our city's problems. Specifically, stakeholders identified the value in supporting small business development. Stakeholders suggested the city should continue to invest in small business support through combining and expanding the EDC and SSMIC incubators and provide guidance and training for new business owners (e.g., creating a business development 'roadmap'). It was also recommended that the City look to other communities such as Windsor and Hamilton that are actively working to transition from a single-industry economy.

3. Investing in Quality of Life

Stakeholders emphasized the importance of City Council recognizing the value of making decisions and allocating resources to infrastructure and initiatives that ultimately lead to positive quality of life outcomes, specifically in terms of urban development, community amenities and promoting arts and culture, and increasing mobility.

One stakeholder effectively summarized this opportunity by observing, "Overall, there are not enough compelling reasons to come to this community. We don't stand out enough and lack a unique selling proposition. There are lot of things we could do to make Sault Ste. Marie cleaner, cooler, and more beautiful."

It was identified that the City must change their attitude towards urban development and infrastructure to encompass a more holistic focus on achieving

outcomes that enhance the quality of life for all residents. Stakeholders' description of the issues and opinions on moving forward encompass what urban planners identify as "Placemaking": a multifaceted approach to enhancing people's connection to a space. Placemaking has also been identified as a tool for economic development. Stakeholders recognized the cultural and economic value of projects such as Queenstown Commons and the Huron Street Welcome Feature as well as festivals, events, and arts and culture and the role that these initiatives play in building a beautiful and exciting city. Stakeholders flagged the attitude of withholding funding for 'nonessential' public realm enhancement projects as counterintuitive on the basis that these projects should proceed for their ability to retain and attract youth and enhance people's connection to particular neighbourhoods and the city overall. Stakeholders expressed overwhelming support for downtown revitalization initiatives and were in favour of proposed projects, policies, and operational adjustments recommended in the draft downtown strategy.

Though it is easy to get around the city by car, addressing the barriers to mobility non-drivers face was widely recognized as a priority. In particular, stakeholders identified value in committing to continually improving the city's active transportation network and retrofitting existing roads with enhanced sidewalks and cycling facilities without waiting for the road to be reconstructed. Criticism emerged over recent cuts to the public transit schedule and the difficulty with existing routes in travelling to different areas around the city and there was widespread recognition that large investments must be made in order for our transit network to increase ridership and for residents to perceive it as a viable alternative to travelling by car. Stakeholders pointed to the success of the John Rowswell Hub Trail as evidence of how active transportation can yield wide-reaching benefits for the community: the trail is now advertised in tourism documents, marketed in real estate advertisements, and is a significant source of community pride.

4. Service delivery at City Hall

The role of City Hall, specifically city staff and how the Corporation can best advance community development goals forward was frequently discussed. Bureaucratic challenges and intimidating processes were identified as inhibiting programming, activities, and business development.

Many opportunities for more efficient and responsive service and communication were identified throughout the process. Specifically, the concept of a liaison officer emerged as a mechanism to ensure organizations' needs are being met and they are being referred to the right person to obtain their service as quickly as possible. Stakeholders felt that the City should take a more active role in encouraging groups to host events in the downtown.

Some stakeholders expressed frustration with contacting City Hall and being passed around to several different people before they were finally directed to the

appropriate person. This issue could be mitigated by providing basic staff training to familiarize staff members with the official roles and responsibilities of all staff within the organization.

Stakeholders believed City Hall should take a leadership role in identifying and promoting community outcomes and providing more guidance for particular sectors. For example, the arts and culture sector believed that a citywide culture strategy would help to increase prominence of arts and culture and increase cultural literacy across the community. The social services sector similarly identified the prospective benefits of developing a child and youth strategy: these policies would identify concrete goals for the city to work towards and promote.

Several “quick wins” for the City to move forward with were also identified throughout the meetings, including increasing enforcement of property standards, signage, and traffic regulations (i.e., no cycling on sidewalks, especially in the downtown); relaxing paid parking enforcement downtown (i.e., offering a ten-minute ‘grace period’ for expired tickets like they do in other cities); and increasing signage for cyclists and throughout the downtown.

5. Cross-sector partnerships

All sectors recognized the value in partnership building across sectors to achieve mutual gains. A lack of conversation across sectors towards similar objectives was identified as a pervasive barrier. The Algoma Leadership Table (a consortium of social service providers) provides a strong example of the synergistic power of partnership models. Stakeholders suggested the City of Sault Ste. Marie could act as a partnership facilitator to bring organizations together and engage in dialogue. Many stakeholders emphasized the significant potential of the City playing a more formal role in facilitating partnerships between community organizations and postsecondary institutions. For example, formalizing a relationship between local employers and postsecondary institutions was identified as a worthwhile way to simultaneously address the community’s impending skills gap and youth outmigration due to lack of employment.

6. Inclusivity, equity, and social support

Stakeholders stressed the significance of the City becoming more inclusive and supporting the needs of residents, and the critical role the Corporation and the Social Services Board plays in achieving these goals. Neighbourhood-based poverty is increasing, and is of particular concern for children growing up in these areas. Investing in the James Street neighbourhood (similar to what has proceeded on Gore Street with streetscape enhancements and increased social support through the Neighbourhood Resource Centre) was suggested as a method to improve the livelihoods of individuals residing in that area and to reconnect the neighbourhood to the rest of the downtown.

Stakeholders also identified a lack of affordable housing in the community.

Affordable housing has a transformative effect on individuals' livelihoods: without safe, stable, and sound housing it is difficult to obtain meaningful employment and maintain physical wellbeing. Stakeholders would like to see increased investment in affordable housing as well as larger incentives for local developers to incorporate affordable units in their developments.

Stakeholders described multiple benefits of making investments that would position the City as a leader in geriatric care. This idea has multiple benefits. First, our growing seniors' population would ensure adequate resources and excellence in care to meet their specific needs. Second, the city could become a destination for individuals requiring specialized care and thus attract medical specialists and potential research opportunities.

The conversations around social inclusion and newcomers mandate that something must be done to discourage racism and encourage inclusion both on a personal level and in the workforce. Stakeholders believed it was the City's role to reduce racism. Some suggested a public education campaign to encourage understanding of different cultures. A few stakeholders suggested the City appoint diverse community members to their boards and committees to demonstrate to both newcomers and existing residents that visible minorities can take leadership roles in our community.

CONCLUSION

The Mayor's Community Development Initiative exposed many valuable ideas which stem from stakeholders' valuable experiences working in our community. The individuals that volunteered their time to take part in this process should be commended for their participation.

FINANCIAL IMPLICATIONS

Not applicable.

STRATEGIC PLAN / POLICY IMPACT

The issues and opportunities emerging from this exercise align with the vision and directives of the Corporate Strategic Plan.

RECOMMENDATION

It is therefore recommended that Council take the following action:

Resolved that the report of the Project Coordinator, Downtown Development Initiative, dated 2016 11 07 be received as information and that Council forward this report to the Community Adjustment Committee for its consideration .

Respectfully submitted,

Victoria Prouse, MPI
Project Coordinator, Downtown Development Initiative

Meeting with Gayle Broad, Chair
Sault Ste. Marie Committee Adjustment Committee (SSM CAC)
July 14, 2014

Attendees:

Gayle Broad, Chair SSM CAC	Hairani Othman, NDA SSM Area Team
Leigh Colpitts, A/Manager SSM Area Team	Karen Speers, NDA SSM Area Team
Christine Kucher, NDA SSM Area Team	Mark Melisek, NDA SSM Area Team

Purpose of meeting:

- Introduce the SSM Area Team (MNDM) to Gayle Broad, Chair of the CAC
- Prepare a preliminary list of services and activities that may be provided by the SSM Area Team to support the work of the Community Adjustment Committee

Summary of key discussion points

Potential services and activities that may be provided by the Sault Ste. Marie Area Team of MNDM.

Note: It is yet to be determined which of these can be delivered by the SSM Area Team. This will be revisited after the CAC has an approved Terms of Reference.

- Gather all of the available strategic plans and similar planning documents for the relevant communities and economic development organizations in the Sault Ste. Marie area – including historical documents from Destiny SSM and Building an Extraordinary Community. Compile or summarize this information into a concise report and/or presentation.
- Provide contact information for the Community Adjustment Committees associated with the closure of Kidde Creek in Timmins and Heinz in Leamington.
- Provide information pertaining to the current status of northern Ontario such as: the current economic status; economic opportunities and resources; demographics. Some of this information may be available through the Northern Policy Institute.
- Provide “intelligence” on the full array of government funding programs
- SSM Area Team to be a “one-window” Ontario government contact for all ministries and agencies which could contribute to the work of the CAC. Consider organizing a funders’ forum Webex for all government programs for the CAC in November 2016

- Provide a direct connection to NOHFC programs and provide guidance on the application process
- Identify the outlying communities; provide intelligence from outlying communities; assist in the coordination of consultations with outlying communities
- Provide intelligence on Ontario and federal programs targeted to Indigenous people. Identify government contacts who regularly deal with First Nation and Metis communities.
- Compile projects from the “wish list” of various communities that might align with the strategic plan to be developed by the CAC.
- Support the establishment of focus groups to represent key segments of society.

Key dates to consider in the development of CAC’s strategic plan

Sep 2016	Essar buyer announced
Sep 2016	Clarification from FedNor on available funding
Nov 2016	CAC to complete is information gathering stage
Jan 2017	CAC to have fleshed out key components of the it strategic plan
Mar 2017	Sunset of current NOHFC programs; completion of review of current programs
Mar 2017	Review of Northern Growth Plan
Apr 2017	CAC to submit final strategic plan
Mar 2018	Six months out from provincial election
Oct 2018	Ontario provincial election

Proposed Membership for Inter-Government Working Group – Initial Draft

Ontario Ministry of Northern Development and Mines	Northern Development Division Regional Economic Development Branch	Leigh Colpitts Committee Chair or Co-Chair Manager Sault Ste. Marie Area Team
Ontario Ministry of	Employment and	Judy Montague

Training, Colleges and Universities	Training Division Northern Region	Co- or Vice-Chair Sault Ste. Marie Service Delivery Manager
Ontario Ministry of Municipal Affairs and Housing	Municipal Services Division Municipal Services Office – North (Sudbury)	Kathy Horgan Manager Local Government
Ontario Ministry of Environment and Climate Change	Operations Division Northern Region	Ron Dorch Supervisor Sault Ste. Marie Office
Ontario Ministry of Citizenship, Immigration and International Trade	Regional and Corporate Services Division Regional Services Branch Northern Region	Patrick Morash Manager Northern Region
Ontario Ministry of Community and Social Services	Community and Developmental Services Division Regional Offices North Region	Nicole True Regional Program Manager, Community & Developmental Services North - Sudbury
Innovation, Science and Economic Development Canada	Strategic Policy Sector FedNor Program Delivery	Jane Karhi Manager Program Delivery/North Central and Strategic Initiatives
Ministry of Economic Development, Employment and Infrastructure	Investment Funding & Coordination Branch	Adrienne Swanson Senior Program Advisor, Intake and Assessment Unit

Community Adjustment Committee

September 7, 2016

8.30 am to 4.30 pm

Russ Ramsey Board Room

Present:

Committee Members: Gayle Broad, Donna Hilsinger, Christian Provenzano (Mayor), Lucia Reece, Laurie Zeppa, Paul Johnson, Linda Ryan, Michele McCleave Kennedy, Don McConnell, Dan Friyia, Aldo Greco, Michael Burtch, Mike Nadeau

Resource People: Jonathon Coulman (AWIC), Tom Dodds (EDC), Al Horsman (CAO), Sandra Wise (MAESD), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Robert Reid, Patti Moreau

1. Introductions

2. Time line exercise

- a. See Appendix B.

3. Presentation by Tom Dodds (Economic Development Corporation) supported by Johnathon Coulman (Algoma Workforce Investment Corporation)

- a. See Folder from the Economic Development Corporation
- b. Update from the City of Sault Ste. Marie
 - City has reworked the vision and mission to include community partnerships
 - The corporation of the City of Sault Ste. Marie will play a more fundamental role in the capacity building of the social development in the city
 - City will provide resources for social and community development

4. Presentation by Sandra Wise and Rob Tong (Ministry of Advanced Education and Skills Development)

- a. See Community Adjustment Committee Training Manual

5. Motion to be in camera Mike Nadeau

- a. Seconded by Donna Hilsinger

6. Motion to exit in camera discussion Paul Johnson

- a. Seconded by Aldo Greco

7. Adjournment

8. Decisions and Actions

- a. Meeting Processes
 - No alternate committee members

- Use of consensus decision-making
 - Minutes shall be sent out well in advance of meetings (preferably 1 week)
 - Committee contact list (Katie shall circulate emails for all members)
- b. Meeting dates & times
- First Tuesday of every month starting November 1, 2016
 - Meetings will be held from 11.30 am to 1.30 pm in the Russ Ramsey Board Room
- c. Budget, Financial Policies and Financial Reporting
- Chair, staff & Don McConnell will prepare a budget and bring to next meeting
 - Finances can be reported monthly with the minutes (Don will be responsible)
 - City policies shall be provided for approval at next meeting
- d. Spokesperson
- By consensus Committee agreed that the spokesperson for the committee will be Gayle Broad
- e. Actions
- Don will set up a portal for the Committee to circulate documents
 - Committee members will provide Katie with documents from their sector for research purposes
 - Katie will circulate City policies to members to review and vote at next meeting
 - Katie will develop and circulate at the next meeting Confidentiality Agreements and Conflict of Interest documents
 - Terms of Reference - Gayle and Staff will assemble Draft Terms of Reference for next meeting's approval based on today's discussion

Next Meeting:

Wednesday, September 21

11.30 am to 1.30 pm

Russ Ramsey Board Room

Community Adjustment Committee

September 21, 2016

11.30 am to 1.30 pm

Russ Ramsey Board Room

Present:

Committee Members: Gayle Broad, Donna Hilsinger, Christian Provenzano (Mayor), Laurie Zeppa, Paul Johnson, Linda Ryan, Michele McCleave Kennedy, Don McConnell, Dan Friyia, Aldo Greco, Michael Burtch, Mike Nadeau, Patti Moreau

Resource People: Jonathon Coulman (AWIC), Tom Dodds (EDC), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Robert Reid, Sandra Wise, Lucia Reece

1. Approval of Agenda

- Addition of 1.1 to the Agenda

Motion by L. Zeppa, seconded by M. McCleave Kennedy, that the agenda September 21 Community Adjustment meeting be approved. Carried.

2. Tom Vair appointed to Deputy Chief Administrative Officer – Community Development and Enterprise Services

- Gayle suggests Tom be added to the committee

Motion by D. Friyia, seconded by C. Provenzano, that T. Vair be appointed to the Community Adjustment Committee be approved. Carried.

3. Resource People

- a. Invitation to Ministry of Northern Development and Mines as well as FedNor

4. September 7, 2016 Minutes

Motion by D. Hilsinger, seconded by M. Nadeau, that the minutes of the September 7, 2016 Community Adjustment meeting be approved. Carried.

5. Terms of Reference discussion

Motion by M. McCleave Kennedy, seconded by L. Ryan, that the Community Adjustment Committee Terms of Reference be approved. Carried.

6. Work Plan Review and Discussion

7. Adjournment

8. Decisions and Actions

Committee Logistics

- Addition of T. Vair to committee
- Ministry of Northern Development and Mines and FedNor will be invited to participate as resource people
- Closed door meetings as advised by legal

Terms of Reference

- Quorum will be 9
- Terms of Reference were approved in principle
- Terms of Reference will be updated to reflect the committee's discussion and circulated prior to the next meeting
- Minor changes to the draft budget will be circulated and presented at the next minute
- Confidentiality and Conflict of Interest Forms signed and collected
- Data collection to continue with the help of committee members circulating documents to K. Blunt

Work Plan

- General outline of the work plan is acceptable for the Ministry
- A more detailed work plan will be developed with activities

Actions

- G. Broad will work on Terms of Reference
- D. McConnell will work on Budget
- Committee members to send research documents and data pertinent to their sector to K. Blunt
- Committee members to prepare 5-minute presentation for the next meeting on the issues within their sector and potential solutions
- K. Blunt to continue research into Global and Local trends as well as Strategic Plans in the Sault Ste. Marie area that align with our mission
- G. Broad to organize media release

Next Meeting:

Tuesday, October 11

11.00 am to 2.00 pm

Russ Ramsey Board Room

Community Adjustment Committee

October 11, 2016

11.30 am to 1.30 pm

Russ Ramsey Board Room

Present:

Committee Members: Gayle Broad, Donna Hilsinger (conference call), Christian Provenzano (Mayor), Laurie Zeppa, Paul Johnson, Linda Ryan, Michele McCleave Kennedy, Don McConnell, Dan Friyia, Aldo Greco, Michael Burtch, Lucia Reece, Robert Reid, Tom Vair

Resource People: Jonathon Coulman (AWIC), Tom Dodds (EDC), Leigh Colpitts (MNDM), Al Horsman (CAO), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Sandra Wise, Mike Nadeau, Patti Moreau

1. Welcome and Approval of Agenda

Motion by M. Nadeau, seconded by M. McCleave Kennedy, that the agenda of the October 11th Community Adjustment Committee be approved. Carried.

2. Approval of Minutes

Motion by L. Ryan, seconded by D. Friyia, that the minutes of the September 21st Community Adjustment Committee be approved. Carried.

3. Business arising from the minutes

- Terms of Reference Submitted October 7, 2016
 - i. Minor revisions suggested by Tom and Aldo can be made to the TOR
- Drop Box Link:
https://www.dropbox.com/sh/ez33u4ch6vym36z/AADtmU0Ek_35BHGTuXvERyL-a?dl=0
- Communications and Community Engagement Strategy
 - i. Staff presentation on global trends, our vision and best practices
 - ii. Committee discusses and makes recommendations for revisions
 - iii. Members choose sub-committees
- Detailed Work Plan review

4. New Business

- Sector Discussions
 - i. Wealth of information available for economic, health, education, and labour data
 - ii. More data needs to be gathered for culture/arts, immigration, as well as environment

5. Adjournment

6. Decisions and Actions

Decisions

- Agreement on sector specific consultations prior to general community engagement
- Sub-Committee members identified

Actions

- Staff to revise presentation for use with community consultations
- Staff to gather estimates for web and social media development
- Committee members, with Sub-Committees, to prepare one-page summary of the status of their industry in Sault Ste. Marie and to identify steps to take moving forward
- Committee members to begin sector consultations with assistance from staff
- Update Destiny 2014 Economic Indicators Report

Next Meeting:

Tuesday, November 1, 2016

11.30 am to 1.30 pm

Russ Ramsey Board Room

Community Adjustment Committee

November 1, 2016

11.30 am to 1.30 pm

Russ Ramsey Board Room

Present:

Committee Members: Gayle Broad, Donna Hilsinger, Laurie Zeppa, Linda Ryan, Don McConnell, Dan Friyia, Aldo Greco, Michael Burtch, Lucia Reece, Robert Reid, Tom Vair, Mike Nadeau, Patti Moreau

Resource People: Jonathon Coulman (AWIC), Tom Dodds (EDC), Leigh Colpitts (MNDM), Al Horsman (CAO), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Christian Provenzano (Mayor), Paul Johnson, Michele McCleave Kennedy

1. Welcome and Approval of Agenda

Motion by R. Reid, seconded by L. Zeppa, that the agenda of the November 1st Community Adjustment Committee be approved. Carried.

2. Approval of Minutes

Motion by L. Ryan, seconded by L. Reece, that the minutes of the October 11th Community Adjustment Committee be approved. Carried.

3. Business arising from the minutes

- Review of power point presentation revisions & additions

Motion by R. Reid, seconded by M. Burtch, that the Community Adjustment Committee Resilient Community PowerPoint Presentation be approved. Carried.

4. New Business

- Cultural Vitality Presentation by Michael Burtch
- Economy Presentation by Dan Friyia
- Labour Force Presentation by Jonathan Coulman and Linda Ryan Sector Discussions

5. Adjournment

6. Decisions and Actions

Decisions

- Agreement to have Labour Force Subcommittee and Economic Subcommittee join together as one

- Sector leaders to identify their subcommittees and move forward with meetings

Actions

- Agreement to have further mapping completed of the Cultural Sector in Sault Ste. Marie
- Agreement to update 2014 Destiny Report
- Sault Trail Advocacy Committee will complete a one-page summary for the CAC

Next Meeting:

Tuesday, November 29th

11.30 am to 1.30 pm

Russ Ramsey Room

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Agenda

29 November 2016

11.30 AM - 1.30 PM

Russ Ramsay Room, Civic Centre

Present:

Committee Members: Gayle Broad, Donna Hilsinger, Laurie Zeppa, Linda Ryan, Don McConnell, Dan Friyia, Christian Provenzano (Mayor), Paul Johnson, Michele McCleave Kennedy, Michael Burtch, Lucia Reece, Tom Vair, Mike Nadeau

Resource People: Jonathon Coulman (AWIC), Leigh Colpitts (MNDM), Al Horsman (CAO), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Aldo Greco, Robert Reid, Patti Moreau, Tom Dodds

1. Welcome and Approval of Agenda

- Amend agenda to include under business arising d) Chair's Report

Motion by D. McConnell, seconded by M. Nadeau, that the agenda of the November 29th Community Adjustment Committee be approved. Carried.

2. Approval of Minutes

Motion by M. Burtch, seconded by M. McCleave Kennedy, that the meeting minutes of the November 1st Community Adjustment Committee be approved. Carried.

3. Business arising from the minutes

- a) Report on Communications Strategy

Motion by L. Ryan, seconded by M. Burtch, that DIG be hired to manage Community Adjustment Committee communications strategy be approved. Carried.

- b) Update on Economic Diversity and Labour Force

- Staff to continue collaborating with sub committee to complete work
- Recommendation to update 2014 Destiny Report for baseline measurements going forward

- c) Update on Cultural Vitality

- Recommendation from Subcommittee to undertake cultural mapping of the city
- Cultural mapping will move forward

- d) Chair's Report

- Ombudsman's investigation has begun into the issue of closed vs. open meetings of the CAC
- Council has requested a Community Morale and Identity initiative be undertaken

- T. Vair to lead this initiative
- Possibility of request for funding to conduct some market research
- Consensus is to continue working on initiative

4. New Business

- a) Report on Youth -Subcommittee
 - Overview of the status of youth in Sault Ste. Marie (one-page summary provided)
 - Recommendation from Subcommittee to conduct a pre-feasibility study
 - CAC cannot approve at this time
 - Strong support for youth from the CAC
- b) Report on Environmental Sustainability
 - Delayed until 6 December
- c) Report on Social Equity meeting
 - Delayed until 6 December

5. Adjournment

6. Decisions and Actions

Decisions

- Agreement to retain DIG to manage Communications Strategy
- Agreement to update 2014 Destiny report using available resource people
- Agreement to move forward with Cultural Mapping

Actions

- Staff to consult with Jeff Elgie in regards to budget and communications Strategy
- Staff to look at cost and time line for updating 2014 Destiny Report

Next Meeting:

6 December 2016
8.30 AM to 3.00 PM
Quality Inn and Suites, Le Fleur Room

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

6 December 2016

8.30 AM – 3.00 PM

Quality Inn and Suites, Le Fleur Room

Present:

Committee Members: Gayle Broad, Donna Hilsinger, Laurie Zeppa, Linda Ryan, Don McConnell, Dan Friyia, Paul Johnson, Michele McCleave Kennedy, Michael Burtch, Lucia Reece, Tom Vair, Mike Nadeau, Aldo Greco, Patti Moreau

Resource People: Jonathon Coulman (AWIC), Leigh Colpitts (MNDM), Al Horsman (CAO), Rob Tong (MAESD), Tom Dodds (EDC)

Guests: Ian McMillan, Victoria Prouse, Steve Turco

Staff: Katie Blunt

Regrets: Christian Provenzano (Mayor), Robert Reid

1. Welcome and Approval of Agenda

Agenda approved by consensus

2. Approval of Minutes

Motion by D. McConnell, seconded by A. Greco, that the meeting minutes of the November 29th Community Adjustment Committee be approved. Carried.

3. Presentation of Current State by Sub Committees

- I. McMillan presents status of tourism in Sault Ste. Marie (see one pager)

4. Budget Decision Items

- a. Financial Statement to October 31st 2016 presented by D. McConnell

Motion by D. McConnell, seconded by D. Hilsinger, that the Community Adjustment Committee's financial statement up to October 31st be approved. Carried.

- b. Review of revised proposal for Communications & Engagement

Motion by M. Nadeau, seconded by A. Greco, that staff be requested to prepare a contract with the Digital Intelligence Group for the overall design and management of our digital communications and community engagement strategy for approval at the next meeting and; That staff be requested to prepare a contract with Village Electric for video production services related to our community engagement strategy for approval at the next meeting. Carried.

Presentation of Current State by Sub Committees Con't

- G. Broad presents on status of Environment (see one pager)

- V. Prouse and S. Turco present on STAC (see one pager)
- L. Reece presents on status of Education from ADSB perspective
- M. Nadeau presents on status of Social Equity (see one pager)
- L. Zeppa presents on status of Health (see one pager)

5. Discussion

- Structure is essential moving forward
- Firm schedule for the coming months
- CAC has collected a variety of data and can move onto recommendation phase
- Necessity to pull all this data into the four pillars
- Ensuring a quick win within each pillar will build momentum
- Champions need to be identified in the community for certain recommendations
- Possibility of hiring a consultant is discussed briefly – no decision made

6. Adjournment

7. Decisions and Actions

Decisions

- Communications Sub Committee shall include D. McConnell, G. Broad, L. Reece, A. Greco and D. Hilsinger
- New name for CAC

Actions

- Staff and Communications Sub Committee to consult with Jeff Elgie about proposal
- Staff, Communications Sub Committee and Jeff Elgie to decide on new name based on post it note feedback
- G. Broad, L. Ryan and L. Reece to gather more information to complete the Education one pager
- Staff to develop template for one page summaries
- Staff to develop schedule for the remainder of the CAC process
- G. Broad to develop structure for choosing recommendations

Next Meeting:

3 January 2017
11.30 AM to 1.30 PM
Russ Ramsey Room, Civic Centre

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

3 January 2017

11.30 am to 1.30 pm

Russ Ramsey Room, Civic Center

Present:

Committee Members: Gayle Broad, Donna Hilsinger, Laurie Zeppa, Linda Ryan, Don McConnell, Dan Friyia, Michele McCleave Kennedy, Lucia Reece, Tom Vair, Mike Nadeau, Aldo Greco, Patti Moreau, Christian Provenzano (Mayor), Robert Reid

Resource People: Leigh Colpitts (MNDM), Al Horsman (CAO), Rob Tong (MAESD),

Staff: Katie Blunt

Regrets: Paul Johnson, Michael Burtch, Jonathon Coulman (AWIC), Tom Dodds (EDC)

1. Welcome and Approval of Agenda

Motion by L. Ryan, seconded by M. McCleave Kennedy, that the agenda of the January 3rd Community Adjustment Committee be approved. Carried.

2. Approval of Minutes

Motion by A. Greco, seconded by T. Vair, that the meeting minutes of the December 6th Community Adjustment Committee be approved. Carried.

3. Business Arising

- a. Presentation of draft website by G. Broad
 - Website designed by EDC with assistance from DIG
 - Toronto Vital Signs website as example
- b. Presentation of revised work plan by G. Broad
 - Addition of January 24th and March 21st meetings
 - Discussion of one page summaries and video production

Motion by C. Provenzano, seconded by M. McCleave Kennedy, that the one page summaries be developed and video spokes people identified by Friday, January 6th be approved. Carried.

4. Future State Sample and Discussion

- a. Videos from websites presented on Kingston and Toronto Vital Signs
- b. Next meeting CAC will draft integrated objectives and strategic recommendations

5. Adjournment

6. Decisions and Actions

Decisions

- 12 video productions will be completed by DIG (Demographics, Arts and Culture, Health and Wellness, Poverty/Equity, Learning (early years – grade 12), Education (post-secondary), Environment, Transportation, Tourism, Downtown, Economic Health, and Economic and Community Development)

Actions

- All one page summaries must be completed and submitted to Katie Blunt by Friday, January 6th at 4 pm
- All video spokes people shall be identified by Friday, January 6th
- CAC staff to compile all one-page summaries and distribute to the CAC before end of day on Friday, January 6th

Next Meeting:

24 January 2017
11.30 AM to 1.30 PM
Russ Ramsey Room, Civic Center

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

24 January 2017

11.30 am to 1.30 pm

Russ Ramsey Room, Civic Center

Present:

Committee Members: Gayle Broad, Laurie Zeppa, Linda Ryan, Don McConnell, Dan Friyia, Michele McCleave Kennedy, Tom Vair, Mike Nadeau, Aldo Greco, Patti Moreau, Christian Provenzano, Paul Johnson, Michael Burtch,

Resource People: Christine Kucher (MNDM), Al Horsman (CAO), Rob Tong (MAESD), Jonathan Coulman (AWIC), Tom Dodds (EDC)

Staff: Katie Blunt

Regrets: Donna Hilsinger, Robert Reid, Lucia Reece

9. Welcome and Approval of Agenda

Motion by L. Zeppa, seconded by P. Johnson, that the January 24 agenda approved. Carried.

10. Approval of Minutes

Motion by P. Moreau, seconded by D. McConnell, that the January 3 minutes approved. Carried.

11. Business Arising

- Update on video production and one-pagers by Chair Gayle Broad

12. Future State Exercise

- C. Provenzano facilitated a future state exercise with committee members
- 5 themes were developed (College/University, Competitive and Attractive Business Environment/Potential Industries, Tourism and Sense of Place, a culturally Accepting and Vibrant Community, and Social Equity) along with a number of potential objectives for each.

13. Adjournment

14. Decisions and Actions

- J. Coulman is continuing to complete the update on Destiny Report
- Economic Sub Committee to work together to identify potential industries and opportunities within the community for making a competitive and attractive business environment
- Committee members to promote website through their organizations (Website launch Monday January 30)

Next Meeting: 7 February 2017
11.30 AM to 1.30 PM
Russ Ramsey Room, Civic Centre

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

7 February 2017

11.30 AM to 1.30 PM

Russ Ramsey Room, Civic Center

Present:

Committee Members: Gayle Broad, Laurie Zeppa, Linda Ryan, Don McConnell, Dan Friyia, Michele McCleave Kennedy, Tom Vair, Mike Nadeau, Aldo Greco, Christian Provenzano, Paul Johnson, Michael Burtch, Donna Hilsinger, Lucia Reece

Resource People: Christine Kucher (MNDM)

Staff: Katie Blunt

Regrets: Patti Moreau, Robert Reid, Al Horsman (CAO), Rob Tong (MAESD), Jonathan Coulman (AWIC), Tom Dodds (EDC)

1. Welcome and Approval of Agenda

Consensus among committee, that the January 24 agenda approved. Carried.

2. Approval of Minutes

Motion by M. Burtch, seconded by d. McConnell, that the January 24th minutes approved. Carried.

3. Business Arising

- Website update completed by Chair Broad. Economic and social equity videos are viewed by the committee.

4. New Business

- Continued discussion from January 24th meeting on future states and community vision.
- Discussion on community engagement and open houses.

5. Adjournment

Decisions and Actions

- Decision to have the Community Adjustment Committee work together rather than in subcommittees moving forward
- Decision to move forward with public open houses in February
- Decision to have partner presentations in March
- K. Blunt to distribute website link once website is complete

Next Meeting: 24 February 2017
2.00 PM to 4.00PM
Cnergy Room, Water Tower Inn

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

24 February 2017

2.00 PM to 4.00 PM

Energy Room, Water Tower Inn

Present:

Committee Members: Gayle Broad, Laurie Zeppa, Linda Ryan, Dan Friyia, Michele McCleave Kennedy, Tom Vair, Mike Nadeau, Aldo Greco, Christian Provenzano, Michael Burtch, Donna Hilsinger, Lucia Reece, Robert Reid

Resource People: Christine Kucher (MNDM), Al Horsman (CAO), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Patti Moreau, Paul Johnson, Don McConnell, Jonathan Coulman (AWIC), Tom Dodds (EDC)

1. Welcome and Approval of Agenda

Consensus among committee, that the February 24 agenda approved. Carried.

2. Approval of Minutes

Motion by M. Burtch, seconded by M. McCleave Kennedy, that the February 7th minutes be approved. Carried.

3. Business Arising

- a) Presentation on Progress to Date
 - T. Vair presents to CAC
- b) Media and communications update
 - G. Broad and K. Blunt update CAC
 - DIG will begin advertising Future Sault Ste. Marie website as per the contract
- c) Open Houses Update
 - K. Blunt updates CAC
 - Feed back from website, email, and open houses is being compiled for consideration by the CAC
- d) Continue discussion of strategic directions and recommendations
 - Discussion and feedback from CAC in regards to selection criteria and format

6. Adjournment

Decisions and Actions

- Arts and Cultural Vitality report and Economic Diversity and Labour Force report to be circulated to the CAC the week of Feb. 27th

- T. Vair to circulate most recent Brookings report to CAC
- K. Blunt to send out list of remaining meetings to the CAC
- Staff to revise selection criteria based on discussion and circulate to CAC
- **Social Equity, Environmental Sustainability, Economic Diversity and Labour Force, and Arts and Cultural Vitality subcommittees to meet and use selection criteria to review future states and recommendations for action prior to meeting on March 7th**

Next Meeting:

7 March 2017
11.30 AM to 1.30 PM
Russ Ramsey Room, Civic Centre

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

14 March 2017

11.30 am to 1.30 pm

Energy Room, Water Tower Inn

Present:

Committee Members: Gayle Broad, Laurie Zeppa, Linda Ryan, Dan Friyia, Michele McCleave Kennedy,, Aldo Greco, Christian Provenzano, Michael Burtch, Donna Hilsinger, Robert Reid, Paul Johnson, Don McConnell

Resource People: Jonathan Coulman (AWIC), Al Horsman (CAO), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Tom Vair, Mike Nadeau, Patti Moreau, Lucia Reece, Tom Dodds (EDC), Christine Kucher (MNDM)

1. Welcome and Approval of Agenda

Motion by M. McCleave Kenndy, seconded by M. Burtch, that the March 14th agenda be approved. Carried.

2. Approval of Minutes

Motion by L. Ryan, seconded by D. Friyia, that the February 24th minutes be approved. Carried.

3. Business Arising

- Presentation and discussion on draft future states

Motion by D. Friyia, seconded by C. Provenzano, that the draft future states be approved. Carried.

4. New Business

- Discussion on final video production for the CAC process

Motion by A. Greco, seconded by D. Friyia, that a final video production be approved. Carried.

5. Adjournment

Decisions and Actions

- Staff to revise future states based on discussion
- Staff to meet with J. Elgie in regards to final video production
- Staff to compile community feedback and communications report
- Staff to compile financial statement

Next Meeting:

21 March 2017

11.30 AM to 1.30 PM

Russ Ramsey Room, Civic Centre

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

21 March 2017

11.30 am to 1.30 pm

Russ Ramsey Room, Civic Center

Present:

Committee Members: Gayle Broad, Linda Ryan, Dan Friyia, Michele McCleave Kennedy, Aldo Greco, Christian Provenzano, Michael Burtch, Donna Hilsinger, Robert Reid, Paul Johnson, Don McConnell, Patti Moreau, Lucia Reece, Tom Vair,

Resource People: Jonathan Coulman (AWIC), Al Horsman (CAO), Rob Tong (MAESD)

Staff: Katie Blunt

Regrets: Mike Nadeau, Tom Dodds (EDC), Christine Kucher (MNDM), Laurie Zeppa

1. Welcome and Approval of Agenda

Motion by R. Reid, seconded by P. Johnson, that the March 21st Agenda be approved.
Carried.

2. Approval of Minutes

Motion by L. Ryan, seconded by M. McCleave Kennedy, that the March 14th minutes be approved.
Carried.

3. Business Arising

- Presentation by J. Coulman on population targets.
Discussion by committee around target, committee agrees to have a target within the plan
- Presentation of Revised Recommendations
- Communications and Media Update / Video Update
City will maintain website after the plan has been launched.
- Presentation of Financial Update by D. McConnell

4. Adjournment

Decisions and Actions

- Staff to revise future states based on discussion
- Staff to work with Subcommittee Chairs to put actions to future states and recommendations
- Staff to draft report for circulation April 5th
- Committee agrees to have a population target

Next Meeting:

4 April 2017
11.30 AM to 2.30 PM
Cnergy Room, Water Tower Inn

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

4 April 2017

11.30 am to 2.30 pm

Energy Room, Water Tower Inn

Present:

Committee Members: Gayle Broad, Dan Friyia, Michele McCleave Kennedy, Aldo Greco, Michael Burtch, Donna Hilsinger, Robert Reid, Paul Johnson, Don McConnell, Patti Moreau, Lucia Reece, Laurie Zeppa

Resource People: Jonathan Coulman (AWIC), Al Horsman (CAO), Rob Tong (MAESD), Christine Kucher (MNDM), Tom Dodds (EDC), Mike Ward

Staff: Katie Blunt

Regrets: Mike Nadeau, Tom Vair, Christian Provenzano, Linda Ryan

1. Welcome and Approval of Agenda

Motion by D. McConnell, seconded by L. Reece, that the April 4th Agenda be approved.
Carried.

2. Approval of Minutes

Motion by M. McCleave Kennedy, seconded by D. Friyia, that the March 21st minutes be approved.
Carried.

3. Business Arising – Community Resilience Presentation Review and Revisions

- Building Capacity, Arts and Cultural Vitality, Economic Diversity and Growth, Environmental Sustainability, Social Equity

5. Adjournment

Decisions and Actions

- Staff to revise future states/recommendations/actions based on discussion
- Staff to draft report for circulation April 11th

Next Meeting: N/A

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

18 April 2017

11.30 am to 2.30 pm

Russ Ramsey Room, Civic Centre

Present:

Committee Members: Gayle Broad, Dan Friyia, Michele McCleave Kennedy, Aldo Greco, Michael Burtch, Donna Hilsinger, Robert Reid, Don McConnell, Patti Moreau, Lucia Reece, Laurie Zeppa, Mike Nadeau, Tom Vair, Christian Provenzano, Linda Ryan

Resource People: Jonathan Coulman (AWIC), Al Horsman (CAO), Rob Tong (MAESD), Christine Kucher (MNDM), Tom Dodds (EDC), Mike Ward

Staff: Katie Blunt

Regrets: Paul Johnson

1. Welcome and Approval of Agenda

Motion by D. Friyia, seconded by M. Nadeau, that the April 18th Agenda be approved.
Carried.

2. Approval of Minutes

Motion by M. Burtch, seconded by D. McConnell, that the April 4th minutes be approved.
Carried.

3. New Business

- Discussion on draft report
- Suggested revisions include rearranging report contents, clarify asset and gaps charts, shorter literature review, actions listed in attachment rather than report

6. Adjournment

Decisions and Actions

- Staff to continue to work on Ministry Report

Next Meeting: 4 May 2017
3 pm to 8 pm
Russ Ramsey Room
Civic Centre

COMMUNITY ADJUSTMENT COMMITTEE

Meeting Minutes

4 May 2017

3.00 PM to 8.00 PM

Russ Ramsey Room, Civic Centre

Present:

Committee Members: Gayle Broad, Dan Friyia, Michele McCleave Kennedy, Aldo Greco, Paul Johnson, Don McConnell, Patti Moreau, Laurie Zeppa, Mike Nadeau, Tom Vair, Christian Provenzano, Linda Ryan

Resource People: Jonathan Coulman (AWIC), Al Horsman (CAO), Rob Tong (MAESD), Christine Kucher (MNDM), Tom Dodds (EDC), Mike Ward

Staff: Katie Blunt

Regrets: Robert Reid, Donna Hilsinger, Lucia Reece, Michael Burtch

1. Welcome and Approval of Agenda

Motion by L. Zeppa, seconded by P. Moreau, that the May 4th Agenda be approved.
Carried.

2. Approval of Minutes

Motion by L. Ryan, seconded by D. McConnell, that the April 18th Minutes be approved.
Carried.

3. Business Arising

- T. Vair facilitates discussion on the consumer report, revisions are completed throughout the process
- G. Broad updates committee on the revisions to be completed on the full report

Motion by D. Friyia, seconded by A. Greco, that the Social Equity over arching goals be approved.
Carried.

Motion by D. Friyia, seconded by A. Greco, that the Consumer Report be approved.
Carried.

4. New Business

- M. Ward provides update on graphic designer hired for the consumer report
- General discussion amongst the committee on translating the consumer report into French and Ojibway
- A. Horsman confirms report will be brought to Council May 29th or June 12th for endorsement
- 7. Committee agrees to have diverse ages and races as actors in the final video production
- 8. D. McConnell provides update on budget, \$52,000 remaining and will be used for graphic designer, report printing, marketing, and launch event
- 9. Committee discusses launch event and ensuring diverse ethnicities are invited, including Indigenous and Chief and Council from neighbouring reserves

5. Adjournment

Next Meeting: Launch Event

 Date To Be Determined

8.6 Appendix F

Economic Growth and Diversity Subcommittee Project Ideas

Internet Excellence

Project Title:	Internet Excellence
Issue Addressed (GAP, Barrier, Opportunity)	<p>World Class Infrastructure; Best use of the Internet by any community in the World:</p> <p>The development of the Internet is one of the biggest achievements in our history. The platform has revolutionized communications and our ability to access information/data. It is “scale neutral”, in that the size of your company or city does not limit your ability to compete or succeed against anyone else.</p> <p>However, there are two significant differentiators. One is a functional matter (speed, capacity and user access) to the actual infrastructure in our community versus others. The second differentiator is one’s ability to be bold, innovative while making “smart” strategic choices in its use as a city and as a partner to private and public entities for various initiatives.</p> <p>People normally think of cities as physical places, consisting of roads, parks, water systems, etc. The reality is that cities must get “smarter” thereby understanding that technology and digitization/data are the keys to the future of economic growth and planning. These elements must be part of the solution to help us solve many of our problems. Our digital infrastructure must become a great asset and form part of the “power of place”.</p>
Project Description	<p>This is a multi-purpose Project:</p> <ol style="list-style-type: none"> 1. SSM becomes a Super-Fast Internet City; Top Ten Global Cities Super-Fast Internet List - by 2023; the only Canadian City on the list. Engage Shaw and Bell to join our community in this priority project not just for Sault Ste. Marie but for Canada. 2. Best Use of the Internet as a Community: Become Great at Digital Marketing – by 2023. Become Great at strategically deploying smart infrastructure and data. Cooperatively work with various groups to create great synergy. <ul style="list-style-type: none"> • Show case our assets – “Power of Place”; Coordinate our Strategies, Efforts and Funds • Centralized Hub for all Strategic Decisions and Projects- Communicated; Reported; and Feedback Access <ol style="list-style-type: none"> 1. Engage and Draw Students 2. The Private/Public Sector: <ul style="list-style-type: none"> ▪ Engage and Draw Talent/Entrepreneurs – from various industries and subject matter; profit and

	<p>non-profit</p> <ul style="list-style-type: none"> ▪ Engage and Draw Corporations ▪ Engage and Draw Capital ▪ Engage and Draw Solutions to our Problems ▪ Export Entertainment/Creative Initiatives to the World ▪ Export our Businesses to the World ▪ Export our Ideas to the World ▪ Export “Live More” to the World <p>3. Engage and Draw Tourists from the Entire World</p> <ul style="list-style-type: none"> ▪ Sault Ste. Marie - The Hub ▪ Experience Lake Superior - Algoma ▪ Experience The North Shore – Algoma <p>4. The City must build smart infrastructure to operate community assets more effectively and efficiently.</p>
Who is impacted	<p>All the residents and entities in our City would be affected in a positive way. Super-Fast internet from an ISP at a fair monthly rate.</p> <p>The leveraging of this ubiquitous tool in a smart way is fundamentally a game changer for our Community. It is a fundamental tool for sustained growth for any community, region or Country. The relative use of the Internet is a guide to the prosperity whether in the country or in the region.</p> <ul style="list-style-type: none"> • Private, Public Entities, Research Centres, all advantaged by this infrastructure. • Harness the Students at both School Boards, Sault College and Algoma University to build, contribute content and monitor our Internet. Build courses around this “Digital Smart Project” • Use the Synergy from the change in infrastructure in our Economic Development Corporation and Innovation Centre to harness the various stakeholders. Build the protocol, RFP the base build and let all contributors generate the best content. • Unleash the Cultural and Entertainment communities to express themselves to the world.
Intended Results	<p>Competitive Advantage for All.</p> <p>Sustained Economic Growth</p> <p>Attraction for new industry sectors.</p>

<p>Project Title:</p>	<p>Artificial Intelligence (AI) – Deep Learning, Neural Networks</p>
<p>Issue Addressed (GAP, Barrier, Opportunity)</p>	<p>In the near future, AI will touch every industry. Countries that lead in AI research and application are expected to see a doubling of their economic growth rates.</p> <p>The technology at the center of these breakthroughs, Deep Learning, was largely developed in Canada. In fact, many of the world’s AI leaders in both academia and at the world’s most advanced technology companies – Google, Facebook, Apple, Open AI – came through the machine learning lab in the computer science department at the University of Toronto as PhD students, postdoctoral fellows or faculty.</p> <p>When AI research leaders are asked why they leave, their top concern was rarely compensation. They want to perform world-leading research and solve meaningful problems. To do so effectively requires collaborative efforts of a critical mass of scientists and engineers, significant computer resources and, most importantly, access to data. Why? Because for a machine to “think” intelligently, it must be trained with lots of data.</p> <p>Deep Learning is a type of machine learning that makes use of layers of artificial neurons to mimic the way our brains work. Like our brains, machines learn by processing huge volumes of sensory and other data and deciding which information is relevant for an outcome. The recent advances in AI are the result of improvements in computing power and ever-growing datasets. Large U.S. and other foreign companies have enormous troves of data, and open it to their AI teams to use for research.</p> <p>To date, there are not enough graduates to entice those companies to add research labs in Canada. Key companies say that if we graduated more data scientists trained in machine learning, they would open labs in Canada.</p> <p>Some large companies have recently moved their AI divisions to Toronto, including Thomson Reuters and General Motors, with the intention of hiring hundreds of data scientists. Many of Canada’s largest companies have also stated a desire to hire thousands more data scientists in the coming years. Demand for talent already far outstrips supply, and the gap will only grow.</p> <p>There is one solution that will help keep the best minds in Canada, solve the current and future talent gap for domestic businesses, lure investment from foreign data-rich companies, and ensure Canada leads future AI breakthroughs: We must build a world-leading AI Institute in Toronto. This is now a reality... The Vector Institute has been approved and will be established.</p> <p>The goals of the institute are to: 1) be a world-leading centre for AI</p>

	<p>research; 2) graduate the most machine-learning PhDs and Masters students globally; and 3) become the engine for an AI supercluster that drives the economy of Toronto, Ontario and Canada. The institute would be independent and affiliated with the University of Toronto but open to researchers from other schools. Collaboration agreements with other universities would strengthen AI capability throughout Canada. Why not Algoma University?</p> <p>Critically, institute researchers will be encouraged to collaborate with research teams from a broad set of companies, and launch their own business start-ups, working with stellar programs and organizations such as Creative Destruction Lab, MaRS, Velocity, Communitech, the forthcoming NextAI, and other excellent domestic incubators.</p> <p>Creating the institute will ensure Toronto tops the list of global destinations for researchers looking to establish academic careers, for students seeking AI educations or companies building and looking to staff AI labs. Current global geopolitics make Canada especially attractive.</p>
Project Description	<p>Making Sault Ste. Marie and its university an AI ecosystem of deep learning that would work in cooperation with the Vector Institute, University of Toronto, Waterloo and McGill. We should engage the Canadian Institute for Advanced Research (CIFAR) and the aforementioned entities, to share with them our unique offer, our quality of life, our power of place that would be so important to so many of the talented individuals in this field.</p> <p>Our community would be a perfect complement to the densely populated, expensive, urban setting of all the other AI ecosystems in Canada. This additional strategic approach should be part of the offer/solution of making Canada the world leader in AI.</p> <p>Our Internet infrastructure as envisioned in a related project (Internet Excellence) would also be a great asset for this initiative.</p>
Who is impacted	<p>The educational entities would be great beneficiaries. Youth are enabled and energized. The industries interested in investing in AI would be positively impacted by locating in Sault Ste. Marie.</p>
Intended Results	<p>In migration of great talent is attracted to Sault Ste. Marie.</p> <p>Our educational institutions would grow.</p> <p>Smart, dynamic industries become part of our identity and economy.</p> <p>Our GDP increases. Sustained Economic Growth is a result.</p>

Recommendation	Money Matters Research Centre – Significantly Improving Financial Literacy
Issue Addressed (GAP, Barrier, Opportunity)	<p>Financial literacy understanding by our youth (elementary and secondary) needs to be addressed via a strategic long-term approach.</p> <p>The OECD defines financial literacy as “A combination of awareness, knowledge, skill, attitude and behaviour necessary to make sound financial decisions and ultimately achieve individual financial well-being”.</p> <p>Financial literacy around the world is found to be low as measured by various studies including an OECD survey study carried across 13 countries.</p> <p>Our education system takes the role of ensuring of all students have an opportunity to read, write and perform mathematics. We do not leave this role solely to families and as a society we understand that these skills are vital to each Canadian citizen and to the health of our country. We should take the same approach to financial literacy. It is a “Vital Skill” that also has significant impact on each individual, families, our economy and the nation’s resources.</p> <p>Canada has a wonderful opportunity to be a leader in this field. Sault Ste. Marie and various stakeholders should take a prominent position in finding a great solution.</p>
Project Description	<p>We should work with the current framework provided by the National Strategy for Financial Literacy – Count me in, Canada under the Financial Consumer Agency of Canada.</p> <p>Algoma University could be a national hub for knowledge, program development and educating the “educators” of the future with respect to financial literacy.</p> <p>Sault Ste. Marie – Algoma University:</p> <p>Become a catalyst for a financial literacy “Program” that will be implemented in class rooms throughout Ontario from Junior Kindergarten to Grade 12. Create a best of breed research and development center to develop the program curriculum utilizing great talent and world class learning materials</p> <p>Provide the “Program” to develop the teachers of the future who will be in every school in Ontario implementing this program. Similarly, as French as a second language became part of the core learning program for every student, so will Money Matters be the fourth core learning element for every student.</p> <p>Develop pilots to test the curriculum in our Sault Ste. Marie school system to determine effectiveness. Our system and students would greatly benefit from the knowledge and experience.</p>
Who is impacted	Significant improvements in this area would result in:

	<ul style="list-style-type: none"> • more financially fit individuals, • reduce stress on families, • improve innovation and entrepreneurship, • increase economic productivity, and • drive an overall reduction in government resources needed to support social and financial stress. <p>The savings could amount to billions related to social services and medical support.</p> <p>The Quality of Life for all Ontarians would improve significantly as this new core learning made its way through our leaders of the future.</p>
Intended Results	<p>Sault Ste. Marie becomes a center for smart, innovative learning that is utilized in Ontario, Canada and the world.</p> <p>Education as an economic engine is significantly enhanced; increase in Students, Researchers, and Educators. GDP would increase if private and public entities sold the programs in innovative ways to other provinces and countries.</p>

<p>Project Title:</p>	<p>Blockchain Technology - Peer to Peer, Sharing Economy, Smart Contracts, Identity Management</p>
<p>Issue Addressed (GAP, Barrier, Opportunity)</p>	<p>Embrace new technology and its related impact on various Educational Entities and Industries that will provide the growth we need.</p> <p>Blockchain is a disruption we must embrace as a community.</p> <p>Decentralized networks will be the next huge wave in technology; by storing data across its network, the blockchain eliminates the risk that data will be held centrally. The web will now gain a new layer of functionality; the blockchain gives Internet users the ability to create/store value, transparency and authenticates digital information.</p> <p>Just as the Internet created new possibilities that we didn't foresee in its early years, the blockchain will give rise to new business models and ideas that may still be invisible.</p> <p>What Business applications will result? What educational requirements need to be met?</p>
<p>Project Description</p>	<p>There are multi levels to the project:</p> <ol style="list-style-type: none"> 1. Become an educational hub in the blockchain technology space both at Sault College and Algoma University; huge potential to attract students and talent. 2. Economic Development should concentrate on companies in this space. The City becomes a hub for this smart technology. 3. How can the City itself become a smart user of blockchain technology? Can we become an enabler to all stakeholders in the community? <p>Anthony Di Iorio is a serial entrepreneur, public speaker and devout supporter of cryptocurrencies, blockchain and decentralized technologies. He is a co-founder, advisor and consultant for the Ethereum Project; founder and president of Decentral, Decentral Consulting and decentral.tv; founder and CEO of KryptoKit; and organizer of the Toronto DEC TECH events hosted at MaRS Discovery District.</p> <p>His companies and projects operate out of Toronto's Decentral, a business development hub where resident companies specialize in cryptocurrencies such as Bitcoin and other decentralized blockchain technologies including Ethereum.</p> <p>Vitalik Buterin, is another Canadian at the forefront of this technology.</p> <p>We should engage these individuals and others, in the Canadian Blockchain Community, along with the Provincial Government to help make our community a leader in educational programming for Blockchain technology.</p> <p>We should also develop a program to attract entities that are developing</p>

	<p>uses for this world changing invention and will require the coders of the future.</p> <p>Our Internet infrastructure as envisioned in a related project (Internet Excellence) would also be a great asset for this initiative.</p>
Who is impacted	<p>The educational entities. Youth are enabled and energized.</p> <p>The industries that need the resources from the educational entities are positively impacted.</p>
Intended Results	<p>In migration of great talent is attracted to Sault Ste. Marie.</p> <p>Our educational institutions benefit greatly.</p> <p>The smart, dynamic industries become part of our identity.</p> <p>Our GDP increases. Sustained Economic Growth is a result.</p>

Obesity/Diabetes Research Centre – Specific Focus on Rural and Remote Communities

Project Title:	Obesity/Diabetes Research Centre – Specific Focus on Rural and Remote Communities
Issue Addressed (GAP, Barrier, Opportunity)	<p>More than half of adult Canadians are overweight or obese and the prevalence of obesity in Canada has more than doubled in the past two decades.</p> <p>Obesity is a leading risk factor for premature mortality and numerous chronic diseases. Four times as likely to develop type two diabetes.</p> <p>Aboriginal Communities are significantly affected by these specific health issues and related impacts.</p>
Project Description	<p>The Centre will be a reservoir for world class talent that strives to study, and promote solutions for the communities based on the unique social determinants of health facing these communities.</p> <p>Create the “Need” for a National / Provincial Research and Educational Centre that is based in Sault. Define the problem and why we are the Place where the solution should be found:</p> <ul style="list-style-type: none"> • Engage Provincial and Federal health entities • Engage Aboriginal Leaders • Engage the Educational Entities in the City <p>It can also become an educational centre for aboriginal students who can become the next care givers to their communities. The knowledge derived in this unique research centre could form basic understandings in the Aboriginal Healing Centres.</p> <p>We should be fully integrated into the Institute of Aboriginal Peoples’ Health – goals, vision and mission.</p>
Who is impacted	<p>Significant positive gains in the well-being of communities in Canada. Other Canadians who live in remote communities would also benefit.</p> <p>Develop a new stream of highly educated caregivers who support their communities.</p> <p>Future financial impacts can be enormous for the provincial and federal governments.</p> <p>Understanding from this research and implement can be transformed to remote communities who face similar circumstances throughout the world.</p>
Intended Results	<p>Our City becomes smart in an area of extreme importance nationally and internationally.</p> <p>Knowledge becomes a great growth industry as we partner with private</p>

	and not for profit entities. Attract great talent in medical resources.
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<p>Project Title:</p>	<p>Food Systems Research Centre – Food Sustainability In Rural and Remote Domiciles</p>
<p>Issue Addressed (GAP, Barrier, Opportunity)</p>	<p>Ensuring food security and food safety in the long run is a key societal challenge. Providing consumers with food that is safe, affordable and the quality and diversity they expect while respecting economic environmental and social needs is of critical importance.</p> <p>The food sector as a whole is faced with major challenges that arise from:</p> <ol style="list-style-type: none"> 1. Changes in the sector’s economic environment 2. Changes in lifestyles 3. Global increases in food consumption 4. A diminishing production base due to lack of arable land or its divergence for non-food production alternatives 5. The changing attitudes towards the consequences of the food system’s activities for environmental, social, economic issues captured in the term of sustainability. <p>These challenges require innovation.</p> <p>The innovations require support and especially towards small and medium-sized enterprises has been identified as a core requirement for the proper solutions.</p> <p>Areas of Innovation: Food Products, Implementation of Emerging Technologies into the Food industry, Sustainable Practices, Bio based Materials, Food Waste Management, and Food Production in remote locations.</p> <p>It’s a fascinating time to be a part of the food industry. Shifts in consumer trends mingle with challenging market conditions that nonetheless present a wealth of opportunity. With the industry changing so much, it’s important not only to keep pace with current trends, but to look ahead at what the future may hold.</p> <p>A trend that’s been emerging in recent years and looks set to continue is local food. This is according to Emerson Climate Technologies’ Food Industry Forecast: Key Trends Through 2020 report, which highlights that consumers will increasingly turn to local food for a variety of reasons. These include health, sustainability, quality and freshness, among other factors.</p> <p>The next thing would to be embrace food that’s been grown within cities using surplus energy from everyday city systems...harnessing energy that is already there to create extremely fresh food that has a positive environment impact and genuine social value.</p> <p>How can these two important trends be effectively incorporated into</p>

	<p>rural and remote communities in Canada?</p> <p>A significant opportunity exists to create local foods in the rural and remote communities that have had significant problems with obtaining high quality, fairly priced and sustainable food. This problem plagues billions of people around the world.</p>
Project Description	<p>Create in Sault Ste. Marie a Food System Research Centre to concentrate on Rural and Remote communities' needs in Canada.</p> <p>The food system research would include innovative solutions in cooperation with the communities, the governance and economics of food production, its sustainability, the degree to which we waste food, and how food production affects the natural economy.</p> <p>It would also include issues of how food affects health and well-being, including nutrition, obesity and food safety.</p> <p>The consumption of food is also an integral part of all our lives and its history and culture are fascinating and important topics of research and study.</p> <p>One reference for this project: Innovation Strategies in the Food Industry – Tools for Implementation. Edited by Charis M. Galanakis</p>
Who is impacted	<p>Significant positive gains in the well-being of the Aboriginal Communities in Canada. Other Canadians who live in remote communities would also benefit.</p> <p>Develop a new stream of highly educated researchers who support these communities.</p> <p>Future financial impacts can be enormous for the provincial and federal governments.</p> <p>Understanding from this research and implement can be transformed to remote communities who face similar circumstances throughout the world.</p>
Intended Results	<p>Our City becomes smart in an area of extreme importance nationally and internationally.</p> <p>Knowledge becomes a great growth industry as we partner with private and not for profit entities.</p> <p>Attract great talent in the Food Research sector.</p>

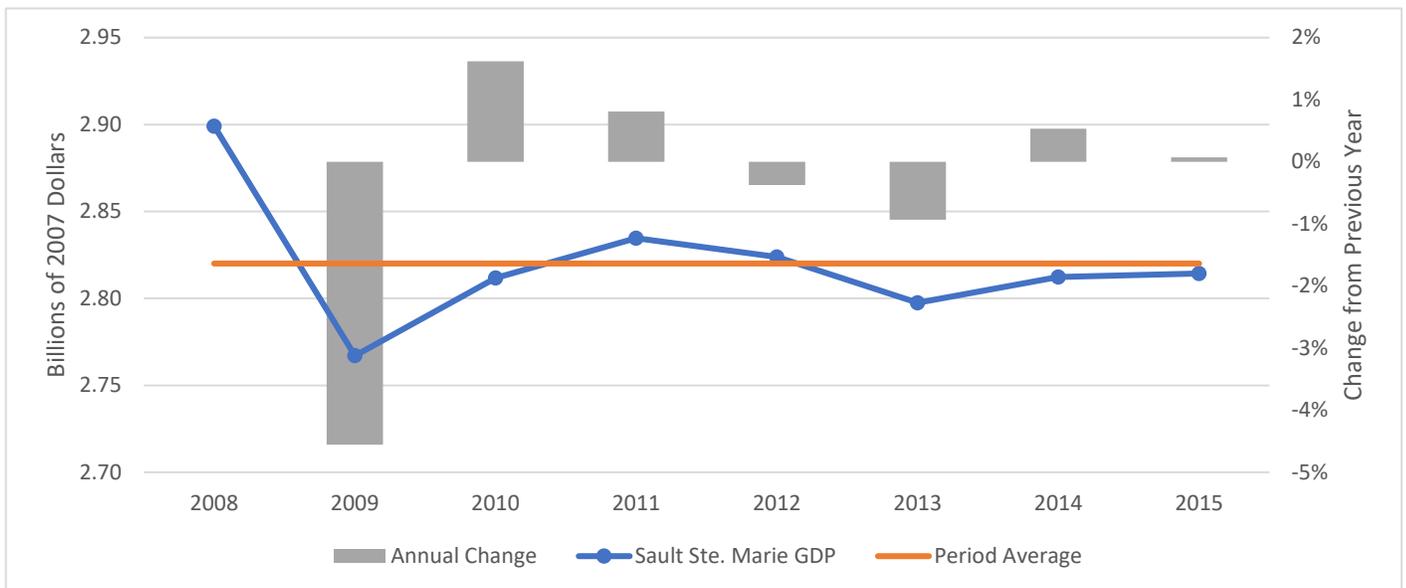
8.7 Appendix G Economic Diversity and Growth Notes From AWIC

Economic Industrial Base

i. Size of the Economy

GDP

Statistics Canada has made certain updates to their methodology thereby limiting the GDP estimates for Sault Ste. Marie to 2008 to 2015. Over the 8-year period 2008-2015 Sault Ste. Marie's GDP averaged \$2.82 billion having begun at its peak in 2008 at \$2.899 billion. In 2015 Sault Ste. Marie's GDP was estimated to be \$2.814 billion, a slight increase from 2014, 1 per cent below the peak year in 2008 and slightly below its six-year average. The Conference Board of Canada's estimate for Sault Ste. Marie's GDP is 2.834 Billion.



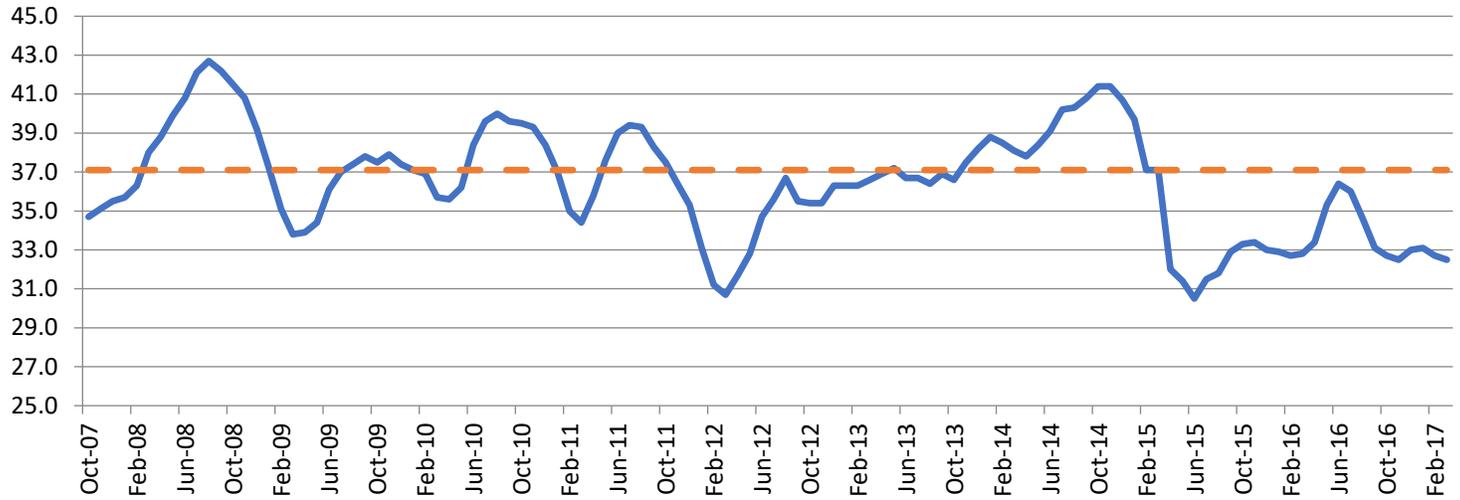
SOURCE: CONFERENCE BOARD OF CANADA

Employment

32,500 (# Employed as of March 2017 - Stats Canada, Monthly Labour Force Estimate)

37,000 (Approx. 20-year average level of employment – Stats Canada)

Sault Ste. Marie Employment September 2007 to March 2017



ii. Components of the Economy

Sault Ste. Marie is a service based economy. The services sector accounts for approximately 80% of the city's GDP and employment.

GDP broken down by sector

Sectorial Gross Domestic Product	2010	2011	2012	2013	2014	2015	2016 (est.)
Total gross domestic product (2007 \$ millions)	2,812	2,835	2,824	2,797	2,812	2,814	2,834
<i>% change from previous year</i>	1.6	0.8	-0.4	-0.9	0.5	0.1	0.7
Goods sector	665	670	662	635	630	619	620
<i>% change from previous year</i>	4.3	0.8	-1.3	-4.0	-0.9	-1.7	0.3
Manufacturing	413	416	413	393	392	381	379
<i>% change from previous year</i>	5.6	0.8	-0.9	-4.6	-0.4	-2.9	-0.3
Construction	173	169	166	154	148	146	147
<i>% change from previous year</i>	2.2	-2.4	-1.5	-7.2	-3.9	-1.3	0.8
Primary and Utilities	79	85	83	88	90	92	94
<i>% change from previous year</i>	1.7	7.7	-2.6	5.3	2.3	2.6	1.8
Services sector	2,147	2,164	2,162	2,162	2,183	2,196	2,214
<i>% change from previous year</i>	0.8	0.8	-0.1	0	0.9	0.6	0.8
Transportation and warehousing	84	84	81	79	79	77	77
<i>% change from previous year</i>	1.7	0.6	-3.4	-2.8	-0.5	-2.2	0.5
Information and cultural industries	27	26	25	24	22	20	20
<i>% change from previous year</i>	-0.7	-3.1	-4.6	-5.1	-7.4	-9.9	-2.1
Wholesale and retail trade	399	421	435	447	472	488	502
<i>% change from previous year</i>	7.5	5.6	3.3	2.6	5.8	3.3	2.8
Finance, insurance and real estate	394	399	401	404	406	410	417
<i>% change from previous year</i>	0.3	1.4	0.5	0.8	0.4	1.1	1.5
Business Services	264	264	266	267	270	272	275
<i>% change from previous year</i>	-0.6	-0.1	0.8	0.4	1.0	0.7	1.1
Personal Services	172	172	174	177	182	183	186
<i>% change from previous year</i>	-4.2	0.1	0.9	2.3	2.3	1.0	1.2
Non-commercial services	525	511	499	487	473	465	459
<i>% change from previous year</i>	-1.8	-2.6	-2.3	-2.5	-2.8	-1.8	-1.3
Public administration	283	286	280	277	279	280	279
<i>% change from previous year</i>	2.2	1.3	-2.1	-1.2	0.6	0.6	-0.3

Employment broken down by sector

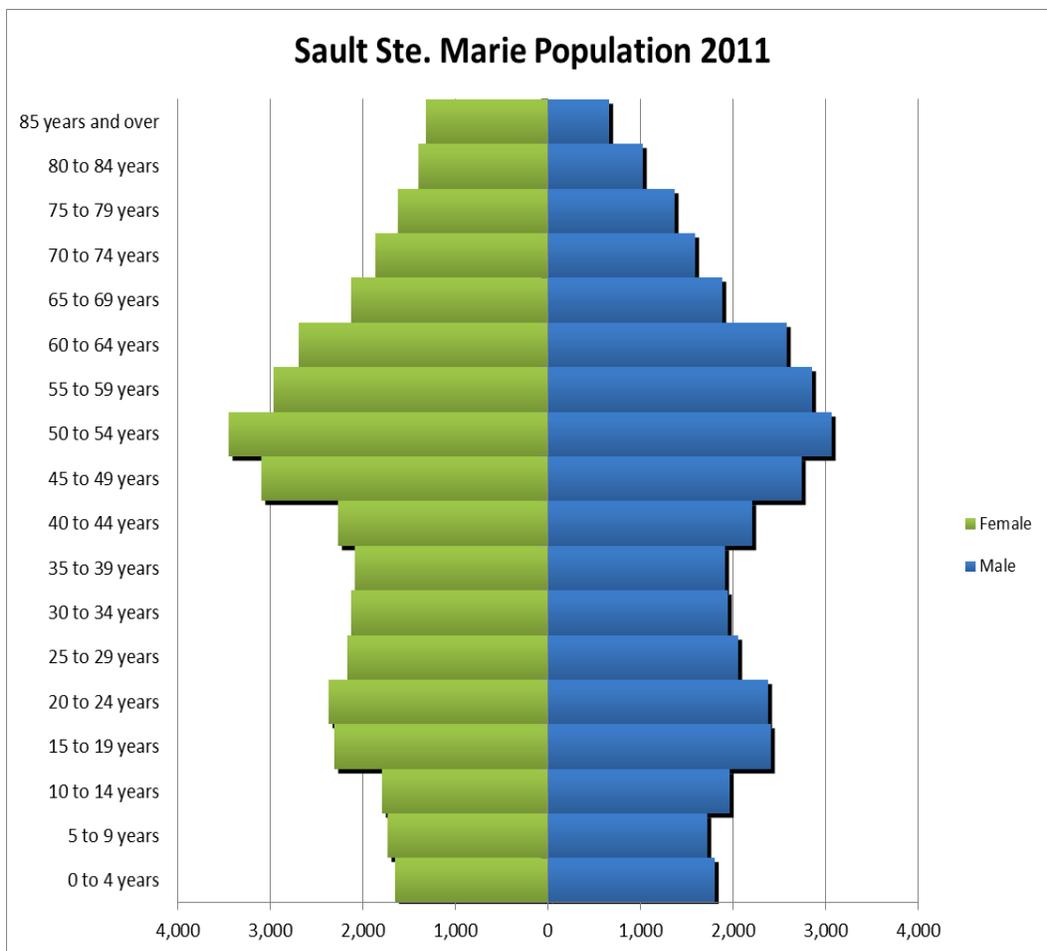
Industry	%
Goods-Producing Sector	22%
Manufacturing	13%
Construction	8%
Mining, quarrying, and oil and gas extraction	0%
Utilities	1%
Agriculture, forestry, fishing and hunting	1%
Services-Producing Sector	78%
Health care and social assistance	18%
Retail trade	12%
Public administration	8%
Educational services	7%
Accommodation and food services	8%
Business, building and other support services	6%
Other services (except public administration)	4%
Transportation and warehousing	2%
Wholesale trade	3%
Information, culture and recreation	3%
Finance and insurance	2%
Professional, scientific and technical services	2%
Real estate and rental and leasing	1%

Demographic Profile

i. Population: Size and Breakdown

	Sault Ste. Marie	Algoma
2011	75,141	115,870
2016	73,368	114,094

Full population data from the 2016 Census is not yet available. Following is the breakdown of the population from the 2011 National Household Survey. At the time the median age 45.7 years old. It is likely that the median age has increased by at least 2 years, following the pattern of previous census intervals.



ii. Dependency Ratio

The latest value for Age dependency ratio (% of working-age population) in Canada was 47.29 as of 2015. Over the past 55 years, the value for this indicator has fluctuated between 71.04 in 1962 and 43.89 in 2008.

As of 2011, Sault Ste. Marie's dependency ratio is 50.8. Age breakdowns for 2016 are not available yet, but it is likely to be below 50%.

Definition: Age dependency ratio is the ratio of dependents--people younger than 15 or older than 64--to the working-age population--those ages 15-64. Data are shown as the proportion of dependents per 100 working-age population.

iii. Income Statistics

Sault Ste. Marie Income Characteristics (2011 NHS)

	Median	Average
Household Income	\$56,482	\$70,105
Individual Income	\$27,957	\$32,374
Family Income	\$74,929	\$85,145

Average Wages by Industry

\$42.8K

Avg. Wages (2016)

87% of Nation Avg.

NAICS	Industry	Avg. Wages (2016)
X0	Unclassified	\$50,530
11	Agriculture, forestry, fishing and hunting	\$40,108
21	Mining, quarrying, and oil and gas extraction	\$63,077
22	Utilities	\$72,937
23	Construction	\$50,701
31-33	Manufacturing	\$65,275
41	Wholesale trade	\$51,705
44-45	Retail trade	\$24,305
48-49	Transportation and warehousing	\$48,056

NAICS	Industry	Avg. Wages (2016)
51	Information and cultural industries	\$45,849
52	Finance and insurance	\$44,278
53	Real estate and rental and leasing	\$41,894
54	Professional, scientific and technical services	\$41,009
55	Management of companies and enterprises	\$0
56	Administrative and support, waste management and remediation services	\$26,763
61	Educational services	\$52,990
62	Health care and social assistance	\$44,001
71	Arts, entertainment and recreation	\$41,007
72	Accommodation and food services	\$13,659
81	Other services (except public administration)	\$27,283
91	Public administration	\$58,555

iv. Education Statics

Total population 15 years and over	63,040	
No certificate, diploma or degree	12,725	20%
High school certificate or equivalent	18,075	29%
Apprenticeship or trades certificate or diploma	6,125	10%
College, CEGP or other non-university certificate or diploma	14,440	23%
University certificate or diploma below bachelor level	2,000	3%
University certificate, diploma or degree	9,675	15%
Total population aged 25 to 64 by highest certificate, diploma or degree	39,920	
No certificate, diploma or degree	4,210	11%
High school certificate or equivalent	11,045	28%
Apprenticeship or trades certificate or diploma	3,980	10%
College, CEGEP or other non-university certificate or diploma	11,680	29%
University certificate or diploma below the bachelor level	1,475	4%
University certificate, diploma or degree	7,535	19%

8.8 Appendix H Reality Checks

Arts and Culture Reality Check

REALITY CHECK

ARTS & CULTURE

DID YOU KNOW?

ARTS ENGAGEMENT IS DIRECTLY RELATED TO HEALTH & WELLBEING

WHAT ARE THE TRENDS?

Sault Ste. Marie is transitioning from a 'single-industry town' to a more diversified economy and place to live, work and play.

Place-based cultural products illustrating the social and cultural history of the community such as Animating the John Rowsell Hub Trail, the Oral History Project (ongoing video recording archive), immigrant stories (one-woman monologues based on local residents' lives) and the recent focus on the region's impact on the Group of Seven and Glenn Gould are contributing to a greater understanding of the City and region, while generating economic diversification and tourism.

The tourism sector itself identifies culture and the arts, particularly experiential and/or Indigenous culture, as a growth area with activities extending the duration of other visitors, e.g., conventions and sports events. The Algoma Fall Festival and Algoma Conservatory of Music are attracting local and regional audiences through high quality, frequently world class, performances that include educational opportunities.

The Sault Ste. Marie Innovation Center continues to fund tech start-ups and digital media is employing youth, linking them to global talent and markets, while generating innovative cultural products. A number of new and larger venues have been made available through local businesses including The Tech, The Machine Shop and Yard @ Mill Square; and, public street art, such as the community collaborative project Graffiti Reframed, is empowering youth and increasing understanding of its role in the creative economy.

WHAT ELSE NEEDS TO BE DONE?

The city is seen as a regional cultural hub; however, cultural workers, institutions and organizations are challenged in maintaining existing infrastructure, advancing careers, developing critical networks and getting goods to local and global markets.

Strategic investment is needed to increase efficiencies, sustainability and growth in:

- Engagement, education and employment;
- cultural institutions' and organizations' sustainability;
- diverse networks and partnerships;
- marketing mechanisms;
- integration of culture into planning documents; and
- community identity and competitive advantage.

WHY IS THIS IMPORTANT?

Arts and culture is the foundation of our daily lives, the basis for understanding the world. There is considerable evidence connecting arts engagement to health and wellbeing, identity and belonging, and the transformation of place. As well, NESTA (2008) heralds a Masters of Fine Arts (MFA) degree to be the new Masters of Business Administration (MBA) as a requisite for adaptation in the knowledge economy. A vibrant sector provides the creativity, skills and networks that underpin resilient people and places, and is key to "Place making", a strong attractor for mobile people, investment and tourists. Arts and culture employs local residents to create value-added goods; retains youth, creative talent and monies necessary for revitalization; and, has a disproportionately high impact on the economy

WHAT'S NEW?

- The City has demonstrated a stronger commitment to the sector by revising its cultural policy in 2016, and increasing Art Gallery of Algoma's annual funding by almost one-third. It is also developing a Public Art Policy and continues its Community Committee on Graffiti
- In 2016 there was a much needed multi-level government investment in: the Algoma Conservatory of Music (\$2.1 million); Art Gallery of Algoma (\$427,344) and the Bushplane Heritage Centre (\$1M)
- Collaborative relationships between Parks Canada and Batchewana First Nation continue to enhance the experience of the Canal site and Whitefish Island. In addition, investments to the Ermatinger-Clergue National Historic Site have made the addition of the Heritage Discovery Centre possible. Such enhancements create further opportunities for artists in the city.
- New downtown businesses such as 180 Gore, the Gore Street Café, the Artist Alcove and Shabby Motley Handcrafts are linking arts and enterprise, and providing places for new and emerging artists to meet one another, test new art forms, and collaborate on developing innovative ideas. They are also providing role models for youth to launch arts-related social enterprise. Social Entrepreneurship Evolution (SEE) and Indigenous Youth for Change (IUYFC) both use arts to engage youth in social entrepreneurship
- Kiwanis Community Theatre Black Box is a small fully equipped performance arts space capable of being configured in a variety of ways to satisfy the demands of film presentation, solo artists, quartets, children's theatre, theatre-in-the-round, or drama seating audiences of approximately 125
- The Machine Shop and Yard @ Mill square are providing larger venue opportunities
- The development of new media, including a nascent film and digital gaming industry, is being supported by both Algoma University, with its Fine Arts, Music and Computer Science programs, and Sault College with its programs in graphic design and film-making

INTERESTING FACTS:

Organization	Investment Amount
Art Gallery of Algoma	\$427,344
Algoma Music Conservatory	\$2.1 Million
Bushplane Heritage Centre	\$1 Million
Total	\$3,127,344

Algoma Conservatory of Music | Art Gallery of Algoma | Corporation of the City of Sault Ste. Marie | NOBIDe Institute | Social Entrepreneurship Evolution

REALITY CHECK



DOWNTOWN

WHY IS THIS IMPORTANT?

A vital downtown symbolizes a healthy community. High quality places retain and attract skilled people. For Sault Ste. Marie to diversify its economy and attract newcomers it is imperative to invest in the downtown. Concentrating development in the city core will create synergies, enhance mobility, and increase community pride.

DID YOU KNOW?

OVER 700 BUSINESSES & ORGANIZATIONS IN DOWNTOWN CORE

RESIDENTIAL & COMMERCIAL BUILDING PERMITS VALUED APPROX. \$84M FROM 2006-2016

WHAT ARE THE TRENDS?

- The Downtown Development Initiative was launched in 2006. Over the past ten years, downtown strategic planning efforts have focused on public realm enhancements and incentive programs to catalyze private sector investment. Residential and commercial building permit values totaled approximately \$84 million from 2006 to August 2016¹ and downtown property improvement grants have leveraged \$4.8 million in private investment in existing commercial buildings.²
- The EDC identifies over 700 businesses and organizations in the downtown core,³ and the downtown is the most popular location for small locally-owned businesses to start up.
- The largest proportion of our downtown is used for commercial, industrial and institutional purposes. Nearly one-fifth is residential housing and 10% of the downtown is vacant.⁴
- There is very little park/green space in the downtown core

WHAT DOES OUR COMMUNITY THINK ABOUT DOWNTOWN?

WHAT WOULD ENHANCE YOUR DOWNTOWN EXPERIENCE?

- Increased cycling infrastructure
- Beautification
- Pedestrian-oriented roads & traffic planning
- More frequent and direct transit
- More/fewer parking spaces
- Improved conditions of dilapidated buildings (increased enforcement)

WHAT ELSE SHOULD WE BE DOING?

- Preserve downtown as commercial, cultural, and administrative core
- Develop a vibrant residential neighbourhood/complete neighbourhood
- Encourage active use of downtown spaces/cultivate a 'sense of place'
- Facilitate beautiful streets and open spaces
- Improve mobility and linkages

WHAT'S NEW?

- City Council recently approved a new Downtown Strategy, which establishes an action plan for overcoming enduring challenges. A holistic approach to revitalization is proposed through employing mechanisms beyond traditional planning tools. A comprehensive engagement program provided significant input on downtown issues and opportunities. Feedback was instrumental in identifying priority projects, policy directions, and defining strategic priorities.
- Two business incubators have been initiated, one specifically for IT business start-ups located on Queen Street, and one recently opened in the Mill Square
- Re-development of the Canal District, former St. Mary's Paper site, into a farmer's market, a restaurant, the relocation of the Algoma Conservatory of Music, all contribute to providing a strong 'anchor' at the west end of the downtown. Adding to this is the Etienne Brule community hub development, Gore Street reconstruction, and the pump track.
- The establishment of the Neighbourhood Resource Centre and two new businesses - 180 Gore and the Gore Street Café - as well as the renovations of the nearby 'The Tech' have also strengthened the vitality of the west end of the downtown

INTERESTING FACTS:

WHAT DO PEOPLE DO DOWNTOWN?



¹ City of Sault Ste. Marie Building Division
² City of Sault Ste. Marie Planning Division

³ City of Sault Ste. Marie Planning Division Survey on Downtown Development, July 2016
⁴ Canadian Urban Institute, 2014, The Value of Investing in Northern Ontario Downtowns: Sault Ste. Marie Case Study.

REALITY CHECK

ECONOMIC GROWTH & LABOUR FORCE¹

WHY IS THIS IMPORTANT?

A healthy growing economy is one that provides quality employment opportunities for all citizens. In addition, it provides tax revenues required to support a variety of services for the residents of the community. Conversely, an economy in decline, results in numerous challenges that include: outmigration, unemployment, lower tax revenues, falling population and household incomes as well as a number of other negative outcomes.

Having a good understanding of the nature of our economy is the first step in developing an economic strategy. This document is a snapshot of the status of our local economy. We can never capture all the aspects of our economy as a single group so we expect this assessment to be enhanced through the public input part of this Adjustment Process.

DID YOU KNOW?

IN 2016 THE SAULT AIRPORT HAD A 5% INCREASE IN PASSENGERS

87%

OF EMPLOYERS HAVE LESS THAN 10 EMPLOYEES

WHAT ARE THE TRENDS?

Despite employment reductions over the past 20 years, Essar Steel Algoma remains the largest employer in our community, representing approximately 10% of total employment. In addition to the approximately 3000 employees, an additional 3000 jobs are directly related to the steel producing operations through either transportation, supplies, construction or maintenance. Essar Steel Algoma is currently operating under the Companies' Creditors Arrangement Act. The final outcome of this process is unknown at this time.

Contained here are some of the selected statistics we have reviewed showing where the economy of Sault Ste. Marie sits currently and perhaps where we are trending. The data presented here was taken from the recent Destiny Report, the Conference Board of Canada and Statistics Canada. We should note that even prior to the announcement of the Essar restructuring, a number of the city's economic metrics were in decline.

- GDP - FLAT**
\$2.8 Billion
- GOODS PRODUCING SECTOR - IN DECLINE**
\$650 Million
- GOODS EMPLOYMENT - IN DECLINE**
22% of the Labour Force
- SERVICE SECTOR - RISING**
\$2.2 Billion
- SERVICE EMPLOYMENT - RISING**
78% of the Labour Force
- BUSINESS START-UPS - DECLINING**
- HOUSING STARTS - DECLINING**
- SAULT AIRPORT PASSENGERS - UP 5%**
210,000

SECTOR TREND ANALYSIS FOR GDP COMPOSITION - EDC DATA CONFERENCE BOARD

NEGATIVE TREND -

- Manufacturing
- Construction
- Transportation
- Technology
- Non Commercial Services
- Personal Services (Healthcare and Education)

POSITIVE TREND +

- Retail/Wholesale
- Finance
- Service (Business)
- Public Administration

SAULT STE. MARIE INDUSTRY PORTFOLIO

Presented below is a notional map of where the City's main industries are in terms of their respective potential for growth, maturity, and decline as drivers in our economy going forward. This map suggests that the city's main economic drivers are largely in a state of plateau or perhaps even decline. The data we have reviewed suggests that higher paying manufacturing jobs have been replaced by lower paying services jobs. This trend ultimately serves to weaken our economy over time. In the area of potential growth industries there is some concern that they are not well positioned for competition or are not really place based and could easily move should a better opportunity present itself. As a caution, the graph does not also reflect that certain industries listed in decline or having reached a plateau could not be reinvigorated for future growth. New growth can be achieved through new market development, policy changes or other means.

Presented below are several demographic metrics for the population of Sault Ste. Marie. For the most part, the metrics present a number of problems for our community as we plan for the future. These metrics show a decline in overall population as well as an aging of our population and workforce. These two metrics combined with net youth out migration present significant challenges for developing our community going forward.

- LABOUR FORCE - IN DECLINE**
67,000
- PEOPLE EMPLOYED - IN DECLINE**
36,000
- PEOPLE IN LABOUR FORCE - INCREASING**
31,000
- PARTICIPATION RATE - 54%**
- REPLACEMENT RATE - .61**
(approx. 2 leaving for every working coming in)
- DEMOGRAPHIC DEPENDENCY RATIO - .75**
(people under 14/people over 65)
- POPULATION - DECLINING**
(75,140 in 2011 - 80,905 in 1986)
- MEDIAN AGE - 47 (Ontario - 40)**
- NET OUTMIGRATION OF YOUTH**
- 34% OF SAULT STE. MARIE HOUSEHOLDS EARNED LESS THAN \$40,000 IN 2010 ACCORDING TO STATISTICS CANADA**
(represent the working poor)
- THE MINISTRY OF REVENUE PROJECTED THE POPULATION OF OUR CITY WILL DECLINE BY 10% WITHIN THE NEXT 25 YEARS** (regardless of what happens with Essar.)

REALITY CHECK



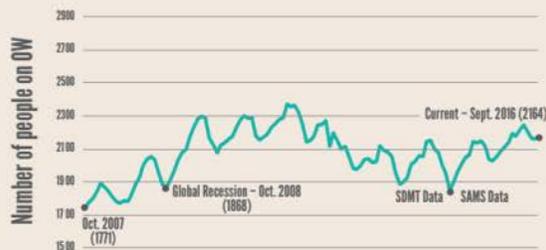
ECONOMIC GROWTH & LABOUR FORCE¹

SELECTED SOCIAL METRICS

In reviewing the reports on Health and Wellness and our Education Attainment we also see that Sault Ste. Marie is also challenged in those areas. The combination of those two areas, particularly Educational Attainment raises concerns about our children's ability to participate in our economy in the future.

According to our District of Sault Ste. Marie Social Services and Administration Board, they have recently seen a 37 percent increase in their caseload since 2007. The caseload of 2164 represents over 3400 people receiving Ontario Works benefits and there is an additional 8000 people receiving benefits through the Ontario Disability Support Program (in all of Algoma).

Sault Ste. Marie District Ontario Works (OW) Caseload Growth, Post Global Recession 2007-2016



WHAT'S NEW?

"It is time to shift and broaden the purpose and practice of economic development to generate continuous growth, prosperity and inclusion for the benefit of our entire community."
 — Brookings Institute

The data presented in this report present a decidedly negative picture for Sault Ste. Marie. It is clear that we need a different approach that targets growth opportunities for the economy while at the same time addressing our demographic and social challenges. These challenges are no longer mutually exclusive.

The summary presented is not the complete picture for the local economy as we know there are many successful businesses operating in the community and that there are a number of initiatives and collaborations being undertaken across the spectrum of economic and social activity.

As part of this planning process we have taken stock of our Local Assets:

- Human
- Financial
- Natural
- Quality of Life
- Infrastructure
- Business Environment

We have also looked at the Trends, Opportunities and Barriers that the community must consider as we work towards strengthening our economy. In truth, while the data above is quite sobering, the exercise also gave us Hope and a sense of "Resilience" for our future. We have an enormous wealth of assets upon which to build a more resilient economy.

But as we go forward in the renewal of our economy a different approach must be considered. The old approach of economic development "in its own box" has not served the community well in terms of quantity or quality employment or equality for all citizens.

Our new approach must be built on a much greater level of collaboration among all stakeholders in our community. We require the "collective impact" achieved through combining our resources in order to build the community that we desire.

REMAKING ECONOMIC DEVELOPMENT – 5 PRINCIPLES

Presented below is a brief summary of the Brookings Institute approach to community economic development. The report does not suggest any strategies that are beyond our internal capacity.

In fact, we already have most of the tools we need to build the Resilient Community we desire. This approach stresses success through greater collaboration (collective impact) among our existing businesses and institutions and for us to think smarter as we make investments for our community.

01 SETTING THE RIGHT GOALS – GROWTH, PROSPERITY AND INCLUSION

- A job is a job is not acceptable any longer. We must create quality jobs in our community.
- Metrics for success such as GDP do not measure the wellness of our community. Everyone should have an opportunity to share in the wealth and opportunities our community generates.

02 GROWTH FROM WITHIN – ORGANIC GROWTH

The focus here is more emphasis on assisting our local businesses to grow and become stronger. This requires a greater and deeper engagement with local business and industry to better understand how we can provide assistance.

03 BOOSTING OF TRADE – NEW INCOME TO THE COMMUNITY

We need to help our local businesses to sell their products to the region, to the province and into the global markets. There are many benefits such as stronger businesses, employment and bringing new dollars into our community. Again this strategy requires greater engagement with our local businesses to remove barriers to trade.

04 INVEST IN PEOPLE AND SKILLS

At the core of all business are the people who do the work. We face a wave of retirement in our community. We need to ensure that our businesses have a workforce that can compete on a global stage. This means understanding the needs of business and creating the required training investments. It also means working at the primary and secondary education levels to ensure our children are ready to learn each day. Our report suggests that poverty is a significant barrier for children to get the maximum benefit from their education.

05 CONNECT TO PLACE (ATTENTION TO PLACE)

Targeting local issues. In any given project we should get the maximum benefit towards our Resiliency Goals while solving identified community shortcomings. Projects should be designed to address our 4 pillars of Resiliency (Cultural Vitality, Economic Development, Environmental Sustainability, Social Equity). We also have the ability to target areas in our community that are not participating in the Wealth and Prosperity that the city generates with targeted strategies and solutions.

¹ Destiny Report 2014, Conference Board of Canada, Statistics Canada, Brookings Institute, Algoma Workforce Investment Corporation



DID YOU KNOW?

THE SAULT HAS
8,182
HECTARES
OF PARKLAND

20%
OF THE WORLD'S
FRESH WATER
SURROUNDS
THE SAULT

WHAT ARE THE TRENDS?

Sault Ste. Marie's location on the pre-Cambrian Shield and the shores of the St. Mary's River, connecting the three Great Lakes of Superior, Michigan and Huron, provide the city with a beautiful 'naturally gifted' environment, including access to 20% of the world's freshwater.¹

Within the City itself, residents have access to 8,182.7 hectares of parkland which provides easy access to cross-country skiing and other winter sports, hiking, swimming and other recreational facilities.² Climate change impacts have included a rise in the temperature of the Great Lakes, as well as increasingly extreme weather conditions such as flooding in the fall of 2013.³

A growing culture of environmental stewardship, based on extensive community knowledge held by Anishinaabe elders, scientists and a rural region, is evidenced in a number of both community- and City-led initiatives such as an emphasis on food security, efforts to decrease spread of invasive species, the Green Transportation / Idle Free SSM Campaign wherein Transit Services has saved approximately 40,000 litres of fuel and 100 tonnes of greenhouse gases annually,⁴ and increased residential waste diversion rate from 9% in 1999 to 35%.⁵

WHY IS THIS IMPORTANT?

Everything that we need for our survival and well-being depends on our natural environment. To handle the effects of changes to our climate (increasing and severe weather events, etc.), its natural and built environments must be in good shape. Features such as an abundant tree canopy that help improve air quality and other health indicators are key to the city's resilience. Parks and green spaces enhance health and quality of life for all residents.

WHAT'S NEW?

- Sault Ste. Marie is a net-exporter of 100% renewable electricity. Sault Ste. Marie has among the lowest electricity costs in the province due to the efforts and cost savings of our local Public Utilities Commission.⁶
- Air Quality across the city is currently in the "low risk" category for urban centres, however a 2010^{7,8} study showed that areas surrounding Essar Steel Algoma have significantly higher rates of pollutants, resulting in elevated health risks, particularly for respiratory and vascular illnesses. Essar Steel Algoma continues to improve its pollution controls which are monitored by an independent third-party
- In May 2016 the City became a "blue-dot" community, passing a resolution respecting citizens' rights to a healthy environment, and has committed to a 5% reduction in energy consumption (and GHG emissions) from 2014-2019⁹
- Although the St. Mary's River is an 'Area of Concern', with current issues pertaining to contaminated sediments and fish health, recent studies show that water quality is not affected!¹
- Approximately 67,368 tonnes of waste was received at the landfill in 2015. Of this value 73% or 49,085 tonnes were landfilled, 23% was used as daily cover material or stockpiled for future use, and 4% was exported for recycling or reuse¹²
- The production of local food has grown exponentially over the past 5 years, with a 100% increase across the Algoma District.¹³ In Sault Ste. Marie, community gardens are being grown across the City, including in several school yards, and the Mill Market has joined the Algoma Farmers' Market in making local produce available to consumers. Several restaurants are now promoting locally grown foods on their menus.
- Redevelopment of Etienne Brulé elementary school site in the City's Canal District has resulted in the City's first fruit tree orchard, as well as additional community gardens

WHAT ELSE NEEDS TO BE DONE?

- Continue to foster a culture of stewardship
- Coordinate the efforts of the broader community through the establishment of an environmental task force
- Expand environmental-focused youth-led initiatives such as school gardens, Yellow Fish, and youth and the arts

INTERESTING FACTS:

ELECTRICITY IN SAULT STE. MARIE



¹ <https://www.ec.gc.ca/grandslacs-gratlakes/>

² City's Planning Department

³ City's Engineering Department

⁴ <http://saultstemarie.ca/City-Hall/City-Departments/Public-Works-Engineering-Services/Engineering-and-Planning/Engineering-and-Construction/Environment/Green-Transportation.aspx>

⁵ Presentation by ACCOM to City Council

⁶ Sault Ste. Marie Innovation Hub

⁷ Robert Dales, Lisa Marie Kauri, Maimun Mahmud, Scott Weichenbhal, Errol Thomson, Renaud Vincent, Gayle Broad, Ling Liu, "Acute changes in lung function associated with proximity to a steel plant: A randomized study," *Environmental International* 55 (2013): 15-19.aspx

⁸ Ling Liu, Lisa Marie Kauri, Maimun Mahmud, Scott Weichenbhal, Sabit Cakmak, Robin Shutt, Hongyu You, Errol Thomson, Renaud Vincent, Premkumar Kumarathasan, Gayle Broad, Robert Dales, "Exposure to air pollution near a steel plant and effects on cardiovascular physiology: A randomized crossover study," *International Journal of Hygiene and Environmental Health* 217 (2014): 279-284.

⁹ Sabit Cakmak, Robert Dales, Lisa Marie Kauri, Maimun Mahmud, Keith Van Ryswyk, Jennifer Vinos, Ling Liu, Premkumar Kumarathasan, Errol Thomson, Renaud Vincent, Scott Weichenbhal, "Metal composition of fine particulate air pollution and acute changes in cardiorespiratory physiology," *Environmental Pollution* 189 (2014): 208-214.

¹⁰ <http://saultstemarie.ca/City-Hall/City-Departments/Public-Works-Engineering-Services/Engineering-and-Planning/Engineering-and-Construction/Environment/Energy-Conservation-and-Demand-Management-Plan.aspx>

¹¹ http://ipac.algomax.ca/wp-content/uploads/2016/09/Water-Quality-Technical-Report-2013-15_Aug-2016.pdf

¹² 2015 Annual Landfill Report to Council

¹³ OMAFRA calculations from Statistics Canada Agriculture Census

REALITY CHECK

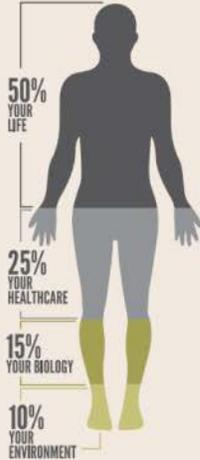


HEALTH & WELLNESS

WHY IS THIS IMPORTANT?

Strong health and wellness is the backbone of a productive and successful population. In addition, adequate income, shelter, social safety, employment, educational opportunities and other social factors have a significant influence on the health of wellness of Saultites and a resilient community.

WHAT GOVERNS YOUR HEALTH & WELLNESS?



WHAT ARE THE TRENDS?

The population of Sault Ste. Marie is older than the province, with a median age of 45.7 years old versus 40.4 years old in the province. With an aging population, often comes an increase health and wellness challenges. For example, in a 2013/2014 community health survey only 71.6% of Saultites in 2013/2014 reported good or excellent functional health (accounting for vision, hearing, speech, mobility, dexterity, feelings, cognition and pain) compared to 77.9% of the population in Ontario. Also from this survey, Saultites were more likely than their provincial counterparts to have several chronic conditions including:

- Mood disorders (i.e. depression, bipolar disorder, mania) (10.4% of the population versus 8.6% in Ontario)
- Arthritis (24.3% of the population versus 17.7% in Ontario),
- Heart disease (6.9% of the population versus 4.9% in Ontario),
- Chronic obstructive pulmonary disorder (9.1% of the population versus 4.0% in Ontario),
- High blood pressure (21.0% of the population versus 18.4% in Ontario), and
- Diabetes (8.6% of the population versus 7.0% in Ontario).

Cancer incidence rates for the Algoma region (Sault Ste. Marie data not available) for the 2010-2012 period were higher than the province for 3 of the 4 most common cancer types (prostate cancer in men, lung and bronchus cancer and colorectal cancer; better than the province for breast cancer) and all cancer types overall.

Outside of the myriad of interactions between health and wellness and social factors, a higher prevalence of chronic diseases and incidence of premature mortality may be reflective of health behaviours and lifestyle choices. In the most recent 2013/2014 community health survey, residents of Sault Ste. Marie self-reported a greater likelihood compared to the province of:

- being a current smoker (22.3% versus 16.9%),
 - having an overweight or obese body mass index (57.1% versus 51.8%),
 - not consuming enough daily fruits and vegetables (73.3% versus 61.2%), and
 - participating in heavy drinking episodes (29.4% versus 22.7%).
- Although, more Saultites did self-report being physically active than provincial average (57.5% versus 53.7%).

Positively, the health infrastructure in the city has undergone major improvements in the last decade. A new state of the art hospital has been built, a medical school has opened in the north to train and promote the retention of local doctors, mental health services have expanded and become more integrated, and access to primary care providers has been greatly improved through increased recruitment of physicians and nurse practitioners.

WHAT'S NEW?

Over recent years there has been a shift towards trying to prioritize "coordinated approaches" for complex patients, a greater focus on the role of the social determinants of health and more health efforts directed toward the impacts of preventative medicine. Some important local initiatives that will have an impact on healthcare in the near future include:

- Health Links:** a coordinated healthcare approach focused on most specifically better meeting the needs of patients with multiple complex conditions
- Walk in clinics:** over the past 10 years in Sault Ste. Marie, walk in clinics have been established in the city to help improve access geographically and increase the amount of emergency care
- Healthy Kids Challenge:** a 3-year project started in 2015 focusing on improve the health of our younger residents and their families and helping to promote healthy lifestyle choices from an earlier age.
- Walk in Counselling:** In 2016 a new drop in service for mental health and addictions counselling was established downtown on Queen Street. This service has shown to be a great resource for people who are not able to access the already established services in the city for a variety of reasons.
- Five in Five:** Building on the positive strides made by the Smoke Free Ontario Strategy (e.g. prohibiting smoking in public places), in 2016 the Five in Five initiative was launched forming a multisector partnership aimed at supporting Saultites and Algoma residents to make quit smoking attempts in an effort to reduce the overall smoking population prevalence by 5% men, lung and bronchus cancer and colorectal cancer; better than the province for breast cancer) and all cancer types overall.

WHAT ELSE SHOULD WE BE DOING?

While there are great things already happening in the community, there are some future directions that could further improve the health and wellness of Saultites.

- Health research hub:** Work towards establishing Sault Ste. Marie as a hub for a medical research centre would help strengthen local health and wellness practices based on best available evidence and informatics.
- Engaging the population using technology:** Given the geographic challenges of northern living, innovative technology for connecting patients and the population to their healthcare and informing the population of the best recent health practices and services.
- Improving cultural sensitivity:** It is important to ensure that all barriers to healthcare access, not only those that are geographical, are removed for our population. One additional way is through the updating of clinical practices to be inclusive and conscious of all cultures and their beliefs.

¹ All data obtained from Canadian Community Health Survey (2013-2014), Statistics Canada, Share File, Ontario MOHLTC, unless otherwise stated. Statistics Canada, 2013. Sault Ste. Marie, Cx, Ontario (Code 2577091) (table). National Household Survey (NHS) Profile, 2011 Census. Statistics Canada Catalogue no. 99-004-XWB, Ottawa, Released June 24, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pdl/prof/index.cfm?lang=fr> (accessed January 12, 2017).

² Statistics Canada, 2013. Ontario (Code 35) (table). National Household Survey (NHS) Profile, 2011 Census, Statistics Canada Catalogue no. 99-004-XWB, Ottawa, Released June 24, 2013. <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pdl/prof/index.cfm?lang=fr> (accessed January 12, 2017).

³ CCO SEER*Stat Package Release 10 - OCR (Aug. 2015), Pop Est Summary (Statistics Canada, Ontario Ministry Finance), Fall 2014 release, based on the 2011 Census.

REALITY CHECK



LEARNING (JK-12 EDUCATION)¹

WHY IS THIS IMPORTANT?

Giving a high school diploma to a student is about giving a life of better opportunities. Research tells us that a high school graduate will be healthier, will access health care less, will have better earning power and better job opportunities (high school drop-outs are nearly 3x more likely to be unemployed), will have a significantly less chance of ever being incarcerated and will live longer. Student success at graduating from high school can have a positive or a negative impact on a community's social, economic and civic health.

DID YOU KNOW?

IN 2015-16 OVER 200 YOUTH & ADULTS RE-ENGAGED IN EDUCATION

IN 2015 ETIENNE BRULE HAD THE HIGHEST # OF GRADUATES IN ONTARIO

WHAT ARE THE TRENDS?

Academic achievement, as measured by EQAO (Education Quality and Accountability Office), is below the provincial average across the Northeast Region which includes Sault Ste. Marie, Sudbury, Timmins and North Bay.

While there are pockets of positive outcomes, our students' achievement is being impacted by significant challenges with respect to poverty, mental health, substance use and abuse, attendance, special needs (our percentage of students with special needs is above the provincial average), teen pregnancy, nutrition (our children have a lower consumption of fruits and vegetables than the provincial average), obesity rates and increasing suicide attempts. While steady progress is being made in literacy rates, math achievement has been declining both locally and provincially.

The Early Development Instrument (EDI) is used across Canada and internationally to measure children's ability to meet age appropriate developmental expectations.

EDI data for Sault Ste. Marie indicates that many children are entering the school system in Sault Ste. Marie below their counterparts in three out of five areas tested:

- 1) Physical Health and Well-Being
- 2) Social Competence
- 3) Emotional Maturity

Research has also proven that a student not reading at grade level by the end of Grade 3 is 4x less likely to graduate from high school and 6x less likely to graduate if the student is from a low-income family. Research makes a clear connection between literacy rates, high school drop-out rates and crime.

WHAT'S NEW?

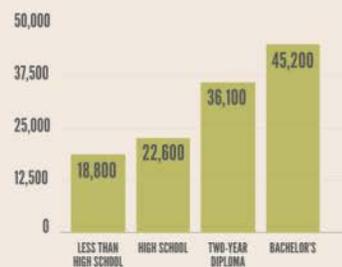
- School Boards are using a variety of diagnostic tools to identify students' areas of needs and to target interventions, however, students' needs (apart from academic needs) are increasing
- Some progress is being made in closing the achievement gap for boys, Aboriginal students and students with special needs
- Data sharing agreements with a few First Nation partners are supporting targeted, collaborative efforts to enhance achievement
- Ministry funding allows School Boards to "re-engage" youth and adults who have left the school system to return and complete their diploma; in 2015-2016, well over 200 learners re-engaged
- The Etienne Brule Learning Centre is home of the Urban Aboriginal Alternative High School and has a strong partnership with the Indigenous Friendship Centre; in its 13th year of operation, it has graduated over 100 students and granted more than 1400 credits; in June 2015, the Indigenous Friendship Centre advised this school had the highest number of graduates in Ontario
- Every School Board in Ontario has been funded to have a Mental Health Lead who works to educate staff about supporting students with mental health needs and who works closely with community agencies to coordinate services, establish protocols and evaluate needs; the collaboration of partners resulted in the establishment of the Algoma Model (www.algomamodel.ca) which outlines available services
- An offshoot of the Algoma Model, the Algoma Leadership Table regularly brings together community leaders to enhance coordination and collaboration of services and to advocate for positive student mental health

WHAT ELSE SHOULD WE BE DOING?

- School Boards, with Ministry funding, are creating focused plans to improve achievement in mathematics while maintaining a focus on literacy achievement
- The Ministry of Education has launched a province-wide focus on "Student Well-being" and School Boards will be engaging in projects and initiatives to support students
- School Boards will continue to work in partnership with community agencies to make efficient use of resources and to seek collaboration opportunities that will ultimately support student achievement
- Equity with respect to technology access and use will continue to be priority
- Early learning and early literacy intervention will continue to be a priority
- Continue to seek ways to engage parents and community members in students' academic achievement

INTERESTING FACTS:

EXPECTED INCOME BY EDUCATION LEVEL:



¹All information from the Algoma District School Board

REALITY CHECK



POST-SECONDARY EDUCATION

WHY IS THIS IMPORTANT?

Post-secondary education is crucial for both individual and community health and well-being, and is one of society's great equalizers for disadvantaged groups. Consistently post-secondary graduates earn substantially above those individuals with a secondary education or less, and today's leaders benefit from Ontario's high ranking as one of the best educational systems in the world.

DID YOU KNOW?

ONE FULL-TIME DOMESTIC STUDENT BRINGS \$18,000 TO THE LOCAL ECONOMY

ONE INTERNATIONAL STUDENT BRINGS \$25,000 TO THE LOCAL ECONOMY

WHAT ARE THE TRENDS?

Communities that have strong post-secondary institutions demonstrate greater financial stability. One full time domestic student brings \$18,000 to the local economy and one international student brings \$25,000. Sault Ste. Marie benefits from approximately 3566 FTE post-secondary students which results in \$65 million dollars to the local economy. Three hundred international students contribute approximately \$7.5 million.

Post-secondary institutions also provide greater cultural vitality with student and faculty engagement in the community, and often serve as economic generators through research and innovation. A broad range of research is being done including work on invasive species, food security, water, technology and indigenous development. As examples, NORDIK Institute generates over \$500,000 annually and over the past 5 years has trained over 400 researchers. Sault College recently announced the construction of their 18.2 million dollar Institute for the Environment, Education and Entrepreneurship which will provide the ideal venue for teaching, on-campus private sector collaboration and innovation and entrepreneurship in the disciplines of environmental science and information technology.

Sault Ste. Marie is one of four cities in Northern Ontario to have both a college and a university, Sault College and Algoma University. This is further advantaged by the presence of Shingwauk Kinooamaage Gamig, which operates in close affiliation with Algoma, and offers a BA in Anishinaabemowin (Indigenous language of the region) and is developing a program in Anishinaabe Studies. Sault College's Engi Maawnjiding Centre is the focal point of Sault College's Native Student population and delivers Indigenous programming both at the college (Social Service Worker - Native Specialization) and throughout the province (Anishinaabemowin Immersion Certificate). This commitment to Indigenous Education is crucial when our local population is comprised of approximately 20% Metis/First Nation/Inuit/Indigenous individuals.

A provincial trend to improve pathways for students transferring from college to university, has been advanced by Sault College and Algoma University through a number of preferred articulation agreements (for example, between the College's Social Services Worker Diploma and Algoma's Bachelor of Social Work and Sault College's Aviation Technology Diploma and Algoma's Bachelor of Business). Indigenous students in particular, are taking advantage of the benefits of these articulation agreements. Approximately 60% of students attending the institutions come from the local catchment area.

Northern Ontario's declining population has put pressure on post-secondary institutions to attract students from outside the region as well as outside the province. In 2015-16, Algoma had 1081 FT and 334 part-time students, a decline of approximately 11% from the previous year, while Sault College's enrolment remained relatively steady at 2331 full time students and 128 part time post-secondary students in 2015.

Provincially, international students comprise 10% of the population, but Algoma more than doubled this in the 2012-14 period when it was at 22%, although it has declined somewhat since that time. Sault College has recently grown its international student base from 7 students in 2012, to 106 students in 2016 with expected growth to continue. Both educational institutions have approximately 20% Indigenous students. Algoma U has 2 additional campuses in Timmins (degrees in Social Work and Community Development and Brampton (Business Administration), and is exploring opportunities for greater on-line course development. Sault College's Aircraft Structural Diploma is offered in London and is currently working with the northern College's to increase articulation among the 5 college institutions.

Lifelong learning, mid-career shifts and a swiftly transitioning economy mean that more students are coming back to school. Our local post-secondary institutions have between 55 and 60% 'non-traditional' students meaning they come from the workplace, other post-secondary streams or as mature students. Both post-secondary institutions offer programs for retraining and professional development. Access to provincial retraining opportunities is decreasing as recovery from the economic crisis of 2009 continues. As an example there were 131 graduates from the 2009 cohort of MAESD Second Career program compared to 23 grads from the 2104 cohort. Sault College is the largest deliverer of MAESD sponsored apprenticeship training seats in the north.

Algoma's Community Economic and Social Development (CESD) program has been offering off-campus delivery of its program and courses, primarily in First Nation communities since 2004, and for the past seven years, has been supporting the delivery of a Certificate in First Nation Welfare Administration in collaboration with the Ontario Native Welfare Administrators Association. In addition, the College also supports delivery of numerous certificate and contract programs throughout the north including Fetal Alcohol Spectrum Disorder 1 year post-diploma certificate in partnership with Anishinabek Education Institute, 1 year welding certificate and a 3 semester Esthetician Diploma both delivered in partnership with Seven Generations Education Institute.

SAULT STE. MARIE IS ONE OF THE FOUR CITIES IN NORTHERN ONTARIO TO HAVE BOTH A COLLEGE & UNIVERSITY



REALITY CHECK

POST-SECONDARY EDUCATION

POST-SECONDARY INSTITUTIONS

SAULT COLLEGE

Sault College's offers over 70 one to four-year post-secondary programs with Aviation and Natural Environment programs attracting the highest number of new students to the area. The Bachelor of Science – Nursing, Practical Nursing, Aviation Technology and Occupational Therapy Assistant are normally oversubscribed with more applicants than available seats.

**OVER 70
ONE-TO FOUR-YEAR
PROGRAMS**



ALGOMA UNIVERSITY

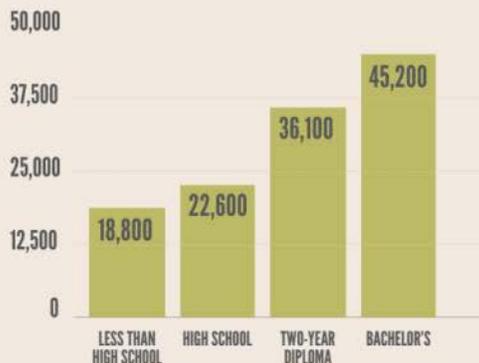
Algoma U's enrolment includes 24% in its Business Administration program and approximately 7% for each of the Psychology, Social Work and Computer Science programs. Algoma U now offers over 30 degree programs.

**OVER 30
DEGREE
PROGRAMS**



EXPECTED EARNING IN ONTARIO AT MID-POINT OF INDIVIDUAL'S WORKING CAREER BY EDUCATION LEVEL

EDUCATION LEVEL	INCOME	DIFFERENCE
Less than high school	\$18,800	N/A
High school	\$22,600	\$3,800
Two-year Diploma	\$36,100	\$13,500
Bachelor's Degree	\$45,200	\$9,100



WHAT'S NEW?

- Sault College's campus revitalization has included a new state of the art teaching learning facility (ESSAR Hall) as well as a new Health and Wellness Centre which includes student government, a new gym, fitness space, a walking/running track and a restaurant.
- Recently announced build of the Sault College Institute for the Environment, Education and Entrepreneurship (IE3)
- Sault College Robotics Lab which will enable collaborative applied research projects in advanced manufacturing and produce local talent to help local industry be more competitive in advancing their innovation capabilities
- Algoma U has 2 new programs which have been reviewed and are awaiting final approval from the MAESD: Anishinaabe Studies and Environmental Science (AU)
- Since 2010 Sault College introduced 10 new full time post-secondary programs
- Business Case Competition attracts teams from across Northern Ontario, and puts Algoma U 'on the map' with high-profile judges drawn from CBC's Dragon's Den and other business people
- Shingwauk Kinooamaage Gamig has recently obtained 5.1 million to build a new discovery centre on the site it shares with Algoma U. The centre will house the Shingwauk Residential School and Centre and Archives and provide a home Anishinaabemowin Studies.
- Sault College has been rated among the top two colleges in the province for the past 5 years for student satisfaction; number 1 in quality of facilities for the province for three years in a row

* All information has been obtained from Sault College and Algoma University annual data

REALITY CHECK

SOCIAL EQUITY



WHY IS THIS IMPORTANT?

Sault Ste. Marie needs all its citizens to fully engage and participate in all aspects of community life. Many groups - including indigenous people, newcomers, women, youth, LGBTQ, people living with disabilities, low-income people, seniors - experience challenges which prevent them from realizing their potential.

DID YOU KNOW?

AT LEAST 70 SYRIAN REFUGEES JOINED SSM IN 2016

ESTIMATED ANNUAL ECONOMIC BENEFIT OF PASSENGER RAIL SERVICE: \$38-\$48M

WHAT ARE THE TRENDS?

There is growing recognition and awareness across the community of the enrichment that diversity within the community provides¹, and a number of services have developed to increase the opportunities for equity-seeking groups.

The Indian Friendship Centre and the Métis Nation of Ontario both act as service and referral hubs for current and new residents of Indigenous heritage, and the Sault Ste. Marie Community Career Centre and the Local Immigration Partnership lead service provision to new immigrants.

The Seniors Drop-in Centre and the Seniors Health Advisory Committee coordinate services and some advocacy for seniors, and the Disability Advisory Committee to the City has been instrumental in improving access for persons with disabilities.

The Chamber of Commerce has encouraged businesses to increase their awareness and services to diverse residents as well, by hosting an award for employers who demonstrate best practices in encouraging diversity within their workplaces and responding to diverse needs, and provincial policies require training for all employees in service provision to people who are disabled.

WHAT'S NEW?

- Increasingly, Indigenous people are being identified as business owners and professionals with Stackburger, the Pin-Up Pantry and lawyer Lynn Tegosh and others establishing storefronts in the City's downtown and elsewhere in the community
- For the past 2 years, the PRIDE flag has flown over the Civic Centre in early September and in 2016, an entire week of activities marked LGBTQ contributions to the community
- People with disabilities are experiencing greater accessibility thanks to an active city advisory committee, and local policies have been revised and upgraded
- Missanabie Cree First Nation is leading an initiative to bring passenger rail service back to the Sault Ste. Marie to Hearst corridor, an estimated \$38 - \$48 million annual economic benefit to the region²
- The prevalence of visible minorities has increased from 1.27% in 2001 to 1.65% in 2011, a difference of 280 individuals.³ At least 70 Syrian refugees joined the City's population in 2016⁴
- Algoma University and Sault College are increasing the community's diversity through active recruitment of international students and students from larger metropolitan areas⁵
- The Poverty Roundtable, co-chaired by United Way, Algoma Public Health and NORDIK Institute, has developed a strategic plan for the reduction of poverty, which was endorsed by the City, United Way and a number of local organizations and collaboratives⁶

INTERESTING FACTS:

IN 2016, THE SAULT DEDICATED AN ENTIRE WEEK OF ACTIVITIES THAT MARKED LGBTQ CONTRIBUTIONS TO THE COMMUNITY

WHAT ELSE NEEDS TO BE DONE?

- To date, most of the initiatives have been stimulated by the equity-seeking groups themselves either by individuals or small groups. A broader, more comprehensive approach needs to be taken to address continuing inequities.
- A broad-based effort with strong leadership to encourage City residents to embrace diversity needs to be undertaken

MORE INDIGENOUS BUSINESS OWNERS & PROFESSIONALS

ARE ESTABLISHING STOREFRONTS IN SAULT STE. MARIE

¹<http://www.discoverthesault.ca/DTS/mobile3/MeetingWebContent/Community-Local-Immigration-Partnership-Final-Report.pdf>

²BDO Canada LLP (2016) "Algoma Central Railway Passenger Rail Service Economic Impact Assessment". https://icreat4-solutionsmgoup.ca/2017/59_SaultSteMarieEDC/en/investocateexpand/resources/CNPassengerTrainImpactReport_FINAL_08-13-2014.pdf

³Statistics Canada
⁴Northland Adult Education Centre
⁵Algoma University and Sault College data provided to the Community Adjustment Committee

⁶<http://www.saultstar.com/2016/08/29/local-group-combines-poverty-reduction-task>
⁷These recommendations have arisen from the Community Adjustment Committee's subcommittee on social equity subcommittee members

REALITY CHECK

TRANSPORTATION



WHY IS THIS IMPORTANT?

Transporting goods and people effectively is vital to the economic health of the city. Sault Ste. Marie's geographic location positions our city as a strategic North American transportation node. Moving people around the city efficiently directly impacts residents' quality of life. Active transportation (AT) refers to any form of travel that is self-propelled, including walking, cycling, in-line skating, using a wheelchair, or riding a skateboard and is part of an integrated mobility network. AT is crucial for promoting social equity as it increases mobility for individuals lacking a vehicle. It also reduces motorized traffic, promotes an active lifestyle, and is a catalyst for economic diversity and downtown revitalization.

DID YOU KNOW?

THE SAULT HAS **1,190KM** OF ROAD LANES

APPROX. **57,533** HUB TRAIL USERS
FROM MAY 12 - OCT. 31, 2016

WHAT ARE THE TRENDS?

Sault Ste. Marie is a significant hub for road, rail, air, and water transportation of people and goods.

- Sault Ste. Marie has the longest distance of "connecting links" roads in the province - 25km. Our city is the only urban area in Northern Ontario that cannot be by-passed on the highway. Every day, approximately 18,000 vehicles enter the city from both the east and north on HWY 17.¹
- In 2015, approximately 1.5 million vehicles crossed the International Bridge. From 2005-2015, an average of 1.9 million vehicles crossed annually.²
- Our city's busiest intersection is Second Line and Great Northern Road; approximately 60,000 vehicles travel through this intersection each day.³
- Every year, there are 700 train crossings on the border between Sault Ste. Marie ON and Sault Ste. Marie MI. These trains originate in Chicago. 18,200 loaded cars cross the border annually.⁴
- Each year, approximately 200,000 loaded rail cars leave the city on the CN line.⁵
- Each year, 8,800 loaded rail cars leave the city eastwardly on the Huron Central line.⁶
- In the last 12 months, more than 210,000 passengers flew in/out of the Sault Ste. Marie airport. Commercial flights are offered by four airlines.⁷
- Each year, the Port of Algoma handles nearly 5 million tons of shipment and 500 vessels. It is the 5th largest port on the Canadian Great Lakes.⁸
- Currently the Agawa Canyon Tour train is the only passenger rail service.

WHAT'S NEW?

The expansion of the Port of Algoma will create modern and efficient dock space with associated facilities and infrastructure for loading, off-loading, storage, trans-shipment, and processing of goods. It will link the resource wealth of Northern Ontario with key markets in the Great Lakes region and overseas, supporting economic opportunities for new industrial and commercial activity.

The \$55 million Canadian Customs Plaza redevelopment project will be completed in March 2018.⁹ This includes a commercial entrance accessed from Carmer's Way to eliminate large commercial vehicles traveling along Queen, Huron, and Albert Streets, resulting in an increase of overall road safety and a reduction in future road maintenance requirements.

Missanabie Cree First Nation is leading an initiative to bring passenger rail service back to the Sault Ste. Marie to Hearst corridor, an estimated \$38 - \$48 million annual economic benefit to the region.¹⁰

The development of the John Rowswell Hub Trail, and the subsequent Animating the John Rowswell Hub Trail project, and the City's initial steps implementing the Cycling Master Plan and Transportation Master Plan has created a renewed interest in walking and cycling. Approximately 230 cyclists used the Queen Street bike lanes daily in August 2015,¹¹ while the Hub Trail is actively used - over 57,500 individuals utilized the Bay Street corridor this summer.¹²

SPECIFICALLY, SEVERAL RECENT INITIATIVES HAVE RAISED THE PROMINENCE OF AT IN OUR COMMUNITY:

- 2 Way Traffic-Complete Streets Evaluation:** Phase three of the Downtown Development Initiative will involve an assessment of the downtown street network. Specifically it will identify opportunities to make downtown streets more comfortable and safe for pedestrians and cyclists. This study will evaluate whether the downtown street network should be converted to a two-way system.
- Transit Route Optimization Study:** SSM Transit will undergo a comprehensive study of existing routes to ensure transit networks best meet the needs of residents.
- Black Road-Third Line upgrades:** Planned improvements include on-road bike lanes along Black Road from Second Line to Third Line and an off-road pathway along the south side of Third Line to the hospital.
- Road Diets:** The Transportation Master Plan has identified several potential opportunities to create dedicated cycling facilities within the existing road allowance, similar to the recently completed Queen Street East reconstruction. Environmental Assessments for Northern Avenue and Bay Street will both incorporate active transportation facilities.
- Sault Trails Advocacy Committee's Soo Moves:** STAC seeks to raise awareness of AT and promote safe cycling around our community. The Soo Moves initiative incorporates events such as the Hub Trail Festival, Car Free Sunday, and guided rides.
- Esposito Park Pump Track:** The Pump Track provides riders of all ages the opportunity to be introduced to cycling, skateboarding, and rollerblading.

Over the past few years there has been a shift in municipal policy prioritizing active transportation planning. In particular, the Transportation Master Plan, Cycling Master Plan, and Hub Trail Spoke Route Study promote building transportation networks that support all modes of travel. Transit is an essential component of an integrated mobility network.

Sault Ste. Marie is a car-dominant city. Mobility is a challenge for individuals lacking access to a vehicle. Our community was ranked 71 of 83 cities in Ontario for walkability, behind Thunder Bay, North Bay, and Vaughan.¹³



6%



4%

IN SSM, 6% WALK TO WORK, WHILE 4% OF RESIDENTS TAKE PUBLIC TRANSIT TO WORK.¹⁴

THE FOLLOWING STATISTICS PROVIDE A PORTRAIT OF TRANSPORTATION & MOBILITY IN SAULT STE. MARIE:¹⁵



¹ City of Sault Ste. Marie Engineering Services
² International Bridge Administration
³ City of Sault Ste. Marie Engineering Services
⁴ CN

⁵ CN
⁶ Huron Central Railway
⁷ Sault Ste. Marie Airport
⁸ Port of Algoma

⁹ <https://www.walkscore.com/>
¹⁰ 2013 Census
¹¹ City of Sault Ste. Marie Engineering Services
¹² <https://www.federabridge.ca/carmer-way-commercial-entrance/>

¹³ BDO Canada LLP, "Algoma Central Railway Passenger Rail Service Economic Impact Assessment" (2014).
¹⁴ City of Sault Ste. Marie Traffic Division
¹⁵ Algoma Public Health

REALITY CHECK



YOUTH

WHY IS THIS IMPORTANT?

The youth in Sault Ste. Marie are positive change-makers and future leaders of our community. The experiences of youth help to determine how they will act as adults. For example, economic well-being, accessibility of education and equality of opportunities all influence the values youth develop and retain. Ensuring our youth grow up to be happy, healthy, productive citizens is vital to Sault Ste. Marie's future prosperity.

DID YOU KNOW?

SAULT STE. MARIE
TEEN
PREGNANCY
RATES
ALMOST
TRIPLE
THE PROVINCE

WHAT ARE THE TRENDS?

- Sault Ste. Marie has various options for youth activities and many organizations leading initiatives directed at youth well-being.
- There are global megatrends that we can do nothing about, but that continue to affect us. Demographic changes are occurring across the world and the most significant is aging populations. There are fewer young people to step into roles and as such retaining our youth population is even more important.
- As with all communities, Sault Ste. Marie being no exception, our youth face challenges. In particular, our youth have higher rates of alcohol and drug use, almost triple the teen pregnancy rate (39 births in 2015) of the Province, and higher incidence of sexually transmitted infections. A large percentage of mental health illnesses have their onset during childhood and adolescence.¹
- John Rhodes' Skatepark, Esposito Park Pump Track, Northern Community Centre, The Discovery Centre, outdoor fitness equipment at Clergue Park, Adventure and Sensory Playground, and MacDonald Park Development are significant project developments led by the City of Sault Ste. Marie that encourage youth play and learning.
- In Sault Ste. Marie we have passionate youth driven organizations such as Mayor's Youth Advisory Council, Youth Odena, Algoma Youth Engagement Network, YSI Algoma, Youth Empowerment Council and Urban Indigenous Youth for Change that work to have an inclusive and safe community for all youth. The City of Sault Ste. Marie has been designated a platinum youth friendly city in 2014 meeting all 16 criteria and will apply for this designation again.
- Youth in Sault Ste. Marie are building their skills and their support networks to better their future prospects. They are artists, entrepreneurs, students, musicians, employees, activists and change-makers. They are the future of our community.

WHAT ELSE NEEDS TO BE DONE?

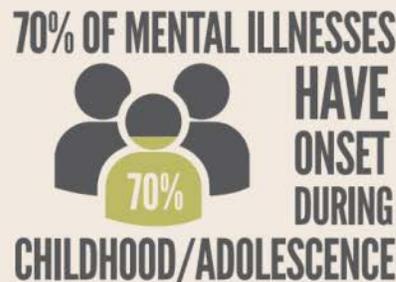
While there are various shared spaces for youth programs and access to special youth events, the community is encouraged to explore the possibility of providing a space exclusively dedicated to youth. Having a space exclusively for youth is important because it provides the supportive systems required to increase access to positive peer networks, self-advocacy opportunities, encourage social and cultural developmental pathways, as well as providing safe spaces for minorities, and stigmatized individuals (LGBTQ, mental health). The ability to access a safe, inclusive space can increase protective factors for youth in Sault Ste. Marie such as mastery of developmental tasks, increased involvement in extra-curricular activities, academic competence, and self-confidence, volunteerism and community service.

WHAT'S NEW?

A multitude of activities and services are being developed for youth in Sault Ste. Marie. Coming in the spring of 2017 the Mayor's Youth Advisory Council will host a series of educational workshops on mental health and raise the profile of mental health and well-being amongst youth. In addition, the City of Sault Ste. Marie in partnership with Sault Ultimate Player's Association and Kiwanis in the spring of 2017 will open an outdoor venue at Penhorwood Park for free disc golf (an activity that combines golf and ultimate Frisbee).

Gateway Algoma, a youth portal, is aimed at connecting youth to local events, services, employment opportunities and more. This initiative was recommended by youth and is authentically youth driven with support by the Sault Ste. Marie Innovation Center. The projected date of completion is spring of 2017.

INTERESTING FACTS:



REALITY CHECK



POVERTY REDUCTION

WHY IS THIS IMPORTANT?

The impacts of poverty are wide spread in a community and affect everyone. The presence of poverty can cause early illness, longer hospital stays and earlier death. It can also increase the prevalence of substance abuse, food insecurity, and poor education outcomes. The opportunity for people to contribute to, engage with and participate in their community is limited when living in poverty. Poverty hurts everyone in the community and costs us all. It is essential that impoverished citizens receive the assistance necessary to become productive and positive contributors to our community, thus raising the level of resiliency within Sault Ste. Marie.

DID YOU KNOW?

IN 2016, THE SSM HOMELESS COUNT WAS 72 INCLUDING TWO CHILDREN

WHAT ARE THE TRENDS?

- In Algoma, 80.3% of our income is earned through wages and 19.7% comes from government transfers. Government transfers include Canada Pension Plan, Old Age Security, Guaranteed Income Supplement, Ontario Works, Ontario Disability Support Program, Child Tax Benefits and Employment Insurance. In comparison to Ontario and Canada the Algoma district tends to be slightly more reliant on government income transfers than other locations.
- Individual income in Algoma is comparable to the Canada wide income. However, as a household we earn less than Canada and Province. Contributing to this lower household income may be that women in this region tend to earn \$10 000 per year less than their male counterparts.
- Our community has a higher rate of single parent households than the province and 38% of these families are defined as low income. In Sault Ste. Marie, a single parent household has a median yearly income of \$35,020 which is 12.8% lower than the provincial comparable of \$40 150. Single parents under the age of 24 earn significantly less and have a median income of \$15 750, which is nearly 10% lower income than the Ontario median. 29.8% of young parents/people rely on government transfers for their income.
- In regards to social services our Ontario Works caseloads have increased 37% since 2007. Further to this, in September there were 3,417 people (2,298 adults and 1,119 children) receiving Ontario Works in Sault Ste. Marie and over 8,000 people receiving benefits through the Ontario Disability Support Program in the Algoma Region.
- The wait times for various services is lengthy. For example, the average wait time for subsidized childcare is 163 days and approximately 40% of applicants are applying for subsidized childcare. Furthermore, social housing wait times average 525 days with over 1,200 individuals/families waiting for affordable housing. This can be even longer if individuals have special requirements for accessibility.
- In February of 2016 we conducted a homelessness count and found 72 individuals in Sault Ste. Marie including two children to be homeless. For most this was their first incidence of homelessness, however 42.3 % had been homeless for over a year. The reasons why people find themselves homeless are vast, but the two main reasons in Sault Ste. Marie were low income (50%) and rent being too high (42.3%). Sault Ste. Marie has a very low percent of homeless not accessing shelter.
- In Sault Ste. Marie we have a larger percentage of people living with moderate or severe food insecurity as compared to the provincial average (12.7% versus 8.2%). Food insecurity is having too little food and/ or insufficient nutritious food because of financial constraints. As an example of the number of people in our community experiencing food insecurity, last fall during a one-month period St. Vincent Place food bank served 202 families, including 44 children. At the Soup Kitchen there were a total of 938 individuals served in the month of October, 37 of those being children. Of the people being served the majority are in receipt of government transfers. The Nutritious Food Basket is a survey tool to measure the average cost of a health diet that meets the Canada Food Guide. It does not include highly processed foods and assumes that individuals know how to prepare a nutritious meal. Based on this tool within our community to feed a family of four (2 adults, 2 children) it costs \$214.99 weekly. Poverty is the root cause of food insecurity.

WHAT'S NEW?

The Algoma District School Board and the Huron Superior Catholic District School Board have introduced breakfast programs in all their schools to ensure children are obtaining healthy and nutritious food, and a network of food banks across the City have attempted to close some of the food gaps that face many families.

Algoma Public Health (APH) has a mandate (& programs) to promote health equity and reduce the barriers to health and wellness, including partnering with organizations to improve health, economic and social conditions. APH, the United Way and Nordik are leading and coordinating the Sault Ste. Marie Poverty Network. The network is focusing on 4 pillars, essential services, housing, engagement-communication, food security and workforce entry.

The Neighbourhood Resource Centre, a collaborative of

numerous service providers working closely with residents of the Gore Street area, is showing promising results in one of the lowest-income neighbourhoods of the City.

Community Hubs are also demonstrating value in low income communities across the City. We have 4 Community Hubs in Sault Ste. Marie (Second Line West, Chapple Avenue, Crawford Avenue and Boston Avenue).

The Sault Ste. Marie Social Services Board, which administers Ontario Works, and manages housing services, the early years' system, land Ambulance EMS and a broad range of other services, has initiated a broad restructuring which, among other changes, has re-envisioned its mandate to a "Place of First Response" rather than a 'place of last resort', an effort to change attitudes towards low-income people, and recognize them as valuable and contributing members of our community. Patients with multiple complex conditions.

WHAT ELSE NEEDS TO BE DONE?

Greater collaboration amongst service providers is necessary.

ON AVERAGE, WOMEN EARN


\$10,000 LESS THAN MEN

REALITY CHECK



TOURISM

WHY IS THIS IMPORTANT?

Tourism is an important economic driver for Sault Ste. Marie. There are over 1,500 tourism related businesses in the region employing thousands of people. In 2014 over 1.7 million visitors were attracted, spending over \$228M.

Beyond the direct annual spend, the tourism industry invests in new developments and upgrades in the community, helping establish a better quality of life for residents. Developments such as Searchmont Resort, the HUB Trail, Essar Centre, Northern Community Centre, Heritage Discovery Centre, Parks Canada Canal, the Lake Huron North Channel Cycling Route, were all built with tourism values, but benefit visitors and residents alike. Attracting major sporting events and conventions to the city helps to inject significant spending in the community, but also help offset operating costs of many municipal facilities.

From 2008 – 2016 Sault Ste. Marie has hosted 442 conventions/sports events, bringing 78,952 delegates, providing a direct spend in the community of over \$40.67M.

From 2008 – 2016 Tourism Sault Ste. Marie sold 47,322 2 and 3 day packages through its online reservation system, generating over 100,000 visitor days, and providing a direct spend in the community of over \$12.7M.

DID YOU KNOW?

OVER 1,500
TOURISM-RELATED
BUSINESSES
IN THE REGION

\$228M
ANNUAL
DIRECT SPEND
BY VISITORS

WHAT ARE THE TRENDS?

- Since 2016, there has been a steady increase of U.S. residents visiting Ontario. There are now almost 200 million Americans holding Passports, giving them the ability to travel freely to Canada. This augers well for Sault Ste. Marie, that historically has benefitted from strong visitation from residents of border U.S. states.
- Both the Ontario Tourism Marketing Partnership and Destination Canada are re-investing into the U.S. market, developing initiatives that TSSM will be able to partner with, to increase travel from this key market
- Agawa Canyon Tour Train (key attraction) rider levels continue to grow each year since 2011
- There is a trend among travellers to learn about heritage and culture. Sault Ste. Marie is well positioned to capture this audience segment, with significant investments at the Parks Canada Canal; the Ermatinger-Clergue National Historic Site, with the Heritage Discovery Centre; The Machine Shop; upgrades to the Canadian Bushplane Heritage Museum, and the development of products around the Group of 7.
- Connectivity to the Algoma Region and the north shore of Lake Superior also make Sault Ste. Marie a key gateway for outdoor vacation opportunities, including fishing, hiking, canoe/kayak, camping and scenic driving tours.

WHAT'S NEW?

In recent years, the tourism industry, led by the private sector have invested heavily in new developments or major capital upgrades, including:

- \$11.2 million in upgrades to the Agawa Canyon Tor Train, in the form of new passenger coaches and onboard audio/video system
- \$35 million in new accommodation builds and major renovations to existing properties
- Development of the HUB Trail and Lake Huron North Channel Cycling Route
- Cultural asset upgrades: Parks Canada Canal, Ermatinger-Clergue National Historic Site Heritage Discovery Centre, Canadian Bushplane Heritage Centre, Machine Shop
- Major sports infrastructure investments: Essar Centre, Northern Community Centre, George Leach Centre and the Sault College Health and Wellness Centre, Searchmont Resort

INTERESTING FACTS:

SINCE 2016



THERE HAS BEEN A **STEADY INCREASE**
OF U.S. RESIDENTS VISITING ONTARIO

WHAT ELSE NEEDS TO BE DONE?

- Build the tourism profile and align from within the community and look at future municipal developments through a tourism lens, so as to attract increased visitors as well as augment the quality of life for residents.
- The City of Sault Ste. Marie needs to continue to invest in culture, heritage, arts and recreational infrastructure.
- As an organization, TSSM will continue to focus on key Strategic Developments in the areas of Attractions Packaging, Conventions/Sports Tournaments, and linkages to world class outdoors.
- A focus on product development in the areas of culture, heritage and the arts
- Secure ongoing operations of the region's key attraction – The Agawa Canyon Tour Train

OVER

1.7-MILLION
VISITORS
IN ONE YEAR

SSM HOSTED
442
CONVENTIONS
& SPORTS EVENTS
FROM 2008-2016

**Destiny Sault Ste. Marie
Economic Report
Chart Refresh**



This report represents a refresh of the content and data originally presented in the Destiny Sault Ste. Marie *Economic Report 2014*. The original intent of the Destiny Report was to establish baseline measurements for a number of economic indicators and this report provides an update on the progression of the indicators in the intervening years.

This update was done to inform the work by the Sault Ste. Marie Community Adjustment Committee.

Not all of the information in the original report was available for updating and therefore this report does not include all of the indicators in the original report.

INDICATORS

The original report identified primary economic indicators and further secondary supporting indicators for the local economy.

The selection of economic indicators was based on three factors.

First, many of the indicators have been referenced in earlier reports and had been used in the decision-making process previously, so there was a sense of comfort and confidence in their usefulness.

Second, these indicators had to be measurable at the local level, in part in the normal operations of the city government.

Third, other indicators are provided by Statistics Canada at the local scale component of provincial and national statistics programs.

The individual indicators were grouped into seven thematic clusters:

1. Building permit values. The building permit cluster is a leading indicator for future investment.
2. Economic Sector Growth. These measure the level and direction of current economic activity within the city.
3. Labour Force. These measure the available capacity of the exiting labour force and available increased productivity of the resident labour force in the near term.
4. Population Growth. These monitor key attributes of demand factors within the local economy.
5. Resilience and real estate affordability. This is a measure of economic resilience of the local economy.

Indicators can be three different types:

Lagging: lagging indicators are available after the economic activity takes place;

Coincident: coincident indicators are available as the activity is occurring; or

Leading indicators: leading indicators are available before the activity happens.

SAULT STE. MARIE GROSS DOMESTIC PRODUCT

Gross Domestic Product (GDP)¹ is the headline statistic of the size of the economy. It is not an indicator; it is the measure of the size of the economy and is the macroeconomic outcome of all the individual economic activities occurring at the local, provincial, and international levels as they impact Sault Ste. Marie.

GDP has come under some criticism because it is not as inclusive as some would want; for example agencies have developed alternative measures of “happiness”, “well-being”, and so forth. However, this exercise is less ambitious, it focuses on indicators of the performance of the local economy as traditionally measured.

Few people understand the details of the calculation of the GDP, but it conveys meaning: if GDP drops by one or two per cent people understand that the economy is in a rough patch and unemployment may increase and retail sales will slow. The question is whether the economy has encountered mild “head winds”, or a somewhat more serious recession, or, much more seriously, whether the economy is in danger of a depression.

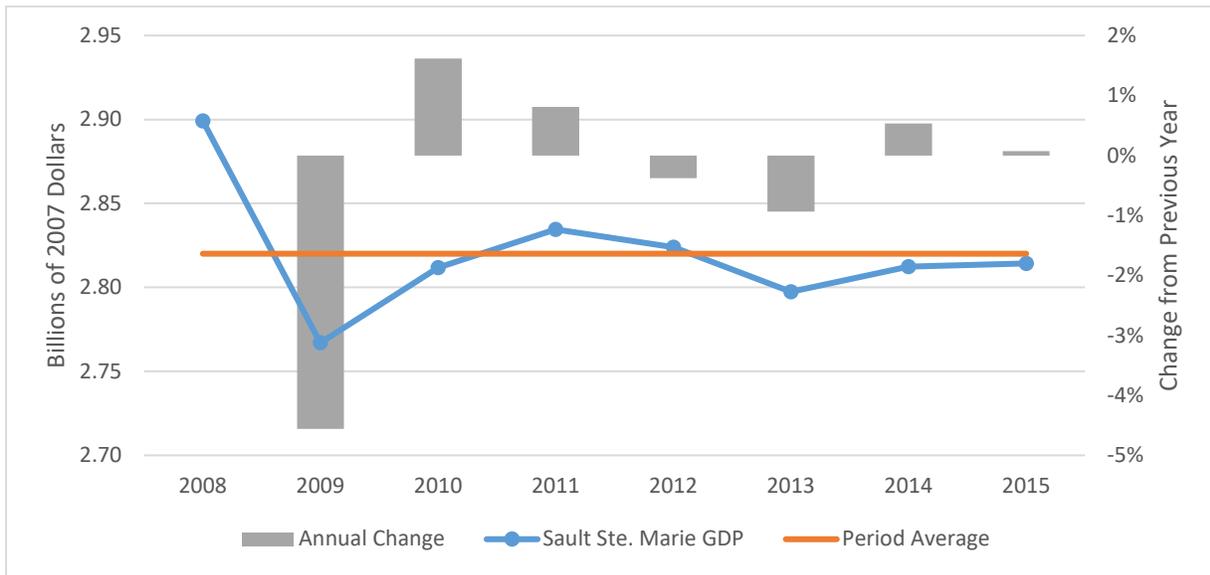
GDP is measured in dollars, sometimes adjusted for inflation and/or subsidies, sometimes it is not. For purposes of this indicator, GDP is measured in inflation-adjusted chained 2007 dollars.

GDP measures both the economic activity of the for-profit business sector and also measures the not-for-profit components of the economy. The transactions-based economy includes the value of goods and services produced by the business sector, and the costs incurred in the not-for-profit sector. The not-for-profit sector includes religious institutions, many non-government organizations, governments themselves, hospitals, schools and education facilities, etc. Values created through the not-for-profit sector manifest through social and political stability, rule of law, and a healthy and educated labour force.

Statistics Canada has made certain updates to their methodology thereby limiting the GDP estimates for Sault Ste. Marie to 2008 to 2015. Over the 8-year period 2008-2015 Sault Ste. Marie’s GDP averaged \$2.82 billion having begun at its peak in 2008 at \$2.899 billion. In 2015 Sault Ste. Marie’s GDP was estimated to be \$2.814 billion, a slight increase from 2014, 1 per cent below the peak year in 2008 and slightly below its six-year average. See Figure 1.

¹ The total unduplicated value of the goods and services produced in the economic territory of a country or region during a given period. A valuation expressed in terms of the prices actually paid by the purchaser after all applicable taxes and subsidies. (Statistics Canada)

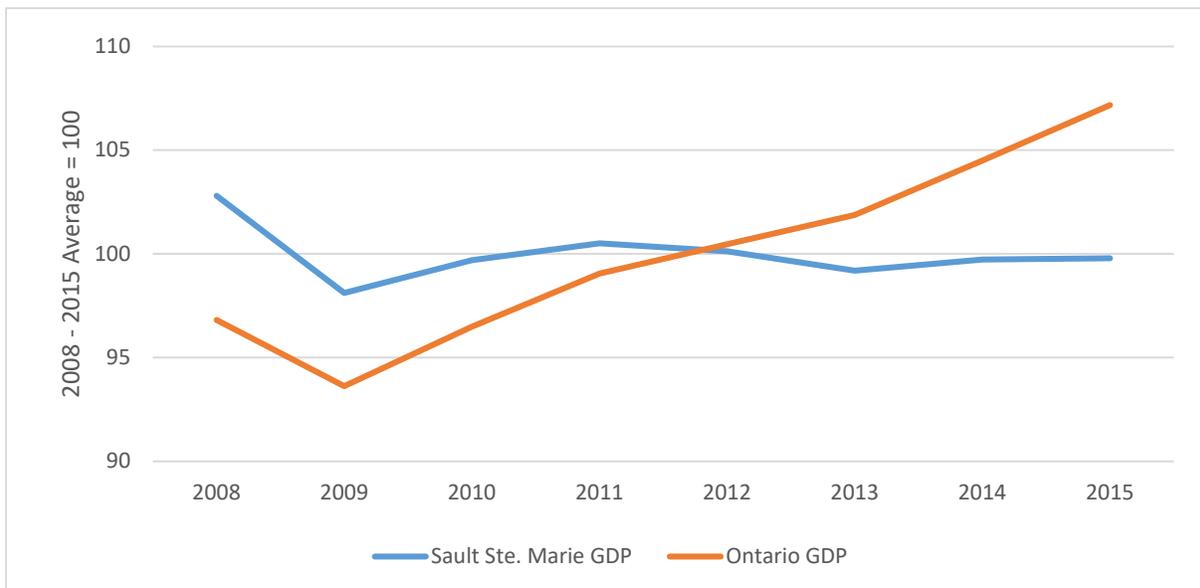
Figure 1: Gross Domestic Product, Sault Ste. Marie Trend



SOURCE: CONFERENCE BOARD OF CANADA

Figure 2 illustrates the economic performance of Sault Ste. Marie with the provincial economy. Ontario GDP reached its pre-recession peak in 2007 at 98.8 per cent of its six-year average of \$563.787 billion. Ontario continued to fall during the next two years, 2008 and 2009, until it returned to economic growth and surpassed its pre-recession level in 2010. In 2015 Ontario GDP was \$617.456 billion, 2.6 per cent above 2014 and 7 per cent above its period average.

Figure 2: Gross Domestic Product, Sault Ste. Marie and Ontario Comparative Trend



SOURCES: CONFERENCE BOARD OF CANADA AND STATISTICS CANADA

SECTION 1: BUILDING PERMIT VALUES CLUSTER

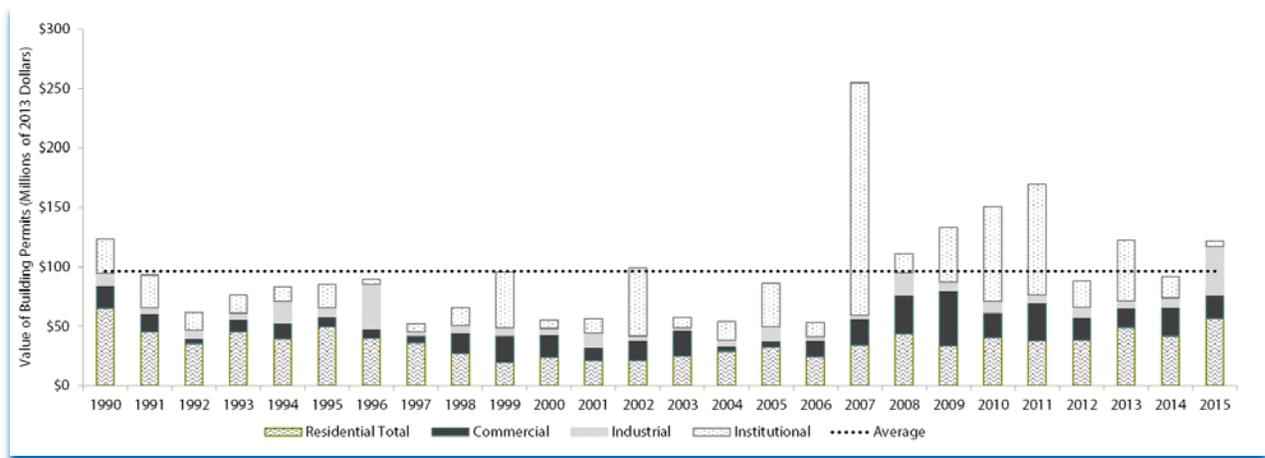
Five individual indicators are included in this cluster. The first four indicators are the value of building permits for four different sectors. Building permits do not measure actual on-the-ground economic activity, rather they measure the intention to begin on-the-ground activity sometime in the future. They are a measure of economic intentions and as such are leading indicators.

Two of the indicators, commercial building permits and residential building permits reflect investor confidence in the local economy and rely on recirculating incomes within the Sault. Industrial building permits reflect investor confidence in their industry-specific larger national and international markets and earn incomes by selling products to customers outside of the Sault. Institutional building permits reflect government capital financial intentions and may bring in public financing from outside of the Sault. The four classes of building permits also cover a range of time frames; investments for the local market is more towards medium term returns while industrial investment have a longer time horizon. Finally, the time horizon associated with institutional investment is perhaps the longest outlook, spanning generations in some cases.

The last indicator included in this cluster is the value of housing starts, which measures current on-the-ground economic activity and investor confidence that the local market is strong enough to support the new inventory. The penalty for over estimating local demand by over building is extra carrying costs and downward pressure on house prices.

The supporting database for the thematic cluster is 26 years from 1990 to 2015.

Figure 3: Value of Sault Ste. Marie Building Permits, all purposes



All building permit values have been inflation-adjusted and are expressed in 2013 dollars using the consumer price index.

SOURCE: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION

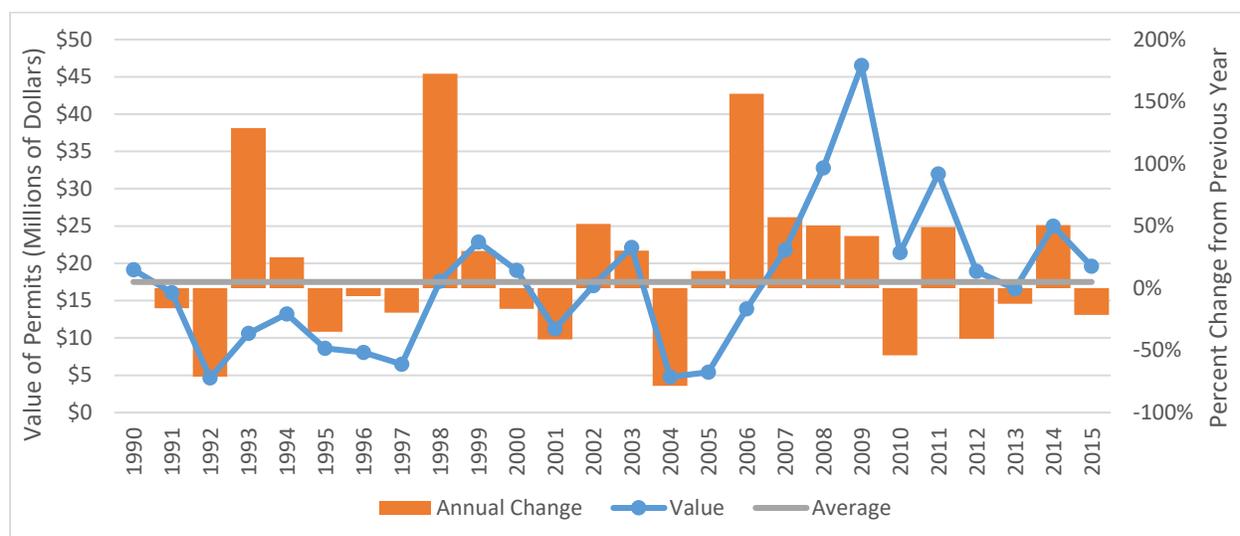
Commercial Building Permits

Commercial building permits are defined by Stats Canada as permits for “all buildings used to house activities related to the tertiary sector, such as stores, warehouses, garages, office buildings, theatres, hotels, funeral parlours and homes for the aged”.

Figure 4 illustrates commercial building permit activity for the 26-year period. Commercial building permits are to finance establishment of companies primarily servicing the local market, as such they reflect investor expectations regarding the health of the local economy.

In 2015, the value of commercial building permits was \$19.6 million down 21 per cent from \$25 million in 2014 and almost level with its long-term average of \$17.1 million.

Figure 4: Value of Commercial Building Permits, Sault Ste. Marie Trend



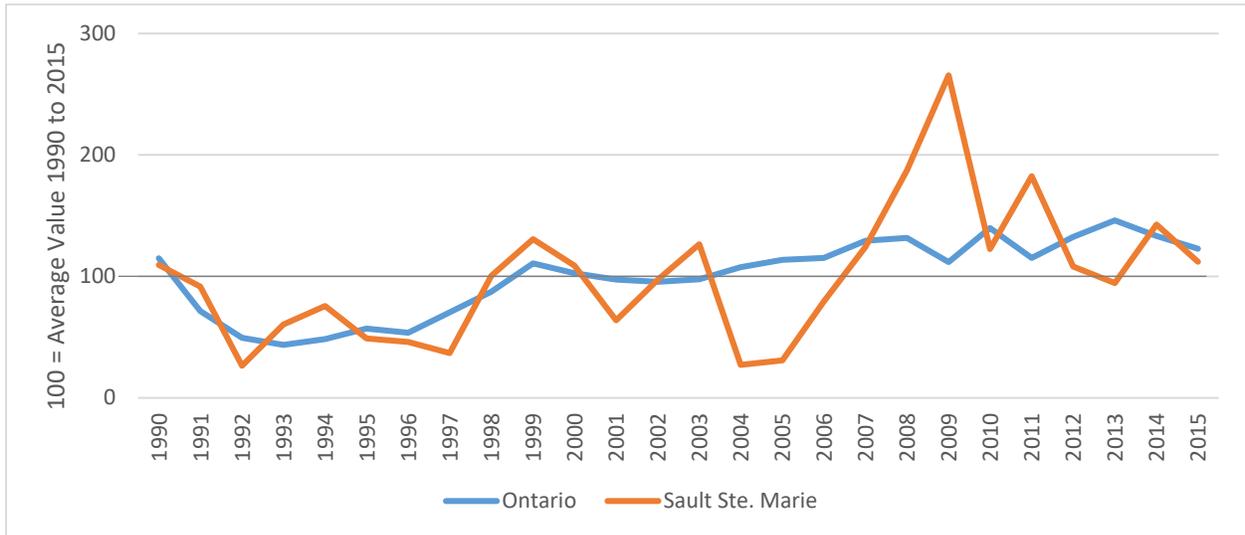
SOURCE: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION

The value of commercial building permits reached a low in 2004 when it fell to \$4.8 million. Despite the Great Recession of 2007, commercial building permits have performed above average since mid-2000. By 2008 it had returned to its long-run average, reaching a new high in 2009. The value has fallen in three of the last four years but has remained above or very close to its long-run average.

Figure 5 compares the value of commercial building permits for Sault Ste. Marie and Ontario against their long run average. Starting in 1990, activity fell during the first half of the 1990s then reached their long-run average by the early 2000’s. The activity in the Sault dropped off dramatically while at the provincial level, it maintained above average rates. By 2008, the Sault was performing much better than the province when compared to its long-term average.

However, from 2009 on the value of commercial building permits cycled through ups (reaching 150 per cent of long run average in 2013) and downs and is now close to its long-term average and the provincial level.

Figure 5: Value of Commercial Building Permits, Sault Ste. Marie and Ontario Comparative Trend



Sources: City of Sault Ste. Marie Engineering and Planning Department - Building Division and Statistics Canada

Residential Building Permits

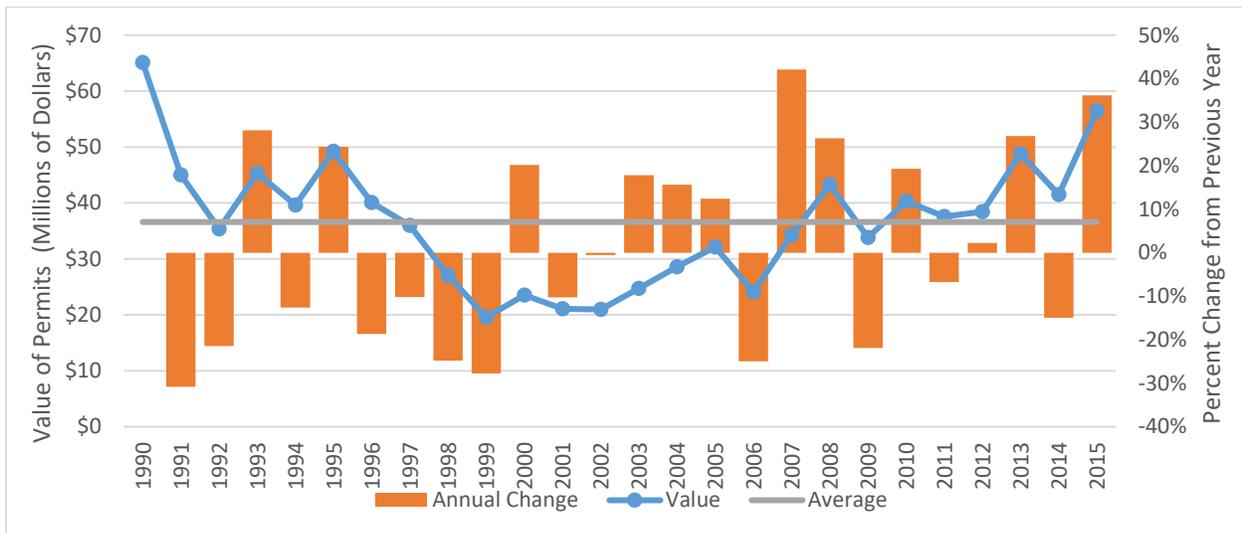
Residential building permits are defined by Stats Canada as permits for “all buildings intended for private occupancy whether on a permanent basis or not”.

Figure 6 illustrates residential building permit activity for the period 1990-2015. Residential building permits reflect the expectations of investors regarding the health of the local housing market, including its price outlook.

In 2015, the value of residential building permits was \$56.5 million, an increase of 36 per cent from \$41.5 million in 2014 and 54 per cent above its long-term average of \$36.6 million.

The value of residential building permits fell below its long-term average for a decade beginning in 1998 and ending in 2008. Since 2007 the value of Sault Ste. Marie residential building permits has increased in six of the past nine years. Building permits have been above the average since 2010, exhibiting strong growth in 2013 and 2015.

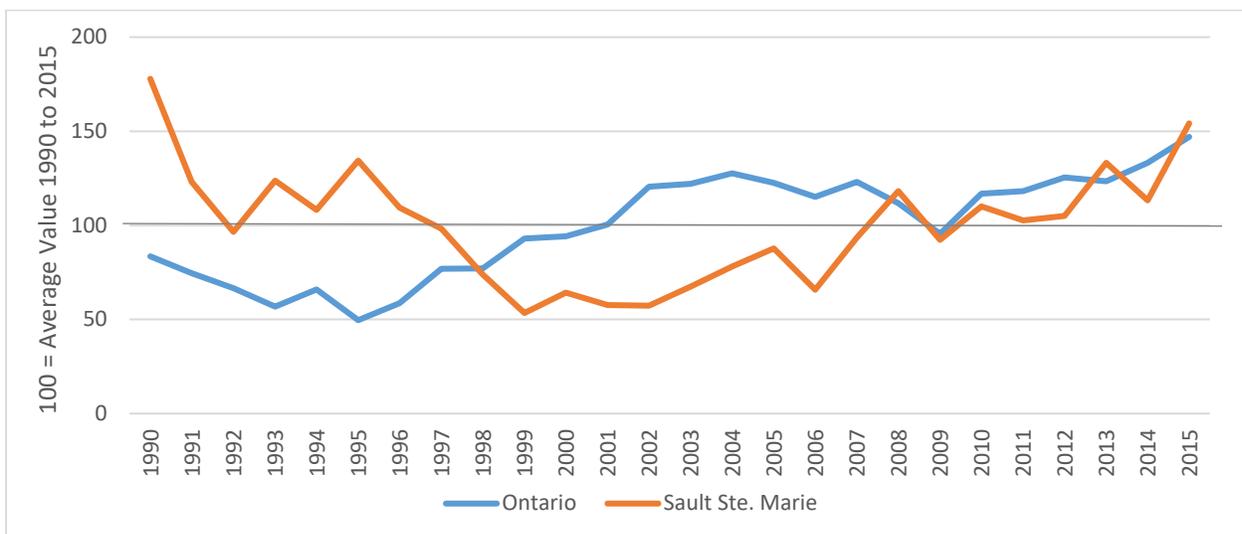
Figure 6: Value of Residential Building Permits, Sault Ste. Marie Trend



SOURCE: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION

Figure 7 compares the value of residential building permits for Sault Ste. Marie and Ontario against their long run averages. Between 1990 and 1999 the value of residential building permits underwent a cyclical decline in the Sault, falling from \$65.1 million in 1990 to \$19.6 million in 1999. This represented a fall from 183 per cent of its long-term average to only 55 per cent of its long-term average a total decline of 128 points. The corresponding fall for the provincial residential permits was from 86 per cent of the Ontario long-term average in 1990 to 59 per cent in 1993 a drop of 27 points, both a shallower decline and much shorter in duration. After this decline, it took until 2008 for the Sault Ste. Marie value to reach the same level relative to its long-term average as the provincial value at around 120 per cent of the long-term average. In 2015 both Sault Ste. Marie and Ontario were approximately 150 per cent of the long-term average.

Figure 7: Value of Residential Building Permits, Sault Ste. Marie and Ontario Comparative Trend



SOURCES: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION AND STATISTICS CANADA

Industrial Building Permits

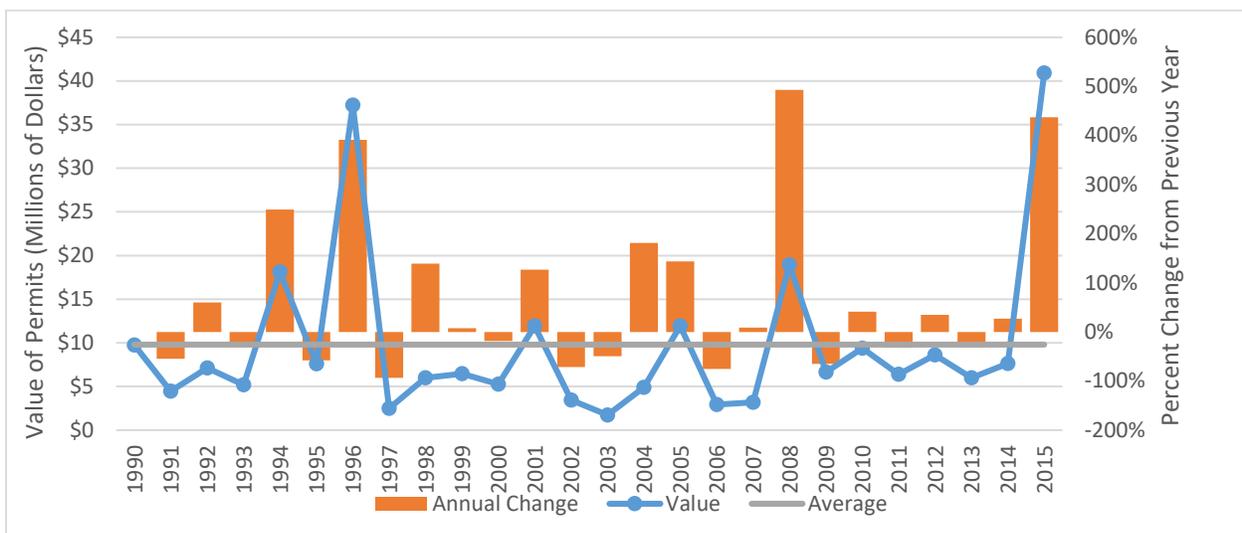
Industrial building permits are defined by Stats Canada as permits for “all buildings used for manufacturing and processing; transportation, communication and other utilities, and agriculture, forestry, and mining”.

Industrial investment is related to national and international market conditions, not the local investment climate. Increased industrial investment activity may lead to an injection of money into the city when construction occurs, when operations begin and as money from workers involved with the investment project circulate money on personal consumption.

Figure 8 illustrates industrial building permit activity from 1990 to 2015. The average value over the period was \$9.8 million, but it ranged from a low of \$1.6 million in 2003 to a previous high of \$37.2 million in 1996. It is also very volatile in part as evidenced by the consistently large year to year changes.

In 2015, the value of industrial building permits reached \$40.9 million up over 400 per cent from \$7.6 million in 2014. Since 2008 the annual rate of change has been stable around its long-term level. The value of industrial building permits has been the most volatile element of the building permit cluster with an average annual rate of change of over 100 per cent.

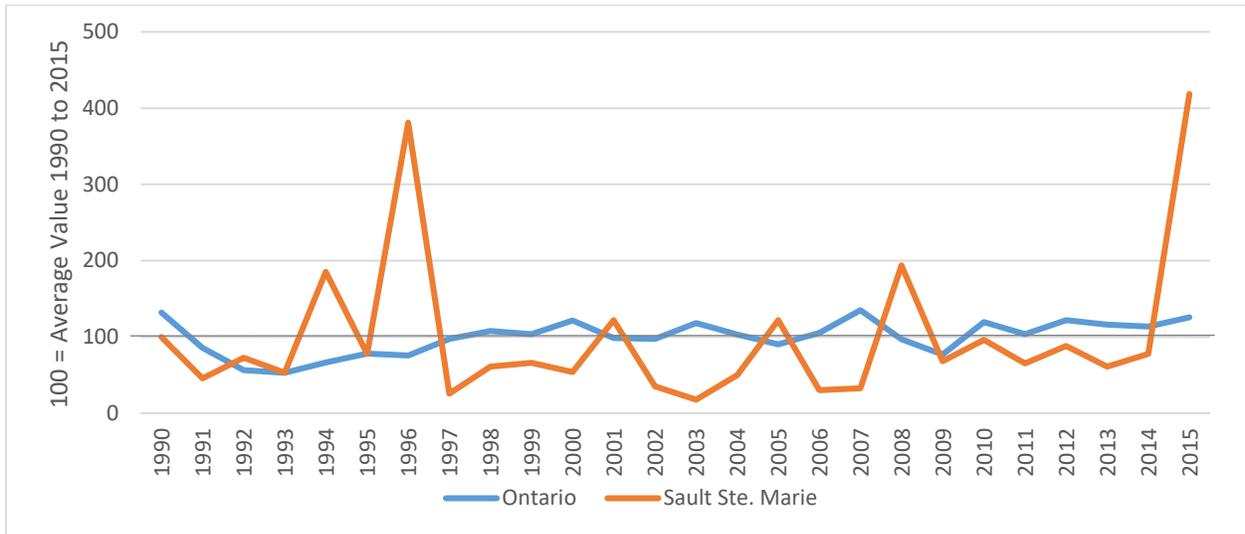
Figure 8: Value of Industrial Building Permits, Sault Ste. Marie Trend



SOURCE: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION

As illustrated in Figure 9, the value of industrial building permits increased rapidly compared to the province in the mid-1990s, peaking in 1996 and 2015 at over 4 times the long-term average. It is also noticeable that Ontario’s provincial performance over the period has been very stable, around the long-term average, while Sault Ste. Marie has been relatively volatile. Since 2010, both Sault Ste. Marie and Ontario have stabilized around the long-term average until permits increased drastically in 2015.

Figure 9: Value of Industrial Building Permits, Sault Ste. Marie and Ontario Comparative Trend



SOURCES: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION AND STATISTICS CANADA

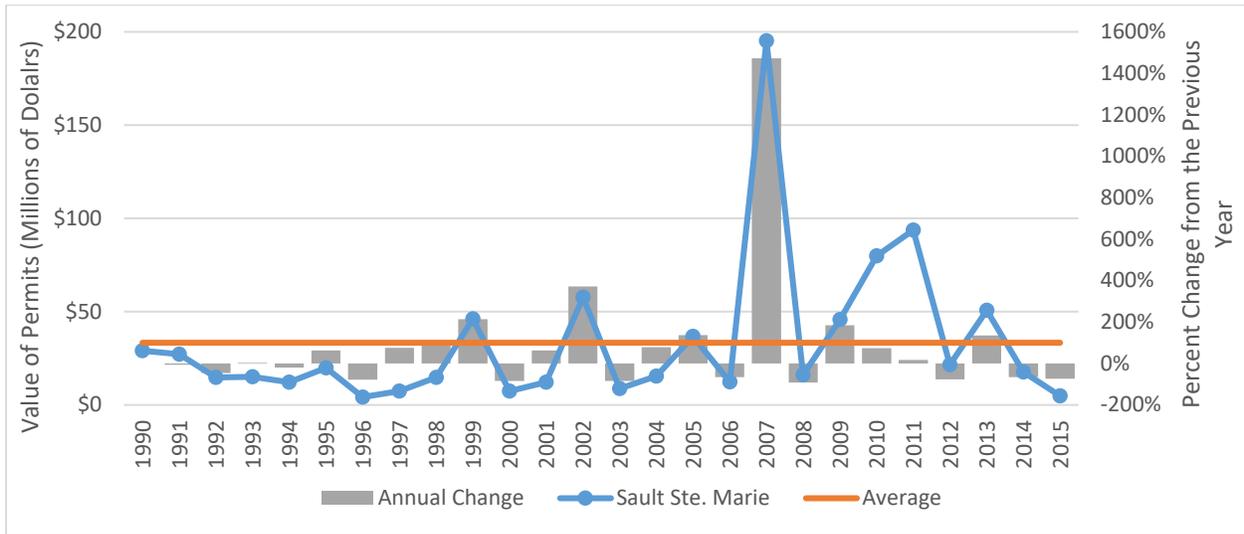
Institutional Building Permits

Institutional and Government building permits are defined by Stats Canada as permits for “expenditures made by the community, public and government for buildings and structures likes schools, universities, hospitals, clinics, churches, and homes for the aged”. Values in this section are in millions of inflation adjusted 2013 dollars.

Figure 10 illustrates institutional building permit activity from 1990 to 2015. The average value over the period was \$33.4 million, but it ranged from a low of \$4.2 million in 1996 to a high of \$195.1 million in 2007. The historic spike in 2007 attributed to construction of the new Sault Area Hospital the rate of change was over 150 per cent with construction occurring over the following three years.

The value of permits for institutional buildings and structures in Sault Ste. Marie decreased in recent years to \$4.77 million in 2015 from \$17.64 million in 2014 a decrease of 73 per cent. The value in 2015 was 85 per cent below its 26 year average of \$33.4 million and in 2013 the average value of permits was 44 per cent above its long-term average.

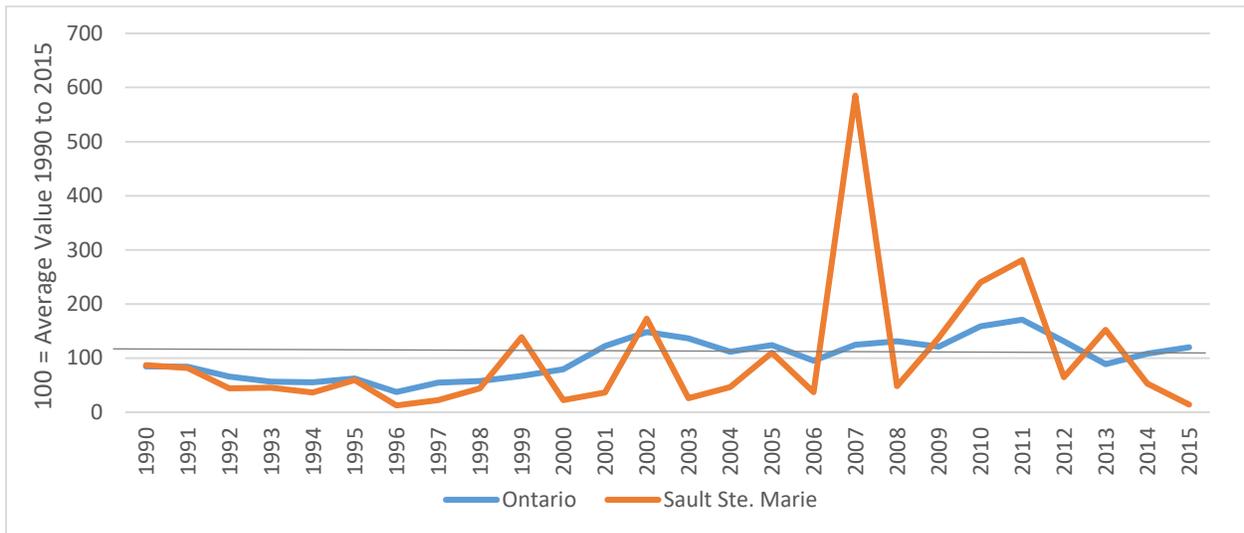
Figure 10: Value of Institutional Building Permits, Sault Ste. Marie Trend



SOURCE: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION

Figure 11 compares the performance of the Sault Ste. Marie institutional permits with the Ontario performance. At a very granular level both jurisdictions experienced a dip during the 1990s returning to above long-term average values in the 2000s. Also, the value of permits in Sault Ste. Marie has been much more volatile that at the provincial level. Each jurisdiction had strong levels during the recent recession, but Sault Ste. Marie’s levels have dropped steadily in the past 2 years.

Figure 11: Value of Institutional Building Permits, Sault Ste. Marie and Ontario Comparative Trend



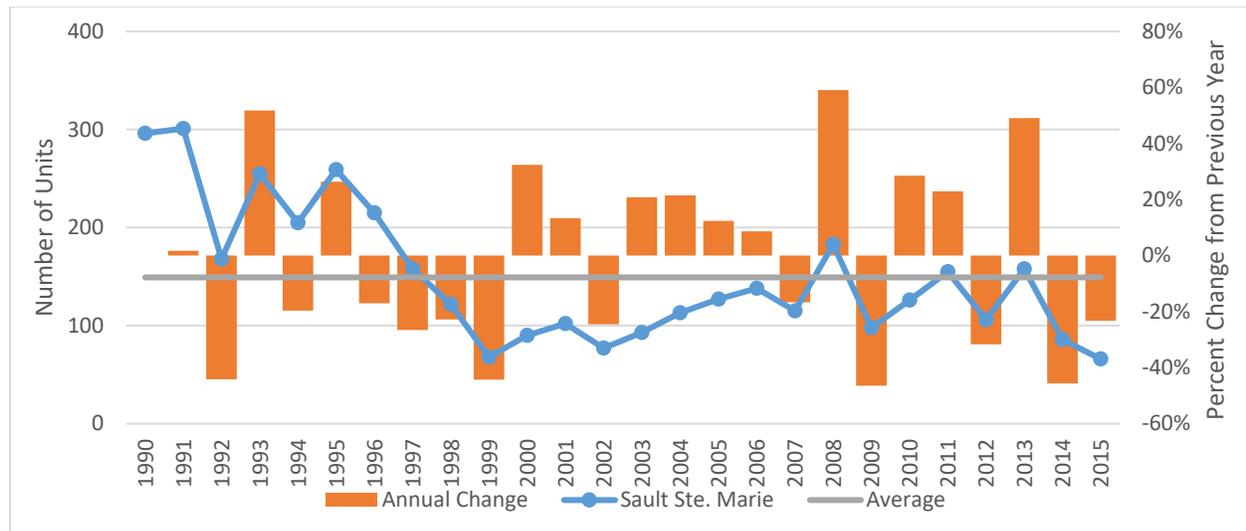
SOURCES: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION AND STATISTICS CANADA

Housing Starts

Housing starts measures the initiation of on-the-ground economic activity within Sault Ste. Marie. It directly employs labour and management, initiates supplier linkages and also lays the necessary conditions for future economic activity with its post construction linkages including the sales efforts, lawyers, movers, and residential supplies. It is also an indication that investors believe the local economy, in the near term, is strong enough to support the added inventory at the expected house price levels. Figure 12 illustrates Sault Ste. Marie housing starts since 1990.

In 2015 housing starts were 66 units, a decrease of 23 per cent from 86 units in 2014. The long-term average is 149 units per year, but this average was heavily skewed by the housing boom of the mid-1990s. The previous low point prior to 2015 was 1999 with 68 starts. Since 1997 housing starts have been above its long-term average in only two years, 2008 and 2013. Since 2007 housing starts have been stable around an average of 134 units.

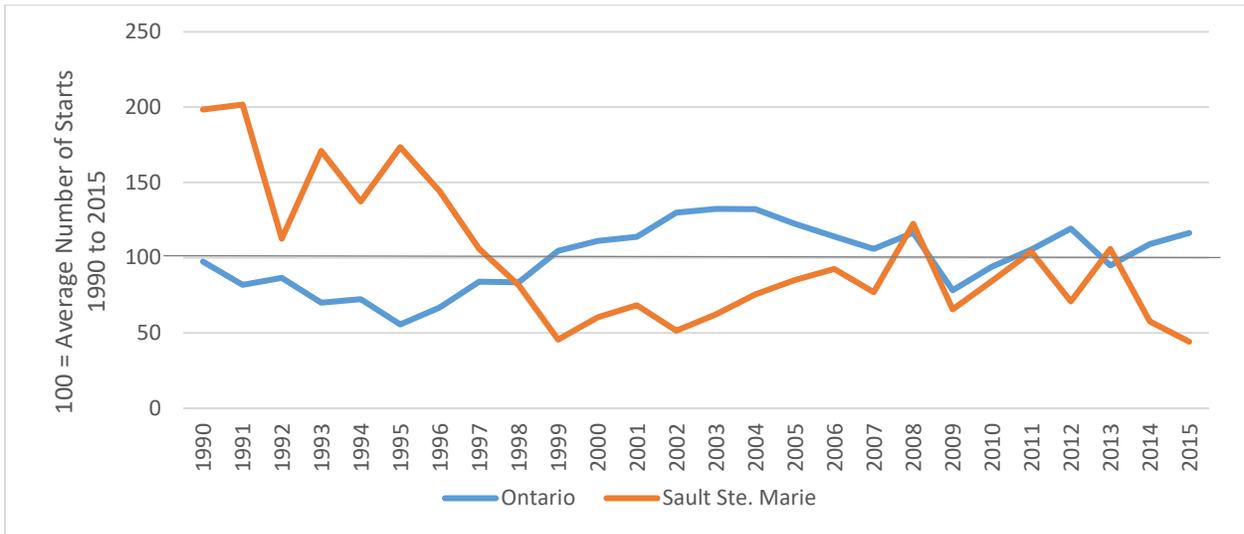
Figure 12: Housing Starts, Sault Ste. Marie Trend



SOURCE: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION

Figure 13 compares the overall housing start trend in Ontario with Sault Ste. Marie. During the late 1990s, Sault Ste. Marie housing starts fell dramatically measured against its long-run trend, but also diverged from the Ontario trend. After 1999, local housing starts staged a gradual but steady recovery converging on the long-term trend and the Ontario pace by 2011. They peaked again in 2013 and have fallen over the past 2 years.

Figure 13: Housing Starts, Sault Ste. Marie and Ontario Comparative Trend



SOURCES: CITY OF SAULT STE. MARIE ENGINEERING AND PLANNING DEPARTMENT - BUILDING DIVISION AND CANADA MORTGAGE AND HOUSING CORPORATION

SECTION 2: ECONOMIC SECTOR GROWTH CLUSTER

Employment by Sector

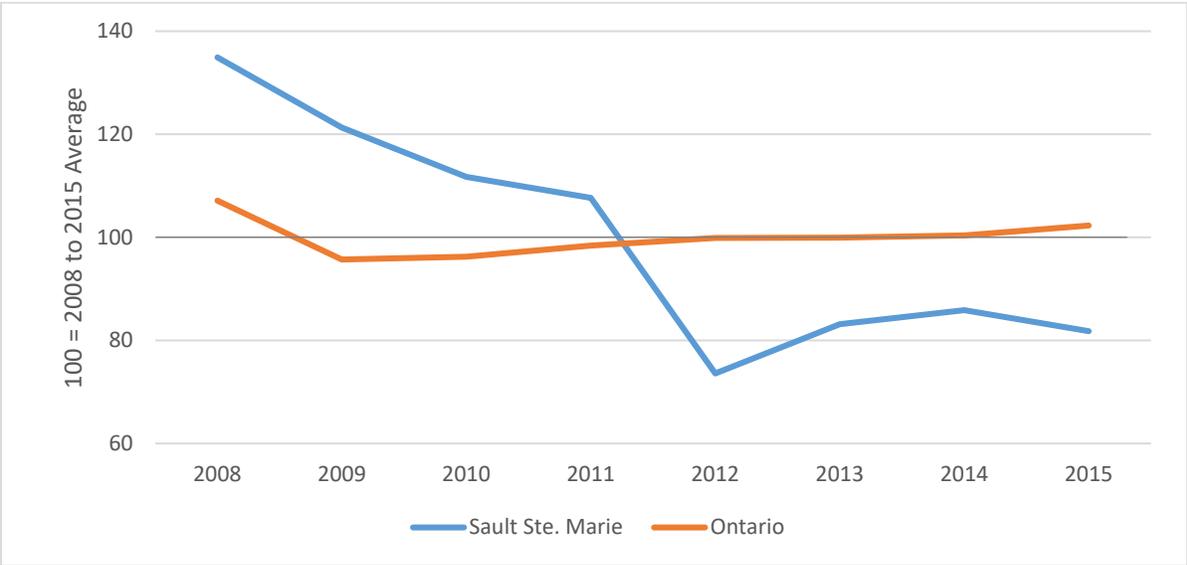
Aggregate employment information is available on a reasonably current basis and, as such, is a coincidental economic indicator, and a direct indicator of economic health.

Employment by sector is available for 2008 to 2015. The labour force is classified into the goods-producing sector and the service-producing sector. Although there are exceptions, the goods-producing sector sells its product to external markets (steel, forest products) or competes against products that would be imported into the community (such as electricity) and brings money from outside markets into Sault Ste. Marie. The service-producing industry provides products that are largely sold within the community or its regional market (retail and wholesale services). The service-producing industry produces products which are consumed within the local market and has the effect of circulating money within local market. One service-producing industry, public administration (including federal and provincial departments) draw their funding from outside the community to provide services consumed within the local and regional market. Therefore, public administration is separated from the service-producing sector.

Goods-producing sector

Over the eight-year period 2008 to 2015 the goods-producing sector accounted for 19.9 per cent of total employment in Sault Ste. Marie, from a 2008 peak of 9,900 people, it fell to 5,400 in 2012 then increased to 6,300 in 2014 and 6,000 in 2015. Over the same eight-year period the Ontario goods-producing sector dipped in employment in 2009 and has slowly recovered to employment levels above the eight-year average. The goods-producing sector accounted for 17.9 per cent of the Ontario employed labour force, see Figure 14.

Figure 14: Employment Goods-Producing Industries, Sault Ste. Marie and Ontario Comparative Trend



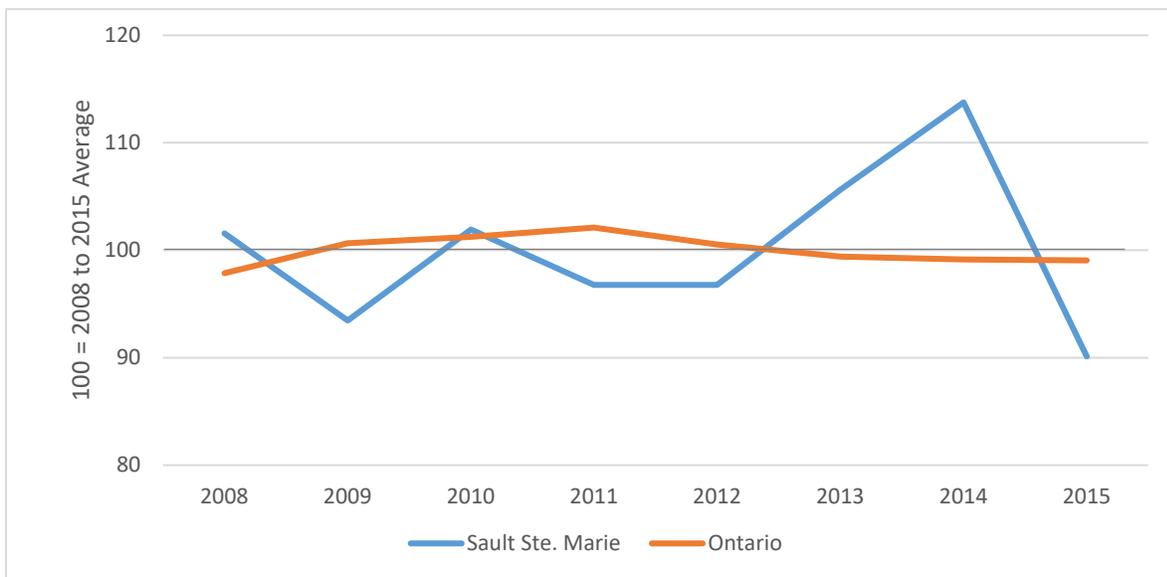
SOURCE: CONFERENCE BOARD OF CANADA

Service-producing sector (excluding Public Administration)

Over the eight-year period 2008 to 2015 the services-producing sector (excluding public administration) accounted for 73.3 per cent of total employment in Sault Ste. Marie, averaging 26,900 persons per year and falling from 27,500 in 2008 to 25,300 in 2009 and reached 30,800 in 2014. 2015 employment in the sector was 24,400, a 21 per cent drop from 2014.

Over the same period, Ontario employment in the services -producing sector (excluding public administration) fluctuated mildly around its eight-year average of 4.198 million, but never varying by more than 4 percent from the average.

Figure 15: Employment Services-Producing Industries, Sault Ste. Marie and Ontario Comparative Trend



SOURCE: CONFERENCE BOARD OF CANADA

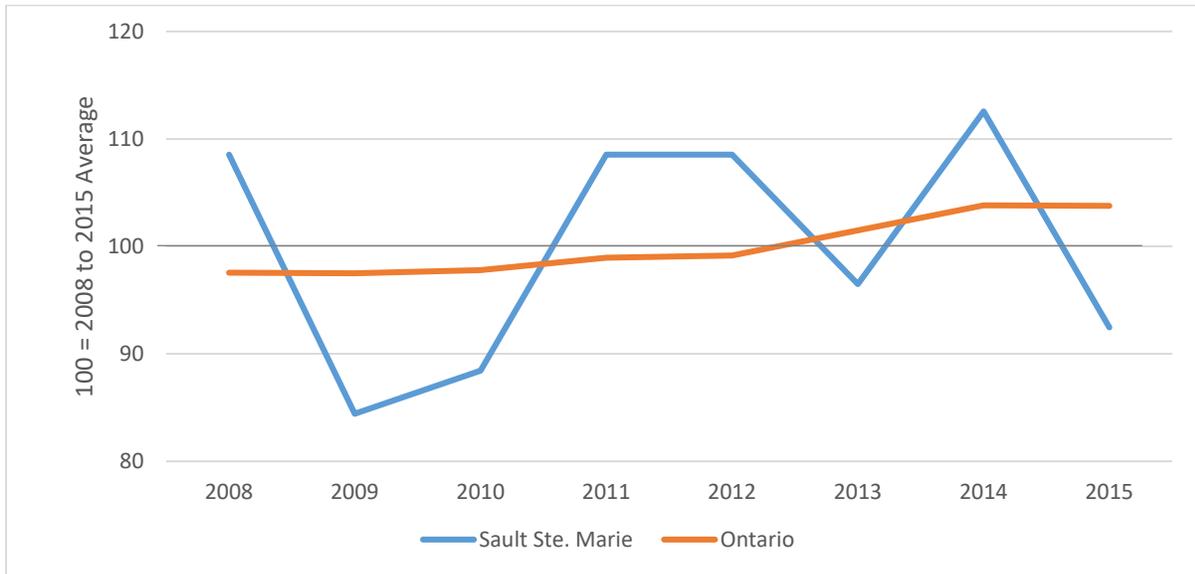
Public Administration Industry

The public administration industry was separated from services-producing sector because it is funded through the funding from all three levels of government. Federal and provincial expenditures in Sault Ste. Marie are outside sources of monies to propel the local economy. The public administration industry also purchases supplies and materials from private companies in Sault Ste. Marie, referred to as the indirect economic linkage, and public sector employees purchase goods and services for their own personal consumption with their salaries, referred to as an induced economic linkage.

Over the eight-year period 2008 to 2015 the public administration industry accounted for 6.7 per cent of total employment in Sault Ste. Marie, averaging roughly 2,500 people. Employment in the sector has been up and down over the period from a low of 2,100 in 2009 to a high of 2,800 in 2014. In 2015 the sector employed 2,300.

Over the same period, Ontario employment in the public administration has been growing and is now above the eight-year average, see Figure 16.

Figure 16: Employment Public Administration Industry, Sault Ste. Marie and Ontario Comparative Trend



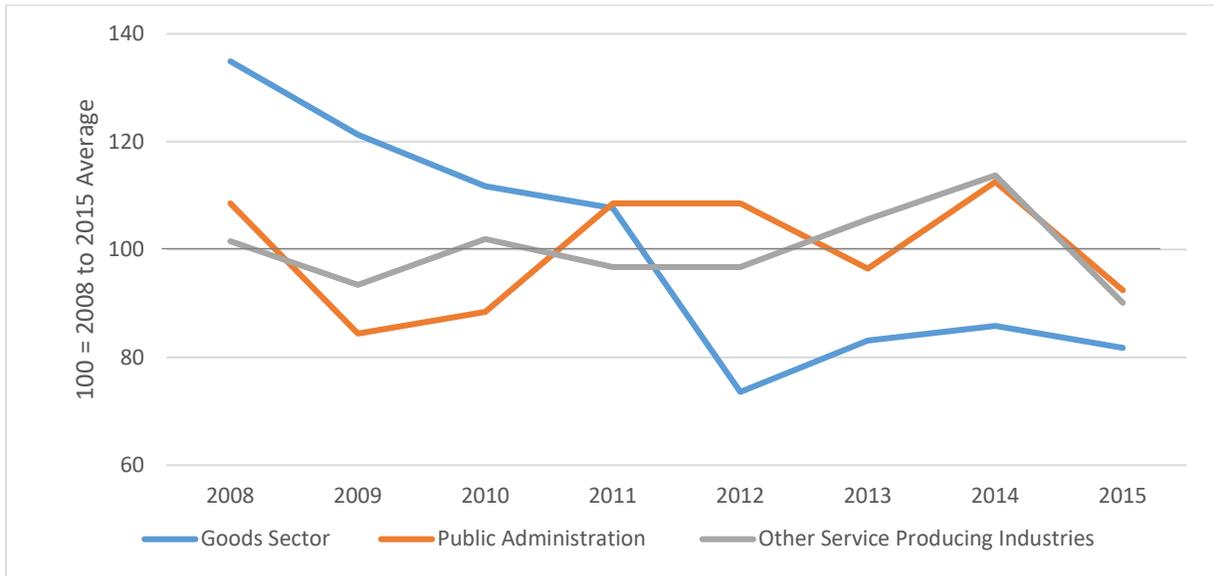
SOURCE: CONFERENCE BOARD OF CANADA

Structure

In 2008, the service-producing sector not including public administration accounted for 68.6 per cent of the jobs in Sault Ste. Marie; by 2013 it had risen to 77.1 per cent directly because of the shrinking share provided by the goods-producing industries. By 2015 it had fallen back to 74.6 per cent of total employment. Goods-producing employment had fallen from 24.7 per cent in 2008 to 16.4 per cent in 2013. In 2015, it had risen to 18.3 per cent. Public administration accounted for 6.7 per cent of jobs in 2008, rose to 7.9 per cent in 2012 but ended 2015 accounting for 7.0 per cent.

Figure 17 compares the employment performance of the three sectors in Sault Ste. Marie against their provincial counterparts. The poor relative performance of the local goods-producing sector is very pronounced, but it has stabilized. The service producing sector has performed at the provincial level in the past while public administration showed some above average strength in the early years but both sectors began to fall in 2014 and 2015.

Figure 17: Labour Force Structure, Sault Ste. Marie



SOURCE: CONFERENCE BOARD OF CANADA

Employment by Industry

Data for this subsection, employment by industry, was available for the eight-year period 2008 to 2015.

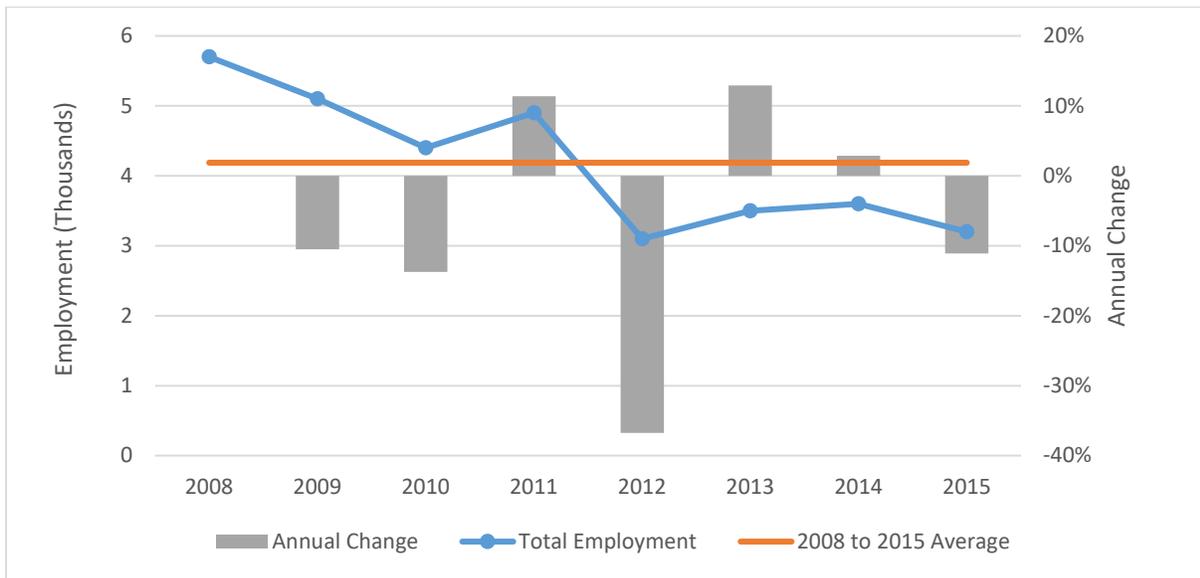
Manufacturing Industry

This sector comprises establishments primarily engaged in the chemical, mechanical or physical transformation of materials or substances into new products. These products may be finished, in the sense that they are ready to be used or consumed, or semi-finished, in the sense of becoming a raw material for an establishment to use in further manufacturing.

Manufacturing includes activities such as the steel mill and processing wood products such as engineered wood.

Manufacturing accounted for almost sixty per cent of the employment in Sault Ste. Marie's goods-producing sector. Employment in Sault Ste. Marie's manufacturing industries fell 43.9 per cent from 5,700 persons in 2008 to 3,200 in 2015. There was some job growth in 2013 and 2014, when employment rose 3,600 persons, see Figure 18.

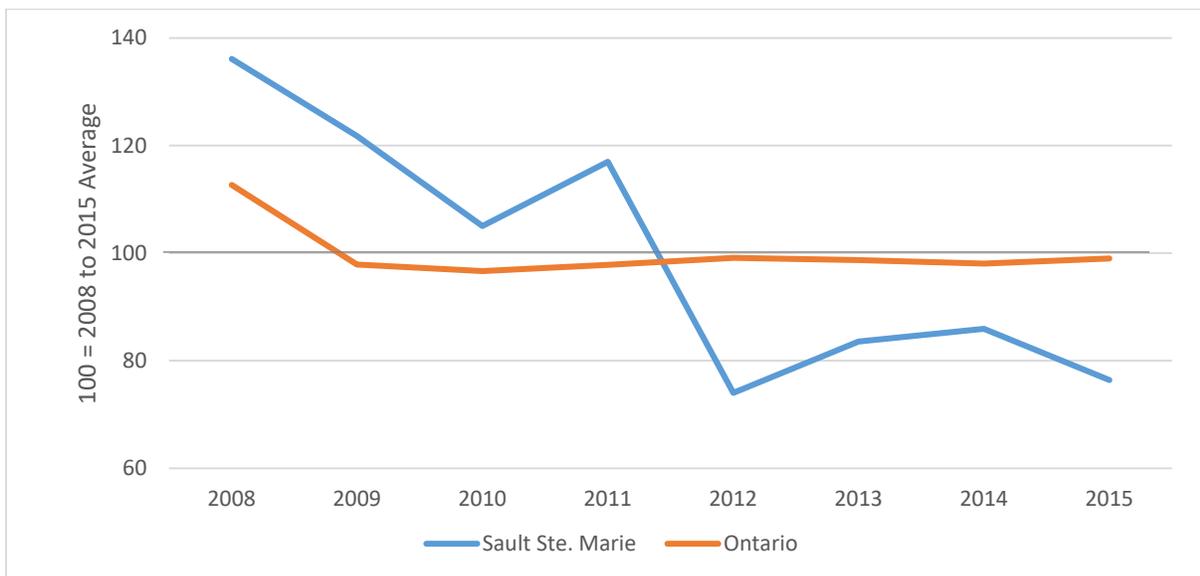
Figure 18: Manufacturing Employment, Sault Ste. Marie Trend



SOURCE: CONFERENCE BOARD OF CANADA

The Ontario manufacturing industry accounts for two-thirds of employment in the goods-producing sector. The provincial manufacturing industry also declined significantly in 2009, decreasing 13.2 per cent from 2008 but then it stabilized at the 2009 lower level, see Figure 23.

Figure 19: Manufacturing Employment, Sault Ste. Marie and Ontario Comparative Trend



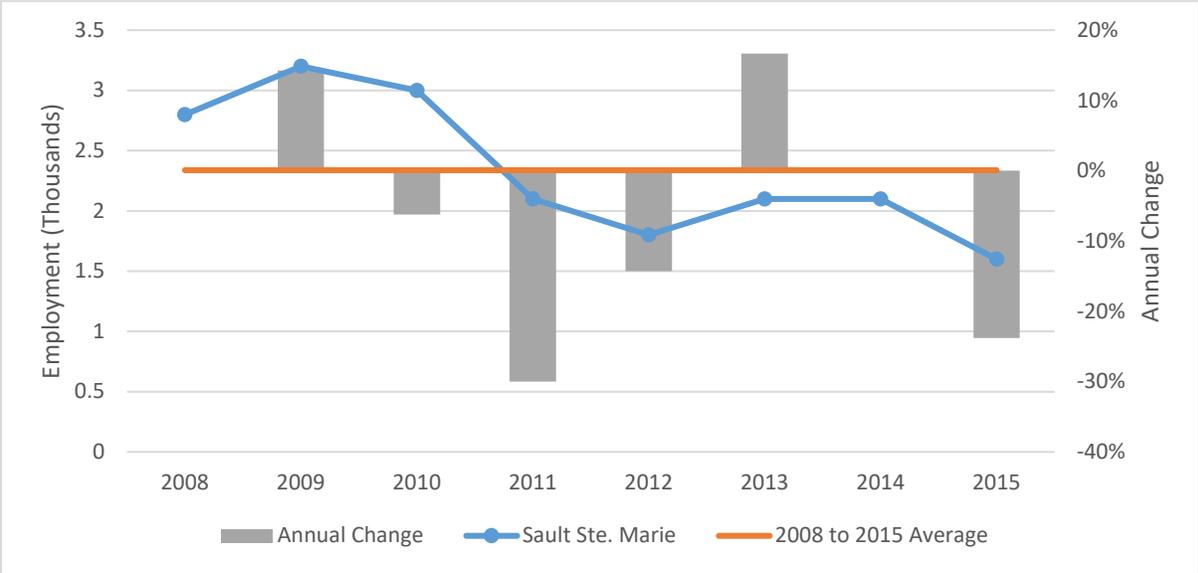
SOURCE: CONFERENCE BOARD OF CANADA

Construction

The Construction sector comprises establishments primarily engaged in constructing, repairing and renovating buildings and engineering works, and in subdividing and developing land. These establishments may operate on their own account or under contract to other establishments or property owners.

The construction industry accounts for 27 per cent of employment by the Sault Ste. Marie goods-producing sector. In 2015 employment in Sault Ste. Marie’s construction industry was 1,600, a decrease of 23.8 per cent from 2014 and 31.5 per cent below its 2008 to 2015 average level of employment and half the peak employment in 2009 when it reached 3,200 persons, see Figure 20.

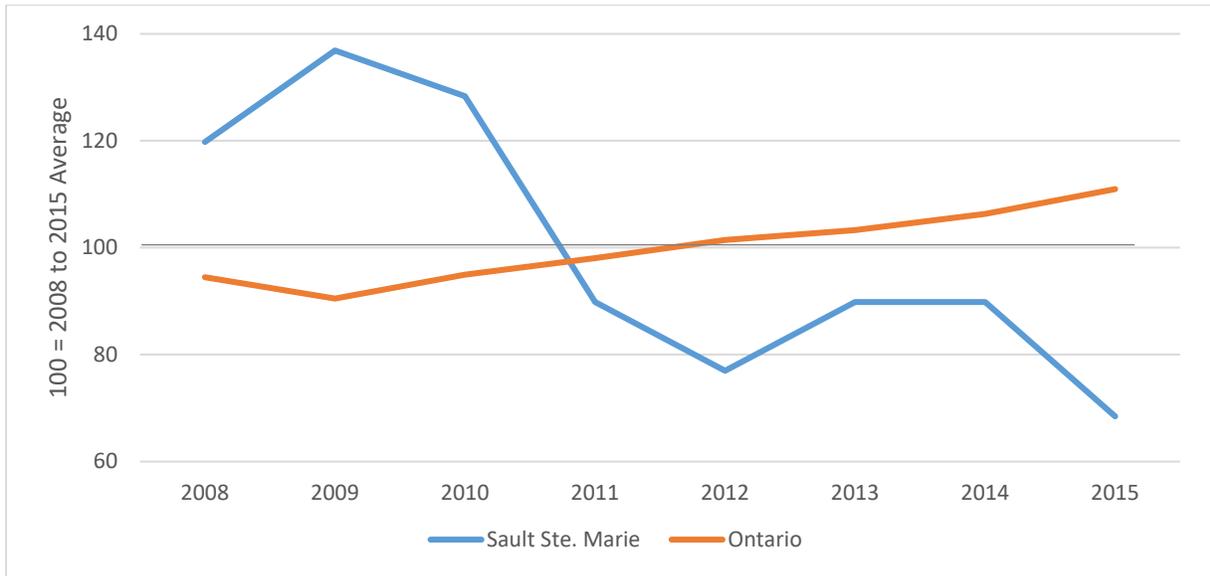
Figure 20: Construction Employment, Sault Ste. Marie Trend



SOURCE: CONFERENCE BOARD OF CANADA

As can be seen in Figure 21, the provincial construction sector was stable or rising through the eight year period, rising from 2008 to 2015 at an average growth rate of 2.5 per cent, whereas the Sault Ste. Marie construction was much more volatile.

Figure 21: Construction Employment, Sault Ste. Marie and Ontario Comparative Trend

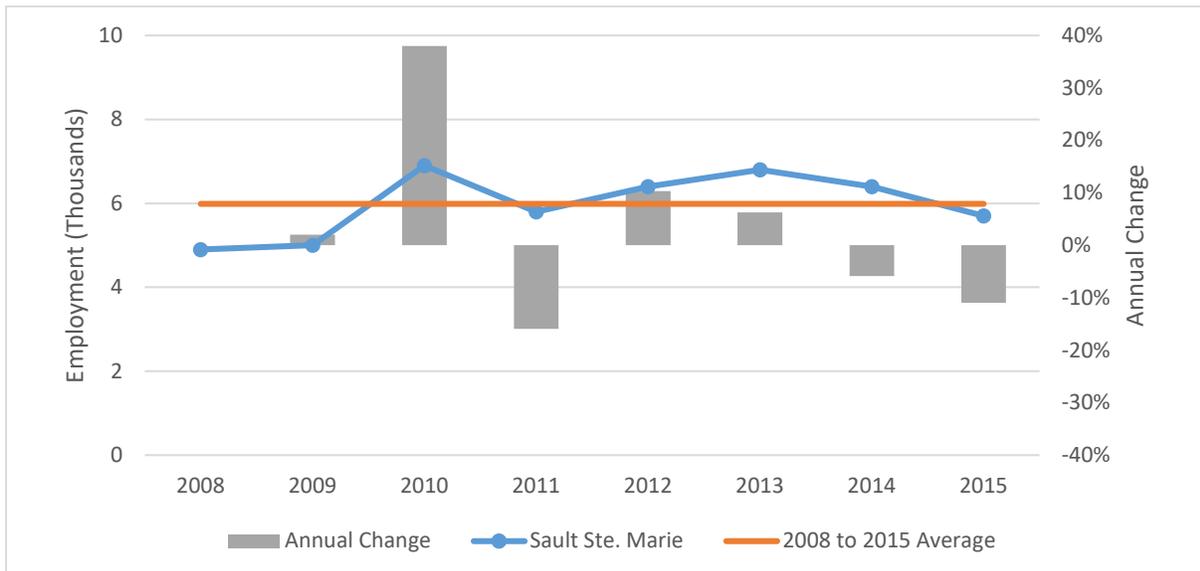


SOURCE: CONFERENCE BOARD OF CANADA

Sales of capital goods or durable non-consumer goods used in the production of goods and services, such as farm machinery and equipment, heavy duty trucks, and industrial machinery, are always included in wholesale trade. The retailing process is the final step in the distribution of merchandise; retailers are therefore organized to sell merchandise in small quantities to the general public.

In 2010, employment in Sault Ste. Marie’s wholesale & retail trade industry increased to 6,900 employees. Since then employment dropped and recovered to 6,800 employees in 2013 and has fell again to 5,700 employees in 2015. Between 2008 and 2015 Employment averaged 5,988 people, see Figure 22.

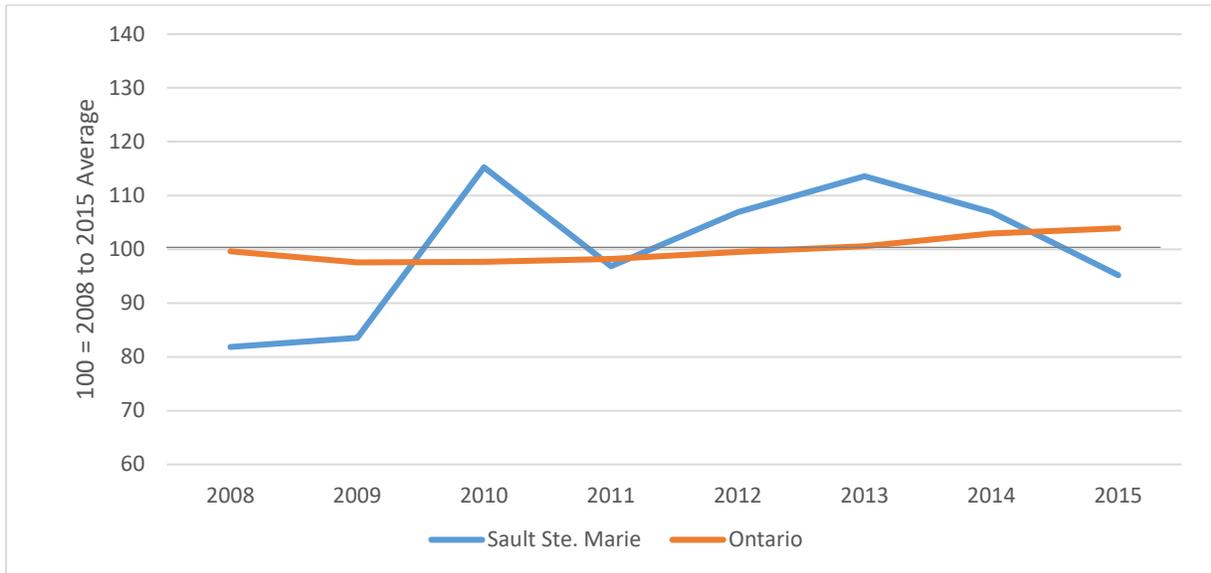
Figure 22: Wholesale & Retail Trade Employment, Sault Ste. Marie Trend



SOURCE: CONFERENCE BOARD OF CANADA

The provincial wholesale & retail trade sector was stable through the eight-year period, averaging 15 per cent of employment and 1 million people never varying by more the 3 per cent around its average, see Figure 23.

Figure 23: Wholesale & Retail Trade Employment, Sault Ste. Marie and Ontario Comparative Trend



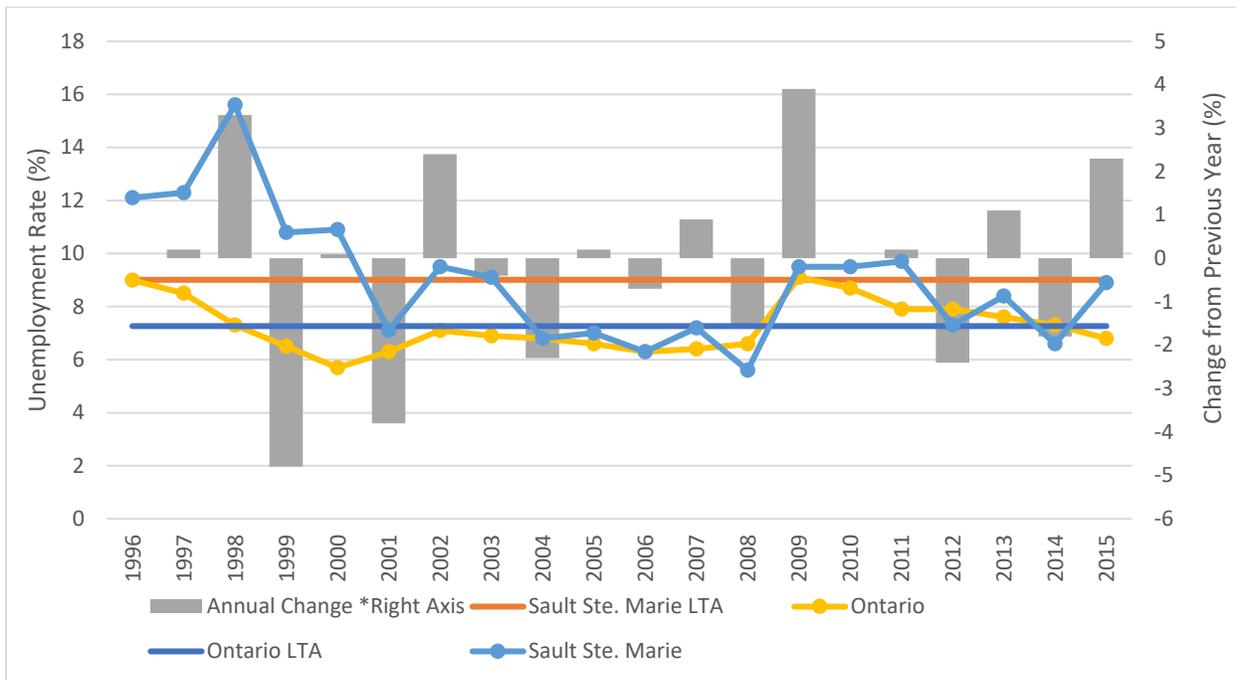
SOURCE: CONFERENCE BOARD OF CANADA

Unemployment Rate

The unemployment rate is the number of unemployed persons expressed as a percentage of the labour force. The unemployment rate for a particular group (age, sex, marital status) is the number unemployed in that group expressed as a percentage of the labour force for that group. Estimates are percentages, rounded to the nearest tenth.

In 2015, the unemployment rate in Sault Ste. Marie was 8.9 per cent an increase of 2.3 per cent points from 6.6 per cent in 2014, and matching its long-term average. The long-term average unemployment rate from 1996 to 2015 is 9.0 per cent. The late 1990s experienced very high levels of unemployment that greatly influenced the long-term average. Sault Ste. Marie's unemployment remained below its long-term average from 2004 until 2009, see Figure 24.

Figure 24: Unemployment Rate Sault Ste. Marie, Northeast Ontario



SOURCE: STATISTICS CANADA

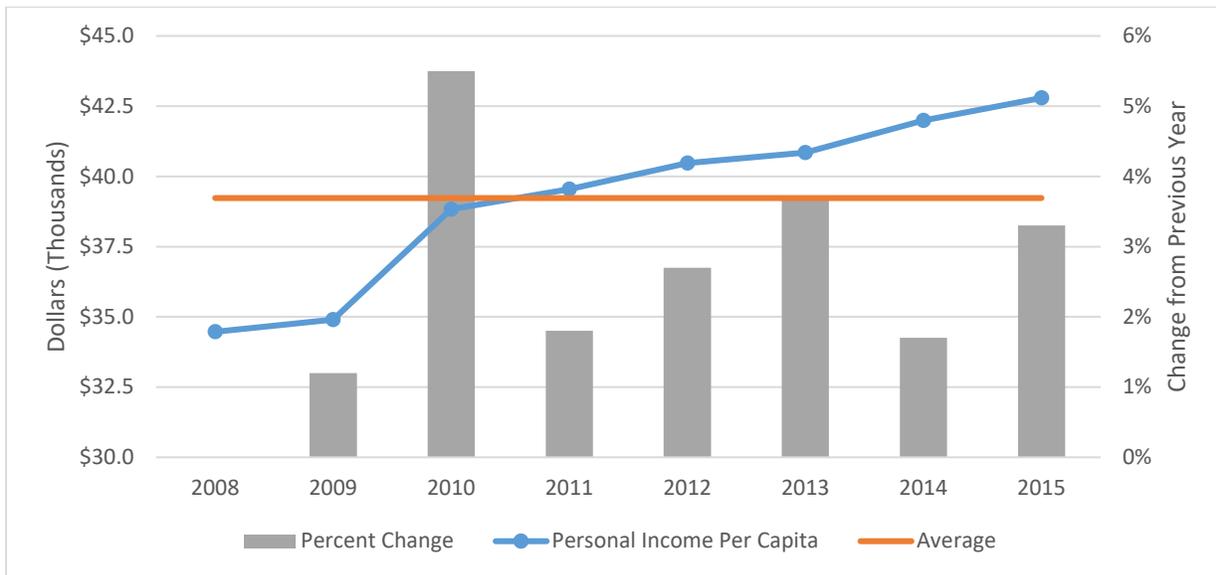
Personal Income per Capita

Personal income includes income from all sources before tax. Two thirds of personal income is from wages, salaries and supplemental income.

Personal income per capita is a lagging indicator; the statistics are available well after the income is earned. In 2015, personal income per capita in Sault Ste. Marie was \$42,792, an increase of 1.9 per cent from \$41,986 in 2014. Personal income per capita data is available for Sault Ste. Marie over the eight-year period 2008 to 2015. 2015 personal income per capita was 9.1 per cent above the eight-year average of \$39,230, see Figure 25.

Personal income per capita is no longer provided for Ontario by Statistics Canada.

Figure 25: Personal Income per Capita, Sault Ste. Marie



SOURCE: CONFERENCE BOARD OF CANADA

Productivity

Labour productivity, which is a lagging indicator, is defined as output per unit of labour input. For Sault Ste. Marie, it is calculated as the ratio between value added and the number of employees in the industry.

Increases in labour productivity are associated with higher economic growth, higher standards of living and higher real incomes. An increase in productivity reflect improved machines and equipment, training workers, appropriate plant scale, changes in the organizational structure, and improvements in technology.

Productivity of the two major business sectors, goods-producing and services-producing is presented using the standard approach established for employment. Given the amount of detail, productivity trends for individual industries will be presented as a master table. Note that values are expressed in inflation-adjusted 2007 dollars. The information in this section is based on the System of National Accounts; one output is GDP, which uses a different, more comprehensive methodology to measure labour and productivity.

Goods-Producing Industries – Productivity

In 2013, productivity for Sault Ste. Marie goods-producing industries declined to \$103,770 per employee from \$121,111 per employee in 2012, a decrease of 8.0 per cent. 2012 marked a recovery from the decline in productivity that troughed in 2009 at \$69,101 per employee. 2013 productivity was 18.3 per cent above its six year average of \$87,721 per employee, see Figure 26.

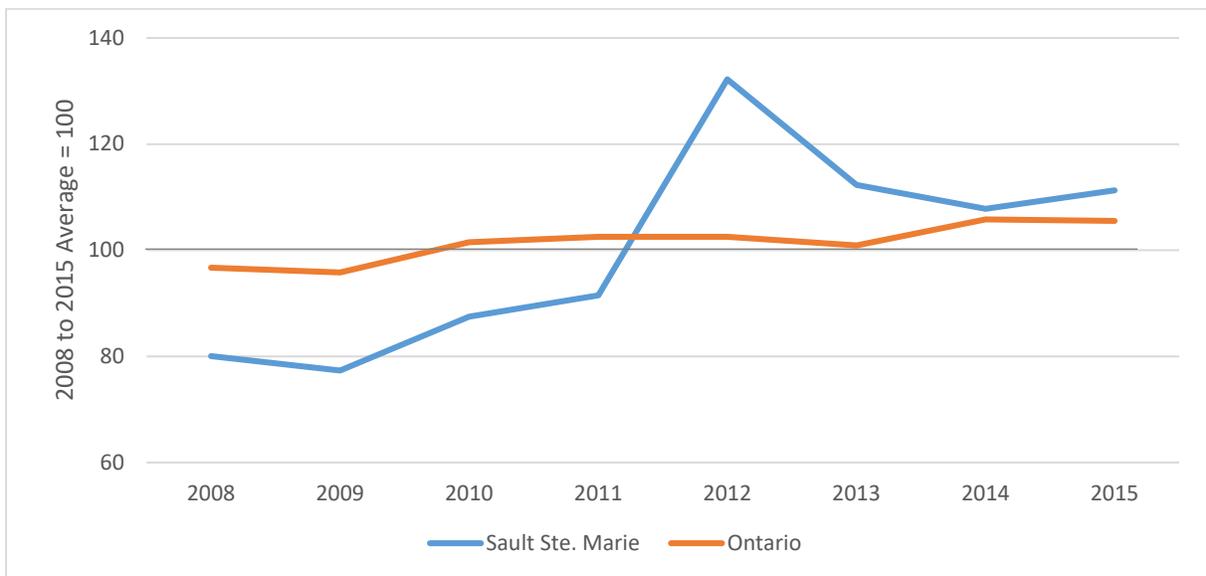
Figure 26: Productivity Goods Producing Industries, Sault Ste. Marie



SOURCE: CONFERENCE BOARD OF CANADA

Productivity for the Ontario goods-producing sector has struggled to recover to its six-year period high of \$95,034 reached in 2008. In 2013, it fell to \$93,747 from \$94,931 in 2012, a decline of 1.2 per cent but it did remain 1.9 per cent above its six-year average of average of \$92,002. The Sault Ste. Marie - based goods-producing sector surpassed provincial productivity in 2011 and continues to maintain a higher level, see Figure 27.

Figure 27: Productivity Goods Producing Industries, Sault Ste. Marie and Ontario

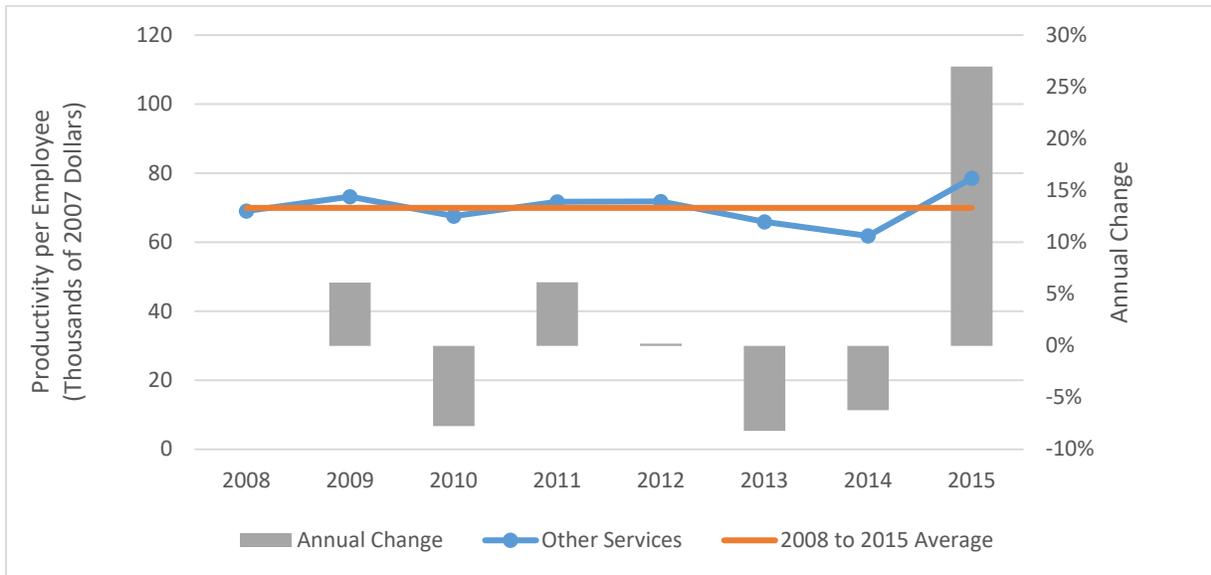


SOURCES: CONFERENCE BOARD OF CANADA AND STATISTICS CANADA

Services Producing Industries

In 2013, productivity of Sault Ste. Marie services-producing industries fell to \$65,629 per employee from \$71,629 per employee in 2012, a decrease of 8.1 per cent. The productivity in 2013 was 5.8 per cent below its long-term average of \$69,681 per employee. Service sector productivity has been very stable over the six-year period 2008 to 2013, see Figure 28.

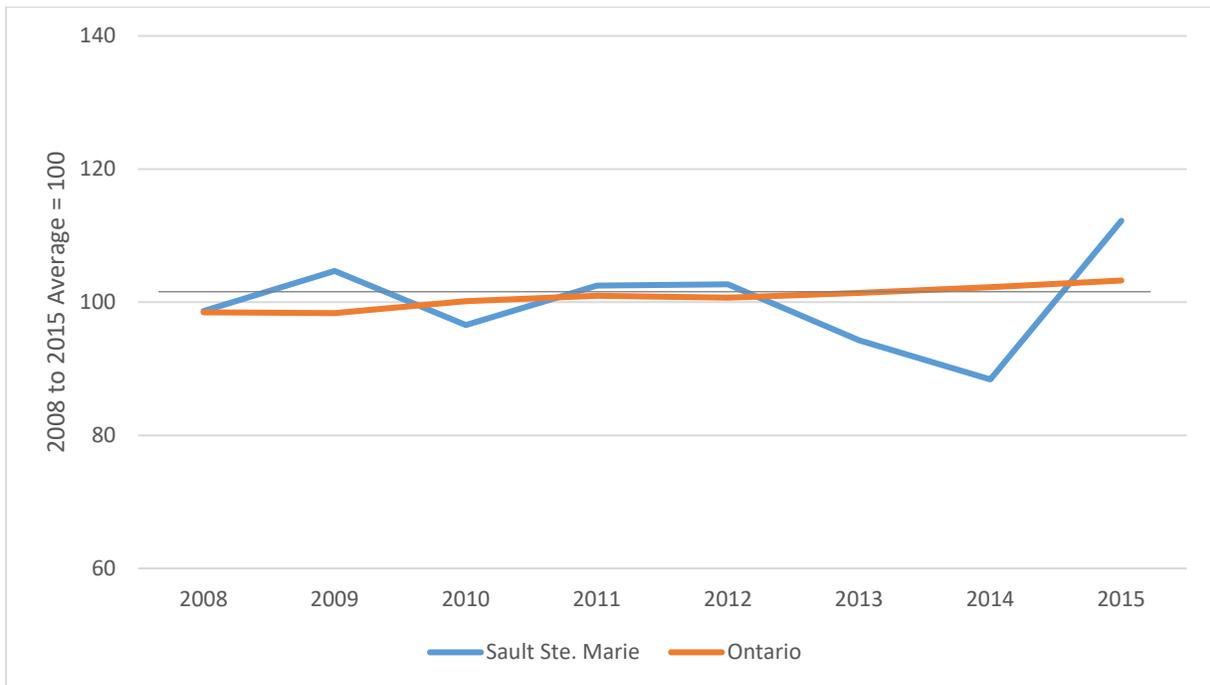
Figure 28: Productivity Service Producing Industries, Sault Ste. Marie



SOURCE: CONFERENCE BOARD OF CANADA

Productivity for the Ontario services-producing sector has been stable over the period 2007 to 2013 averaging \$79,791 per year. In 2013, it remained stable from 2012 but it did remain 0.6 per cent above its long-term average. The Sault Ste. Marie -based services-producing sector was also fairly flat, see Figure 29.

Figure 29: Productivity Services Producing Industries, Sault Ste. Marie and Ontario



SOURCES: CONFERENCE BOARD OF CANADA AND STATISTICS CANADA

Retail Sales

This sector comprises of establishments primarily engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.

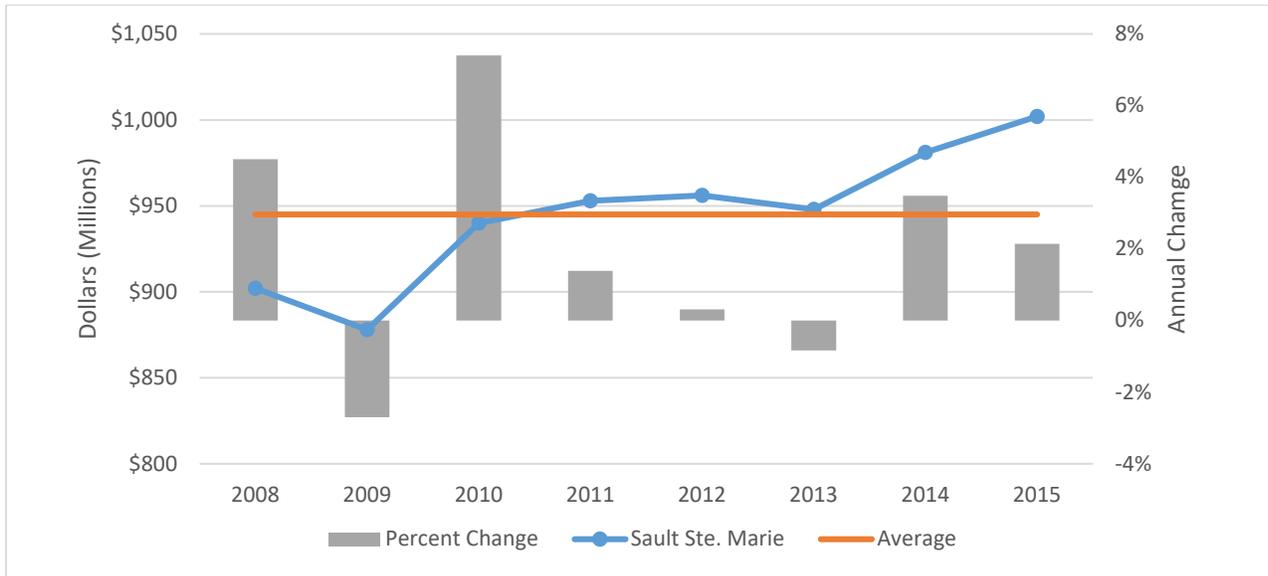
The retailing process is the final step in the distribution of merchandise; retailers are therefore organized to sell merchandise in small quantities to the general public.

Statistics Canada conducts a monthly survey to determine the value of sales. Annual total sales will be reported here.

In 2013, the value of retail sales increased to \$978.0 million from \$961.0 million in 2012, an increase of 1.8 per cent. 2013 retail sales were 4.5 per cent above its six year average of \$936.3 million.

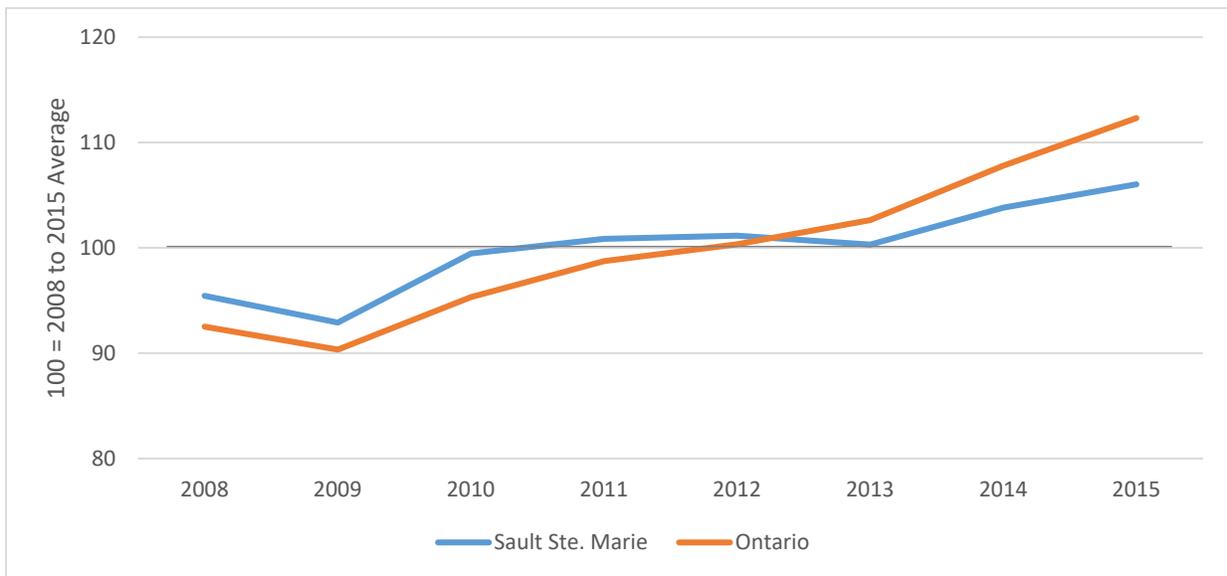
From 2008 to 2013 the value of retail grew in Sault Ste. Marie from \$902.0 million to \$978.0 million, an average annual rate of growth of 1.63 per cent, see Figure 30.

Figure 30: Annual Value of Retail Sales, Sault Ste. Marie



SOURCES: CONFERENCE BOARD OF CANADA AND STATISTICS CANADA

Figure 31: Value of Retail Trade Comparative Trends



SOURCES: CONFERENCE BOARD OF CANADA AND STATISTICS CANADA

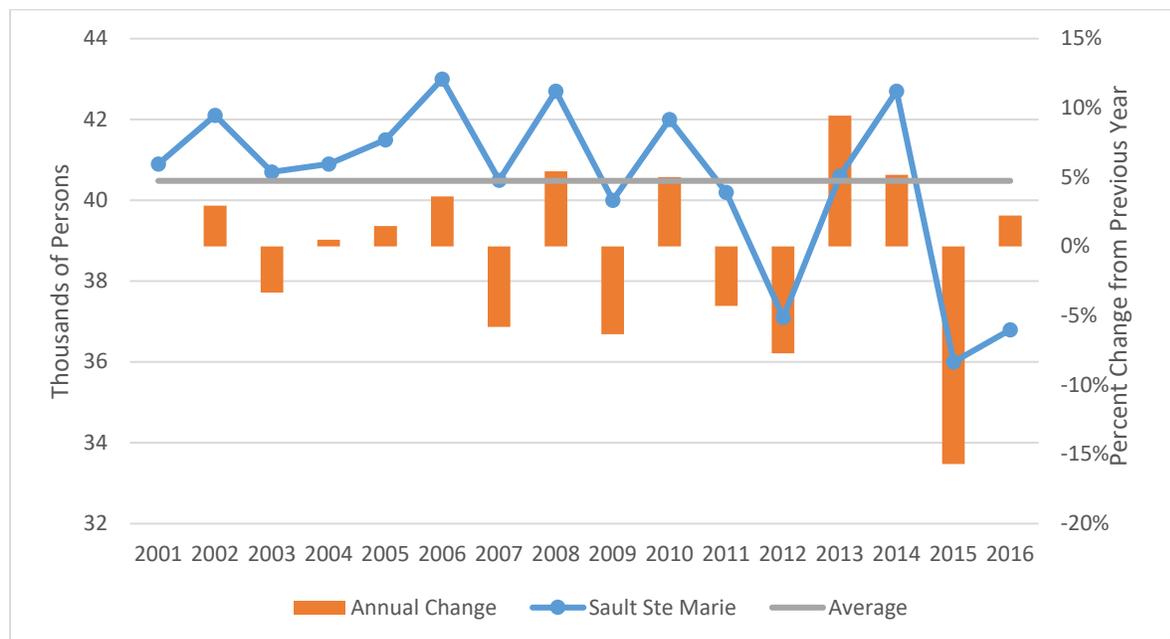
SECTION 4: LABOUR FORCE CLUSTER

Labour Force

Number of civilian, non-institutionalized persons 15 years of age and over who, during the reference week, ... [were employed] worked for pay or profit, or performed unpaid family work or had a job but were not at work due to own illness or disability, personal or family responsibilities, labour dispute, vacation, or other reason [employed] ...and ... [unemployed] persons on layoff or who had a new job to start in four weeks or less⁸.

Sault Ste Marie's Labour Force increased from 36,000 in 2015 to 36,800 in 2016, representing an increase of 2%. However, considering that in 2014, the Labour Force was 42,700, we are currently well below the Labour Force from 2014. This large decrease is due to a decline in the participation rate which went from 62.7% in 2014, to 53.3% in 2015, and in 2016 there was a small increase to 54.8% in 2016. This decrease now means that the Labour Force in 2016 is only at 91% of its long-term average from 2001 to 2016, (36,800 as opposed to 40,500).

Figure 32: Labour Force, Sault Ste. Marie



SOURCE: STATISTICS CANADA

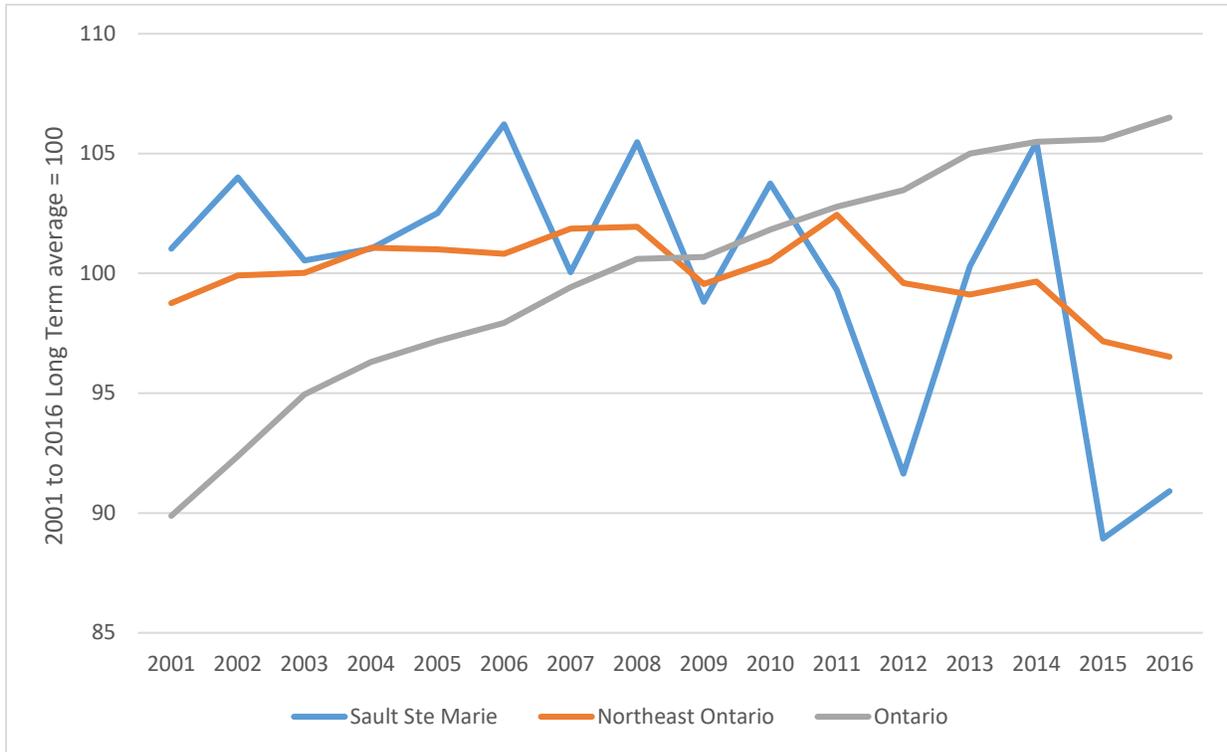
The comparator area for Sault Ste Marie labour force is Northeastern Ontario.

The Labour Force in Northeastern Ontario has been much more stable than the Labour Force in Sault Ste Marie. The considerable drop in the Labour Force in 2012 and 2015 in Sault Ste Marie stand out considerably as there was not anywhere a drastic decrease for Northeastern Ontario. In 2016, the Labour Force for Sault Ste Marie was only at 91% of its long-term average, whereas for Northeastern Ontario, it was at 97% of its long-term average. For the province of Ontario, there has been a steady

⁸ Statistics Canada CANSIM Table 282-0134. Footnote 6, 7 & 8.

increase in the Labour Force every year since 2001. In 2016, the Labour Force is currently 7% above its long-term average. The long-term average for all three areas was found by taking the average labour force from 2001 to 2016.

Figure 33: Labour Force, Sault Ste. Marie and Northeastern Ontario



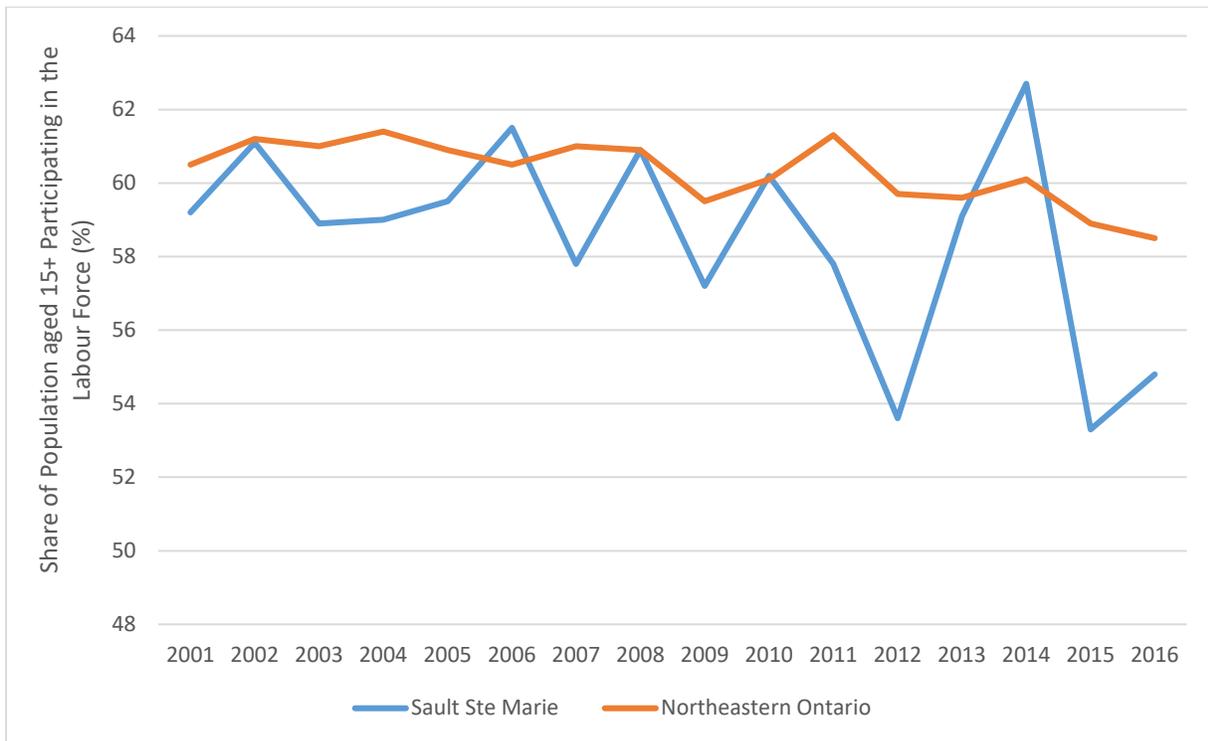
SOURCE: STATISTICS CANADA

Participation Rates

The Participation Rates for Sault Ste Marie have been lower than Northeastern Ontario for 13 of the 16 years between 2001 and 2016, the three exceptions being 2006, 2010 & 2014. In 2016, the population 15 years of age and older in Sault Ste Marie was only 3% less than the 16-year average, and the participation rate was 54.8% in 2016, as compared to a long-term average of 58.5%. However, in 2014, the participation rate was 62.7% and in 2015 it was 53.3%, representing a decline of 15% from the previous year.

The labour force in Northeastern Ontario decreased from 268,900 in 2015 to 267,100 in 2016, a decline of 0.7%. The Participation Rate in Northeastern Ontario has remained close to its long-term average of 60.3% for most of the last 16 years. In 2016, the participation rate was 58.5%, slightly below the long-term average.

Figure 34: Participation Rates

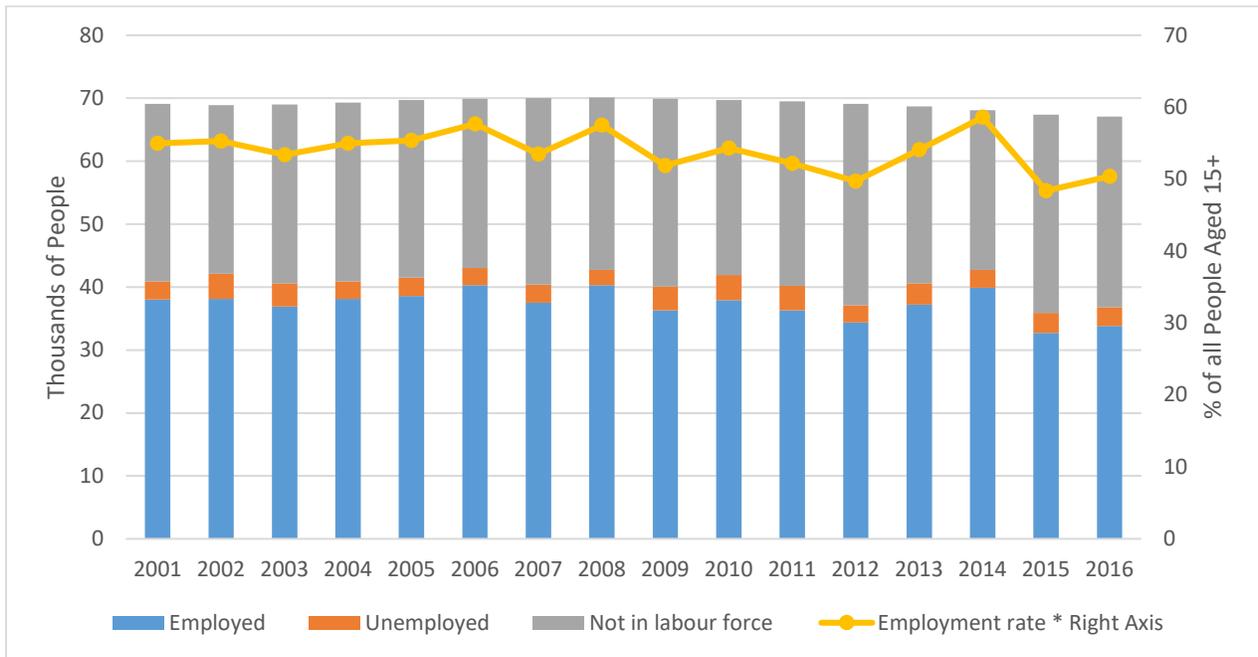


SOURCE: STATISTICS CANADA

The graph below illustrates various labour force characteristics of Sault Ste Marie. The employment rate is the number of persons employed expressed as a percentage of the population 15 years of age and over. The employment rate for a particular group (age, sex, marital status) is the number employed in that group expressed as a percentage of the population for that group. Unlike the unemployment rate, the employment rate is not affected by people moving in and out of the labour force.

In 2016, the employment rate in Sault Ste Marie increased from 48.4% in 2015 to 50.4% in 2016. The long-term average employment rate for Sault Ste Marie is 53.9%. The most significant change in the employment rate happened between 2014 and 2015 where there was a decrease from 58.6% in 2014 to 48.4%. This one year overall decrease was 17% and is the largest one year decrease in the past 16 years. This large decrease can be explained by the decrease in the number of people employed, which in 2014 was 39,900 and in 2015 was 32,700, a decline of 18%. Though we have seen an improvement in the number of employed which was 33,800 in 2016, however is still 3,500 less than the long-term average of 37,300 employed workers.

Figure 35: Labour Force Characteristics, Sault Ste. Marie



SOURCE: STATISTICS CANADA

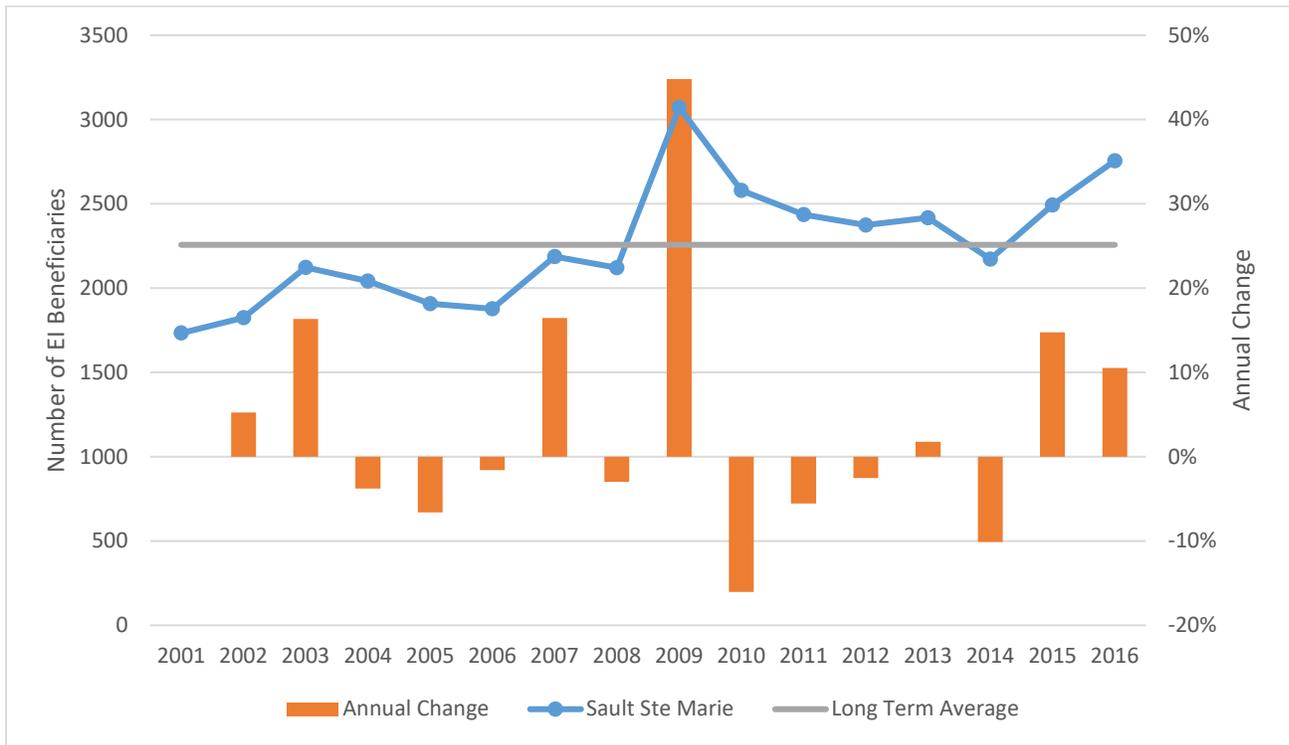
Employment Insurance

Regular Employment Insurance (EI) benefits are available to eligible individuals who lose their jobs and who are available for and able to work, but cannot find a job. To receive EI benefits, individuals must first submit a claim. The number of claims provides an indication of the number of people who could become beneficiaries⁹.

In 2015, the number of people in Sault Ste Marie receiving regular Employment Insurance increased from 2,493 in 2015, to 2,756 in 2016, an increase of 11%. Over the 16-year period the average number of Sault Ste Marie beneficiaries was 2,257. After peaking in 2009, the number of EI beneficiaries declined until 2012, however, the number of EI beneficiaries has increase each of the last 3 years, to where in 2016, the number of EI beneficiaries was 2,756.

⁹ Statistics Canada, Employment Insurance 2016

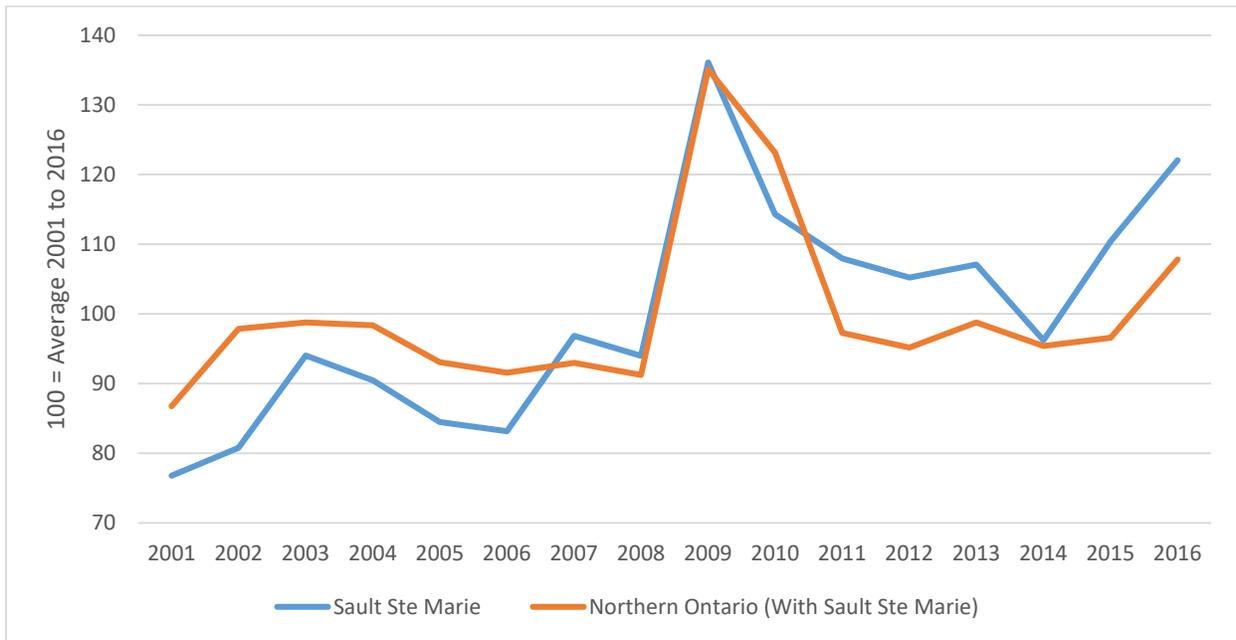
Figure 36: Employment Insurance Beneficiaries



SOURCE: STATISTICS CANADA

Over the 16-year term from 2001 to 2016, Sault Ste Marie and Northern Ontario have followed a similar trend regarding the number of EI beneficiaries. In the last 2 years, we have seen a large increase in the number of EI beneficiaries, which is not seen as drastically for all Northern Ontario. In each of the last 2 years there has been a larger difference in the number of EI Beneficiaries between Sault Ste Marie and Northern Ontario when compared to the long-term average than any of the other years since 2001.

Figure 37: Employment Beneficiaries Comparative Trend



SOURCE: STATISTICS CANADA

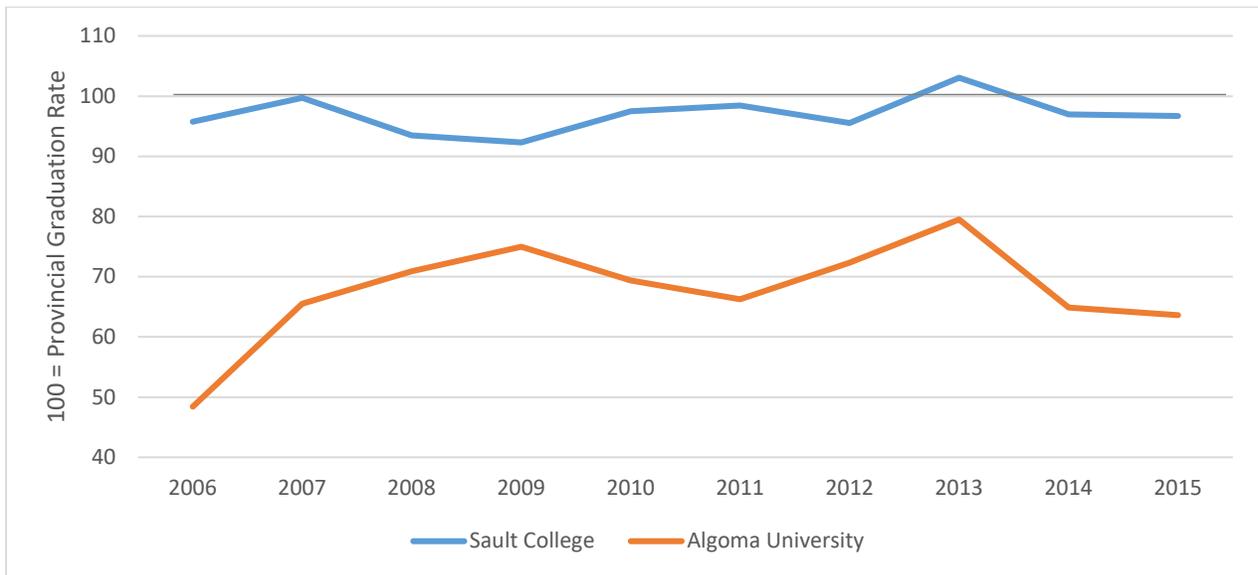
Students

Education rates were identified as an economic indicator; it is measured as graduation rates for Algoma University and Sault College. Education rates have a direct effect on the quality of labour. Literacy and numeracy are obvious qualities, but the effects become more pronounced given higher levels of education and training.

Figure 38 presents the graduation rates for the two education facilities as a percentage of the provincial rate. A value of 100 means that students are graduating at the same rate as the provincial system; and if the value is below 100 it means that the graduation rate is below the provincial rate.

As illustrated in Figure 45, Sault College graduates students are near the provincial average with an eight-year rate of 97 per cent of the provincial average. Algoma University improved their graduation rate from 48.4 per cent of the provincial rate in 2006 to 79.5 per cent in 2013, but has fallen 63.6 per cent in 2015.

Figure 38: Graduation Rates, Sault College and Algoma University



SOURCES: ALGOMA UNIVERSITY AND SAULT COLLEGE

SECTION 5: POPULATION GROWTH CLUSTER

The population growth is comprised of the natural growth, international migration and interprovincial migration. The working age population are persons 15 years of age and older.

The total population for Sault Ste. Marie was only available for each of the five-year population censuses.

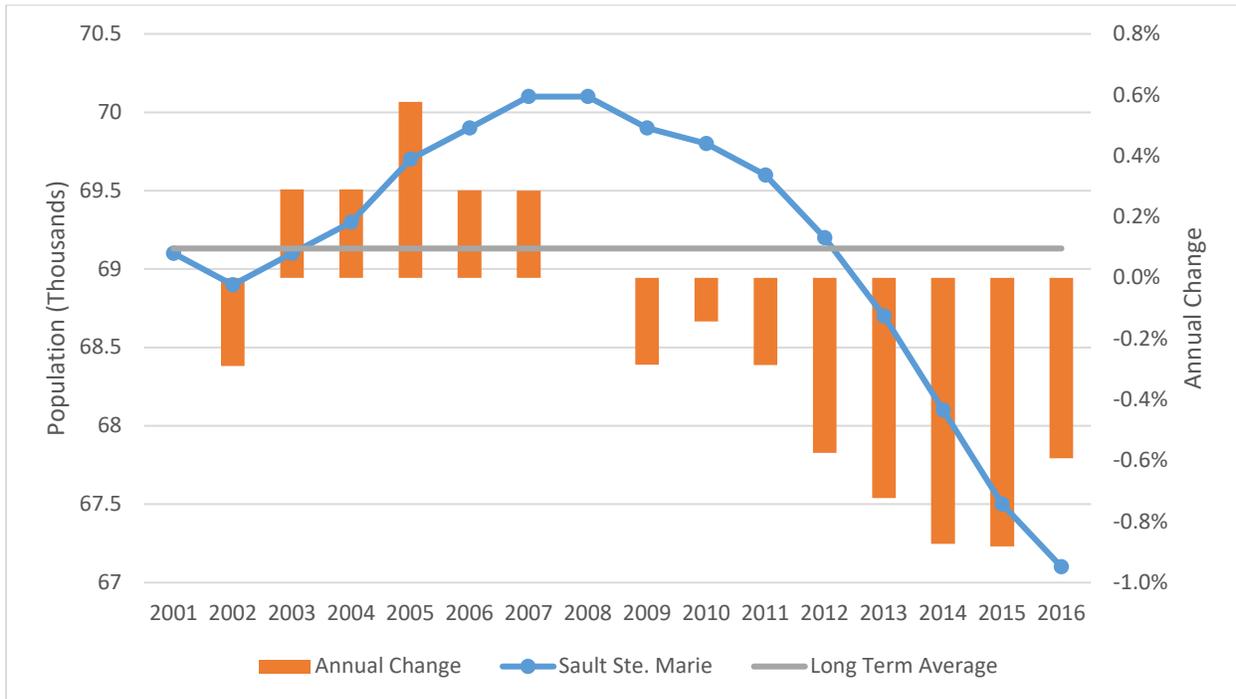
Working Age Population of Sault Ste. Marie

The working age population is the number of civilian, noninstitutionalized persons 15 years of age and over whom, during the labour force survey, are participating in the labour market and are either employed or unemployed.

In 2016 the working age population of the Sault Ste Marie census agglomeration (based on the 2011 census boundaries) which includes Sault Ste Marie and the area around Sault Ste Marie, was 67,100, this is down from 67,500 in 2015, and is also 2,000 less than the long-term average of 69,100. Sault Ste Marie saw a working age population increase every year from 2003 to 2007, since 2008 however, working age population has declined every year.

Please note that the working age population comes from the Labour Force Survey that is conducted on a monthly basis, and then calibrated with Statistics Canada's procedures. Statistics Canada may have population intra-census estimates at some of their higher order geographies. Total population is released by Statistics Canada every five years through the census. The Ontario Ministry of Finance or another agency may have a model to provide estimates of the local population subject to revision and recalibration after the next census. For this exercise, total population estimates were not available.

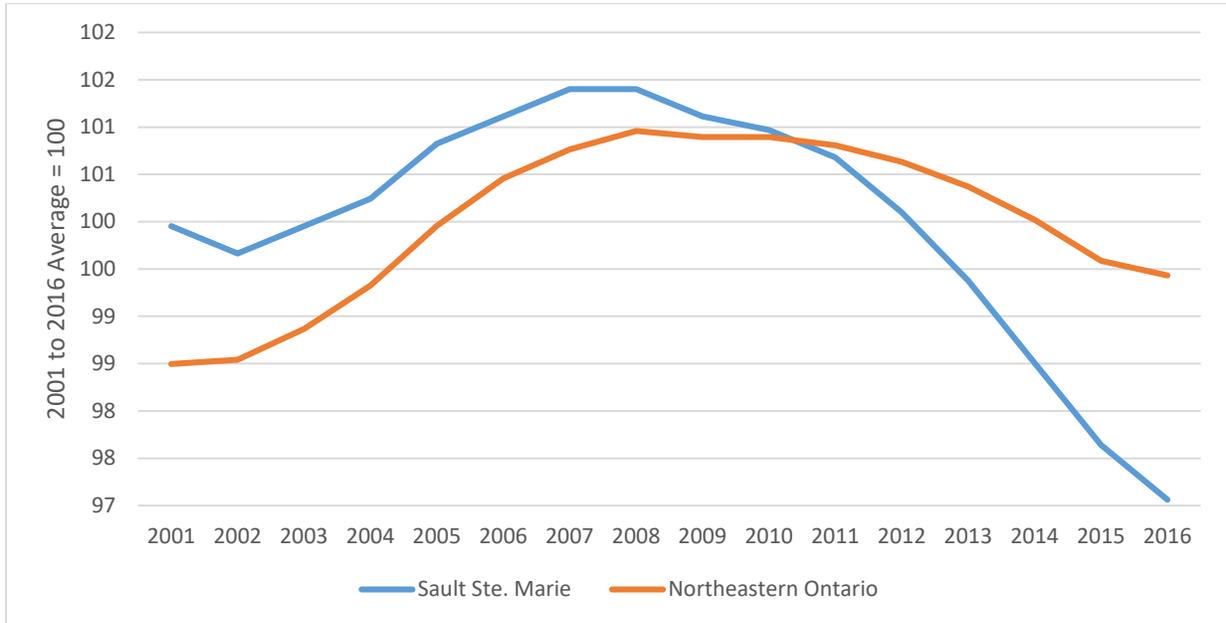
Figure 39: Working Age Population, Sault Ste. Marie



SOURCE: STATISTICS CANADA

This figure shows the growth the working age population of Sault Ste Marie with Northeastern Ontario. For Northeastern Ontario, there had been an increase in the working age population every year from 2001 until 2008. Since 2010 the working age population has declined every year. In 2016, though Sault Ste Marie and Northeastern Ontario are below their long-term averages, Sault Ste Marie is considerably lower then Northeastern Ontario compared to its average.

Figure 40: Growth of the Working Age Population, Comparative Trend Sault Ste. Marie, and Northeastern Ontario



SOURCE: STATISTICS CANADA

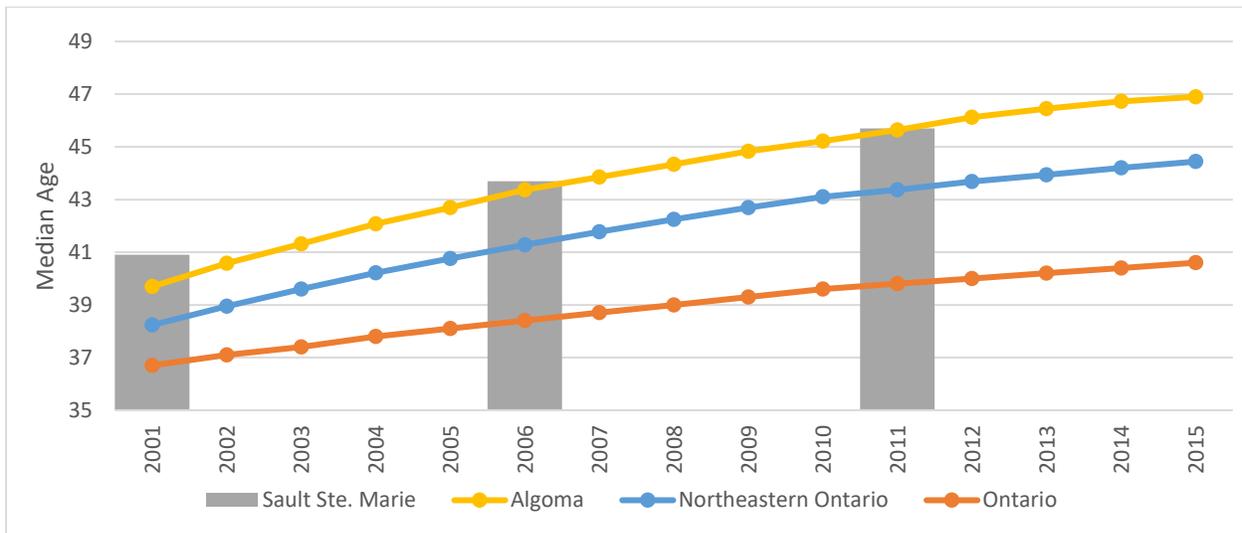
Median Age

The median age is an age ‘x’, such that exactly one half of the population is older than ‘x’ and the other half is younger than ‘x’. The population is aging and has increased in each of the three areas being analysed; Sault Ste Marie, Northeastern Ontario, and the province as a whole.

For Sault Ste Marie, the median age of residents increased from 41 years old in 2001, to 43.9 years old in 2006 to 45.7 years old in 2011. In the last 10 years, the median age of Sault Ste Marie residents has increased by nearly 5 years of age.

The age gap between Sault Ste Marie and Northeastern Ontario has been narrowing. In 2001 the age gap was 2.8 years of age, in 2006 the age gap was 2.6 years of age and in 2011, the age gap was only 2.3 years of age. Although Ontario as a province is also aging, the gap between Northeastern Ontario and Ontario has been widening nearly every year for the past 15 years, to a point where in 2015, the median age of a resident of Ontario was 40.6 and in Northeastern Ontario it was 44.4, a gap of 3.8 years of age. The age gap in 2001 between Northeastern Ontario and Ontario was only 1.5 years of age in 2001, and 2.9 years of age in 2006.

Figure 41: Median Age, Sault Ste. Marie, Northeastern Ontario and Ontario



SOURCE: STATISTICS CANADA

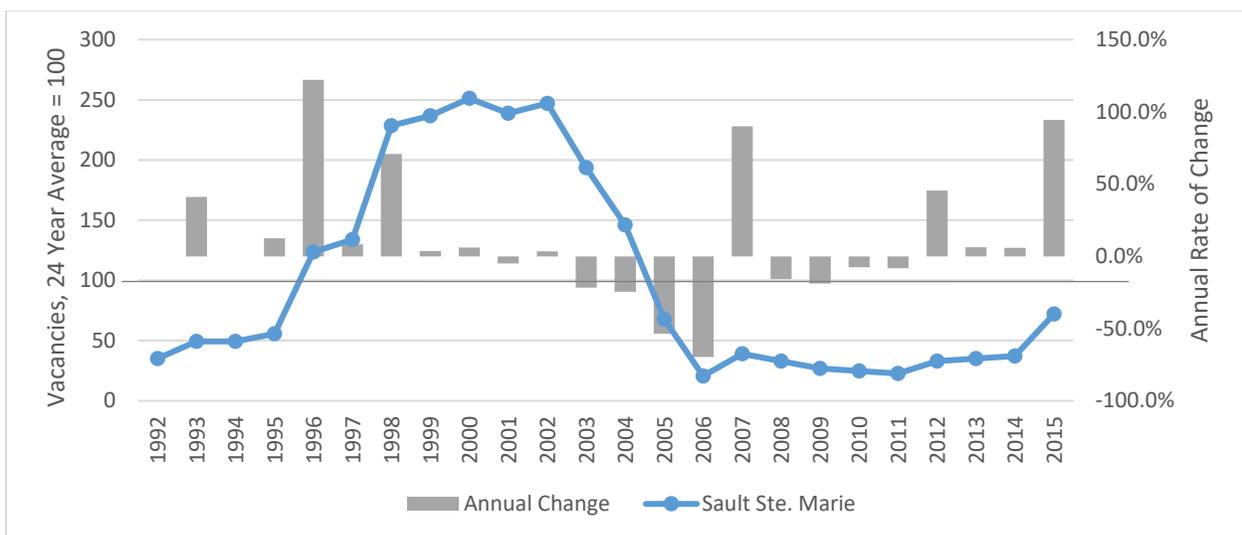
SECTION: 6 RESILIENCE/REAL ESTATE AFFORDABILITY CLUSTER

Vacancy Rates

Vacancy statistics are reported and presented as indexed values for the same reason that house sales and prices were presented in this manner. Vacancy rates are an indicator of surplus residential supply.

Vacancy data is available for the 24-year period from 1992 to 2015. In 2015, Sault Ste. Marie vacancy rates increased 95 per cent above 2014. As illustrated in Figure 51, Sault Ste. Marie vacancy rates peaked in 1999 at a level more than twice the long-term average. Since 2003 vacancy rates have generally declined with the exceptions of 2007, 2012 and 2015.

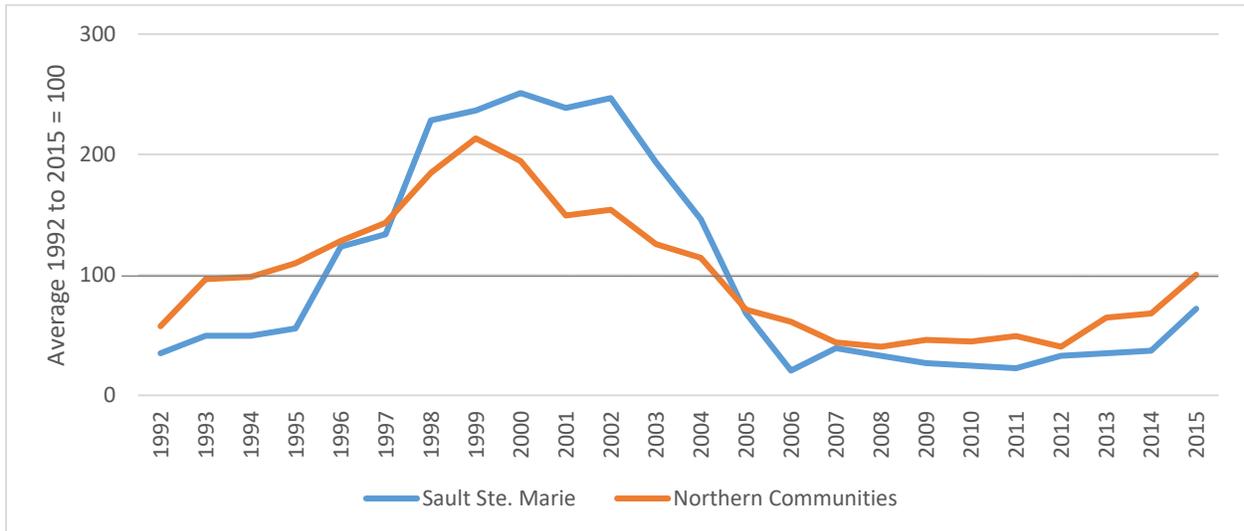
Figure 42: Vacancies, Sault Ste. Marie



SOURCE: CANADA MORTGAGE AND HOUSING CORPORATION

Vacancy rates in selected northern Ontario communities (North Bay, Greater Sudbury, Sault Ste. Marie, Thunder Bay and Timmins) experienced above average levels for the period from the mid-1990s to 2005. Since 2005 Sault Ste. Marie vacancy were stable at a level two-thirds below its 24-year average and have risen in 2015. Northern communities have followed a similar pattern and have risen back to the long-term average, see Figure 43.

Figure 43: Vacancy Rates, Indexed



SOURCE: CANADA MORTGAGE AND HOUSING CORPORATION

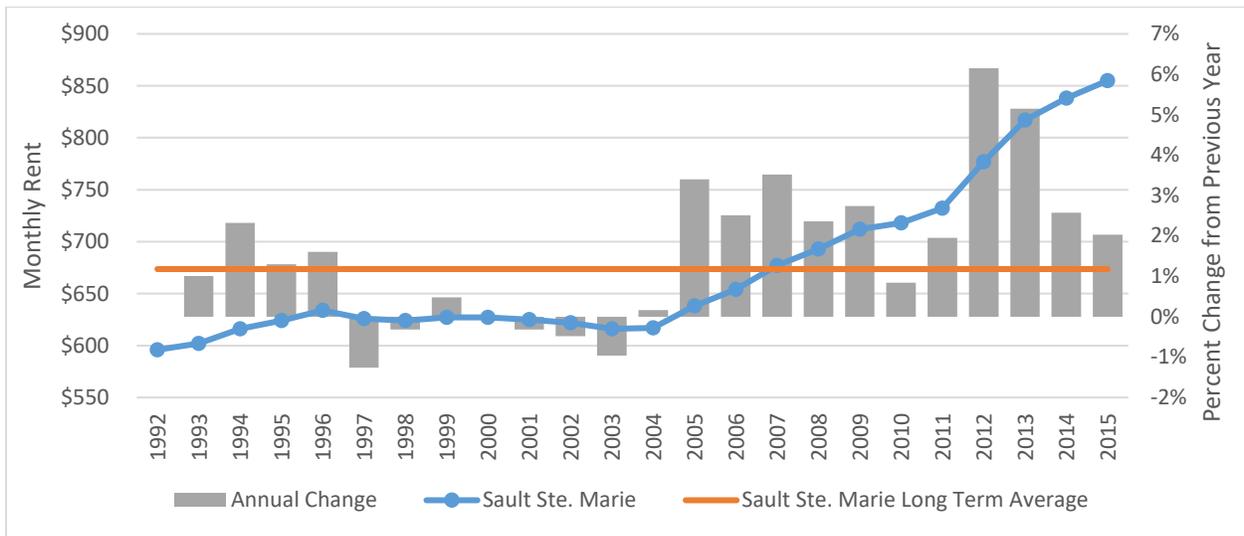
Average Rental Rate

The reference standard used for this discussion is a two-bedroom unit in an apartment structure of six units or over. Data is for the 24-year period 1992 to 2015. Note: all rents are in current dollars, they have not been adjusted for inflation.

In 2015, the monthly rent for the reference unit in Sault Ste. Marie increased from \$838 in 2014 to \$855, an increase of 2 per cent. The 2015 rent was 26.9 per cent above its 22-year average rent of \$674.

After vacancy rates fell below their 22-year average in 2005, monthly rent rates have increased each year as shown in Figure 44.

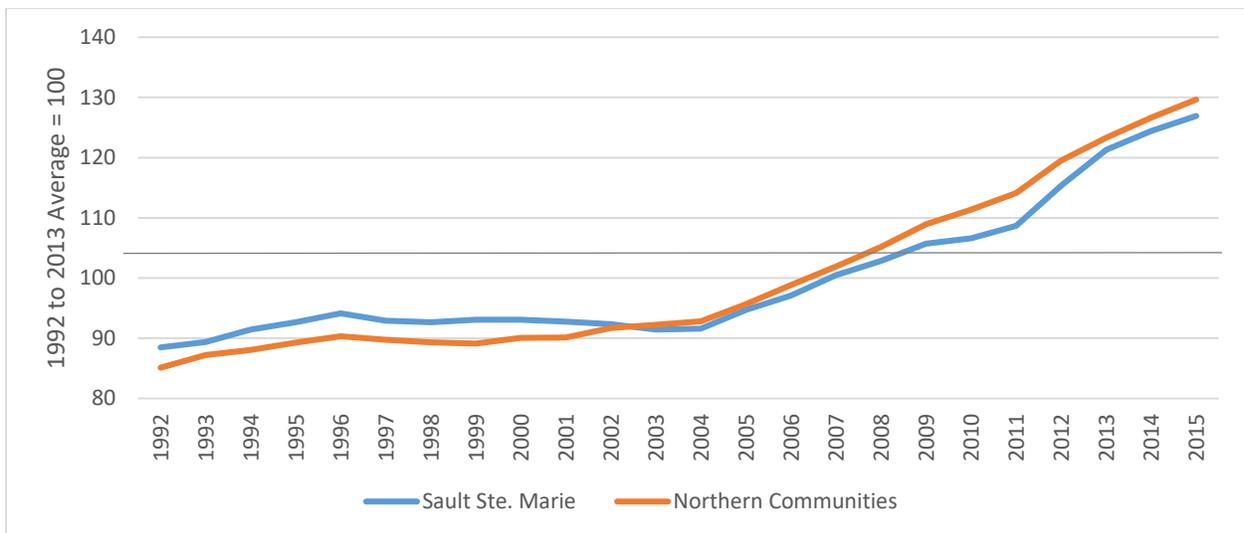
Figure 44: Average Rental Rate



SOURCE: CANADA MORTGAGE AND HOUSING CORPORATION

Sault Ste. Marie is compared with selected northern Ontario communities (North Bay, Greater Sudbury, Thunder Bay and Timmins) in Figure 45.

Figure 45: Average Monthly Rents, Sault Ste. Marie Compared with Northern Communities



SOURCE: CANADA MORTGAGE AND HOUSING CORPORATION

8.10 Appendix J

Future State - Social Equity Presentation

Community Adjustment Committee

March 10, 2017

Draft - for discussion purposes only

Vision

To support Sault Ste. Marie's resilience through the creation of a bold, dynamic community plan which strengthens the four pillars of community resilience:

- cultural vitality,
- environmental sustainability,
- social equity and
- economic growth and diversity.

Community Resilience: *Adaptable; ability to recover from adverse conditions and thrive*

Social Equity

Social equity will be achieved when:

All citizens are able to fully engage and participate in all aspects of community life.

Social Equity Pillar Vision #1: EVERYONE in the Community is Valued, Respected and Appreciated

Recommendations:

The *Community* to become a Leader in Truth and Reconciliation with Indigenous Peoples.

The Development of a Community Campaign to Confront Bias and Racism.

Develop a Youth Master Plan which embeds a focus on youth for the long-term.

EVERYONE in the Community is Valued, Respected and Appreciated

Recommendation # 1: For the Community to become a Leader in Truth and Reconciliation with Indigenous Peoples.

Action Items:

- Mayor & Council work with Batchewana and Garden River First Nation Chief and Council, to advance social and economic goals of the region.
- Develop collaborative initiatives with Indigenous led organizations.
- Collaborate with cross-border Indigenous initiatives.
- Recognize and celebrate success and achievements of Indigenous people.

- Support the preservation of Indigenous traditions and language.

Recommendation # 2: The Development of a Community Campaign to Confront Bias and Racism.

Action Items:

- Welcome packages for newcomers and new businesses.
- Communication about national/international events affecting citizens in the City; ie. words of support from the City during international disasters.
- Introduce cultural studies in schools.
- Explore viability of creating a Northern credential verification centre for immigrant professionals.

Recommendation #3: Develop a Youth Master Plan.

Action Items:

- Organizations provide youth with a formal voice/board seat; train staff and volunteers with youth-positive attitudes.
- Youth have a multitude of programs & annual events designed to address their interests/needs.
- Develop a youth centre; a youth arts centre.

Social Equity Pillar Vision: #2: EVERYONE in the Community is Supported in Achieving Their Fullest Potential

Recommendation for Action:

- Be a provincial leader in early childhood development.
- Create a community-wide focus on educational access and excellence and celebrate academic achievement.
- Become a recognized leader in lifelong learning.

Recommendation #1: Be a provincial leader in early childhood development.

Action Items:

- Strong community focus on healthy growth and development including prenatal.
- Implement an Early Years quality assurance program/service built on data and best practice.
- Secure increased access to children's mental health and behavioral supports.

Recommendation #2: Create a community-wide focus on educational access and excellence and celebrate academic achievement.

Action Items:

- Collaborate with school boards for extracurricular activities and access to school spaces after school.
- Community-wide effort to support Sault College and Algoma University to increase enrolment and provide SSM with a skilled workforce.
- Promote and implement more co-op placements, particularly in the trades.
- Open a downtown satellite campus of college/university.
- Promote and encourage active student life.

Recommendation #3: Become a recognized leader in lifelong learning.

Action Items:

- Community initiatives and scholarships to support lifelong learning.
- Supports to marginalized people to participate in workforce (, people with disabilities, pre-employment supports, educational assistance, etc).
- Increase awareness of skills required to serve local employers, and future opportunities for employment.
- Opportunities for entrepreneurship training or mentoring.
- Innovative community strategies to address knowledge exchange from seniors and retirees.

Social Equity Pillar Vision #3: EVERYONE in the community has access to an acceptable standard of living

Recommendation for Action:

- Ensure a fair distribution of resources and services; regardless of age, disability, gender, socioeconomic background, race, ethnicity, religion or sexual orientation.
- Identity and invest in social infrastructure and community development initiatives.
- Ensure that all members of the community have barrier free access to food, adequate housing, transportation and high speed internet connectivity.

EVERYONE in the Community has Access to an Adequate Standard of Living

Recommendation #1: Ensure a fair distribution of resources and services; regardless of age, disability, gender, socioeconomic background, race, ethnicity, religion or sexual orientation.

Action Items:

- Support for social enterprise development with equity-seeking groups (newcomers, youth, low-income, people with disabilities) .
- Promote hiring equity commitments and practices across the community.
- Promote community diversity as an asset and a strength.

Recommendation #2: Identify and invest in social infrastructure and community development initiatives.

Action Items:

- Expand the EDF to include social innovation and community development initiatives.
- Eliminate barriers for marginalized people to participate fully in community life/events; Carmen’s Way crossing, Bon Soo buttons, etc.
- Support community members, researchers, social sector to develop innovative solutions to identified priority areas.

Recommendation #3: Ensure that all members of the community have barrier free access to food, adequate housing, health care, transportation and high speed internet connectivity.

Action Items:

- Ensure equitable access to all public services.
- Increase availability for community members to access reliable high speed internet connectivity.
- Benchmark and reduce social determinants of health.

8.11 Appendix K - Status Report on Sault Ste. Marie's Arts and Culture Sector

Community Adjustment Committee

Final Report

Jude Ortiz, PhD ©

April 7, 2017

Executive Summary

Sault Ste. Marie has a wealth of cultural and natural assets upon which to engage citizens, attract tourists and build creative and place-based economies, and thus resilience. There are, however, critical gaps limiting growth and development in this regard.

Current engagement in the arts and culture sector is diverse, with people participating for many socioeconomic reasons through three broad streams: i) creative expression (leisure, health and well-being); ii) aesthetic art (cultural values, appreciation and retention); and, iii) creative and place-based economies (economic prosperity). People are retaining their cultural heritage through the arts and culture, and the goods and services produced enables sharing with others- socially gifting, bartering, trading and/or selling through the marketplace. There are many high quality artists that are well-recognized and in demand locally, regionally, provincially, nationally and internationally. Artists are primarily self-employed, micro businesses engaged year-round earning from up to 10% - 100% of household income through the arts. Although there is increasing demand for engagement there is limited opportunities for broad-based participation that supports sector expansion, innovation, regeneration and continual renewal.

The culture sector has more than 16 long-standing, non-profit 'Foundational' organizations, with strong community ties comprising the basis of the sector. They are offering a diversity of high quality, frequently world class, programming, education and/or services that engage children to seniors, developing award winning talent by building on local cultural assets and sparking tourism. All, however, are serious financial risk, facing sustainability and continuance issues. There are also formal and informal networks developing between groups of artists, primarily driven by youth, working collaboratively to meet community and market demands. Connectivity, between, among and across sectors is also limiting awareness of, and engagement in the arts.

Community infrastructure – policy and planning, organization and built – creates the social milieu that underpins the culture sector's vitality. It is an interdependent & interconnected web of diverse relationships between and among artist producers, intermediaries (organizations, institutions, businesses, galleries, retail outlets, media) and consumers, spanning the non-profit, private and government sectors that enables participation and facilitates transacting business. The City's Cultural Policy is in need of a comprehensive review to meet current and future sector and community needs. A critical deficit is a Cultural Plan linking culture development, land use planning and economic development to increase the value of existing and emerging cultural resources and effectively and efficiently drive community wealth generation. Currently there is not a dedicated City staff position to manage, advocate for and/or catalyze the sector.

The recent explosion of place-based cultural products, e.g., The Group of Seven and Glenn Gould Train Event are creating platforms for further value-added development, leveraging

public investment, and generating spin-off benefits including film production such as *Painted Land*. Sector specific development support, i.e., access to capital, professional development (artistic, technical, business; incubators; product development; and, cross-sector peer mentoring networks) is needed to assist current artists in maintaining and scaling up businesses and attracting new entrepreneurs. Local venues (e.g., galleries, festivals, retail outlets, tours, cafés) and affordable live/work space are necessary for artists to gather, create, transfer knowledge and collaborate in generating unique cultural products and connect with consumers.

Similarly, opportunities for education, dialogue and critical discourse are also needed for celebrating our history, natural and cultural heritage and identity. Increased understanding of the links between arts, environment, quality of life, creative and place-based economies, and the development of local, regional and global connectivity leads to knowledge centres of excellence and industry clusters.

Recognition and preservation of the area's cultural and historical value in creating sense of place, as a cultural hub, and potential sites for film production is limited. There is considerable room for architects, urban planners and designers to create built spaces reflective of the Sault's history, culture, environment. Underpinning such initiatives is downtown branding, and a city-wide cultural sector marketing and promotion strategy.

A significant deficit hindering understanding of, and investment in, the arts and culture sector is the dearth of culture research, specifically, the economic impact of the sector. An attempt was made in 2007 to measure it but due to the poor response it did not reveal an impact anywhere close to its true valuation. A comprehensive study would require measurement of events, festivals, activities, education and training. The social return on investment (SROI) of the sector is significant. It includes the health impact of music and art therapy, the use of art in social work and individual engagement in the arts for one's own mental health and well-being.

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Cultural Vitality

Arts and culture is a foundational pillar supporting community resilience (Hawkes, 2001) and the foundation of our daily lives, the basis for understanding the world. There is considerable evidence connecting arts engagement to health and wellbeing, identity and belonging, and the transformation of place. A vibrant sector provides the creativity, skills and networks that underpin resilient people and places, and is key to 'Place making' - a strong attractor for mobile people, investment and tourists. As well, NESTA (2008) heralds a Masters of Fine Arts (MFA) degree to be the new Masters of Business Administration (MBA) as a requisite for adaptation in the knowledge economy. Arts and culture employs local residents to create value-added goods; retains youth, creative talent and monies necessary for revitalization; and has a disproportionately high impact on the economy.

Arts and Culture's Role in Community Resilience

A review literature related to arts, resilience and community development indicates strong links between community culture, engagement in the arts, and resilient, healthy communities. In Northern Ontario specifically, research indicates that participation in the arts builds individual, organizational and community level capacity for adaptation, innovation and continuous renewal (Ortiz, 2017).

The arts are essentially about transformation: i) transformation of people, through generating ideas and new perceptions, creating identity and belonging, and fostering skills that underpin resilience, i.e., creative problem solving skills and divergent thinking through experiential, life-long learning; and, ii) transformation of materials into cultural goods. Essentially, they provide the basis of social and economic growth. The arts foster creative capacity and personal development. Cultural products are kept for personal use, gifted for social purposes, bartered and/or sold in the marketplace, supplying goods for creative and place-based economies.

A resounding theme in rural arts literature is the close connection between the arts and community vitality. They are the 'glue' and the 'fabric' providing space for civic and social participation – the cornerstone of rural community health and resilience. The culture sector draws people from across the entire social spectrum and participation contributes to community engagement, capacity building (individual and collective), empowerment, collaboration, network development and transformation (Duxbury and Campbell, 2011, p.113).

Resilient communities adopt a culture that fosters broad-based engagement; and, supports connectivity, synergy and innovation with and across sectors, linking to external jurisdictions; community infrastructure, including cohesive, cross-sector community plans; and, strengthens and leverages local assets to support the entrepreneurial spirit in developing creative and place-based economies. In Northern Ontario, however, there is a dearth of critical connections and physical spaces, 'missing links', negatively impacting on: maintaining a creative practice; innovation; developing a sustainable livelihood; sector and public engagement; and, utilizing the arts for community economic and social development (Ortiz, 2017).

People

Diverse people engage in the arts for many socioeconomic reasons through three broad streams: i) creative expression (leisure, health and well-being); ii) aesthetic art (cultural values, appreciation and retention); and, iii) creative and place-based economies (economic prosperity). Benefits of engagement are attributed to participation in and of itself, rather specific to a discipline (e.g. painting, quilting), duration of practice, skill level, age, home community and/or cultural heritage (Ortiz, 2017). This underscores the arts' efficacy to engage people in meaningful ways that significantly contributes to individual health and well-being, thus strengthening the base of the community system (Bash, 2006; McCarthy et al., 2004; Cooley, 2003). Professional artists and the strive for excellence is essential; however, 'ordinary creativity' (Duxbury, 2014, p.23) generated from broad-based community activities is equally important in sparking a community culture of creativity, entrepreneurial spirit, and markets for unique, meaningful, place-based good and services.

The spillover effect of the sector is quite large. Skills and knowledge gained through the arts spillover to other spheres and domains, greatly contributing to broader resilience. Spillover includes skills, knowledge and/or experiences that is incorporated into one's life, work or social spheres and/or transferrable to other sectors, fields or domains. It also includes the impact of such on the broader community (Sacco, 2011; Savory-Gordon, 2003).

Research indicates a steady trend in the number of people from diverse socioeconomic demographics engaging in the arts, indicating people are choosing this sector to draw on to develop their latent creativity, and satisfy their need to understand and express their views (WolfBrown, 2011). Participation can span a lifetime, providing opportunities for learning at every stage of development and changing circumstance. The wide appeal of the arts, its numerous disciples and low entry barriers bring together diverse people, traversing cultural boundaries, thus providing opportunity for new friendships to develop (Cooley, 2003, p.32).

People's creativity is the ultimate source of economic growth (Florida, 2002), thus, tapping and harnessing creativity brings broad-based community benefits.

Industry Clusters

Geographic proximity, critical mass, and critical connections underpin the sector's capacity to scale up into industry clusters. Long-standing non-profit cultural organizations, ad hoc and collectives are the foundation of the sector. Partnerships and meaningful collaborations better utilize limited resources and generate greater impact in meeting local, regional and global markets.

The culture sector's vitality is dependent upon the social milieu – interdependent & interconnected webs of diverse relationships between and among artist producers, intermediaries (organizations, institutions, businesses, galleries, retail outlets, media) and consumers, spanning the non-profit, private and government sectors that underpin

participation in the arts and transacting business. Critical connections and direct interaction leads to: education through peer mentoring; innovation; industry clusters; and, the emergence of a localized-culture based economy that links regionally and globally.

Community Infrastructure

Community infrastructure – policy and planning, organizational and built – creates the social milieu through space, opportunity and connectivity for inclusive participation in the arts, attracting and retaining artists and investment, and linking producers and consumers. Comprehensive Cultural Policies and Municipal Cultural Planning (MCP) connect cultural planning, land use and economic development for more powerful and effective leveraging of assets, increasing wealth generation, prosperity and sparking tourism (Murray & Baeker, 2006). MCP is an ongoing planning process that identifies and leverages the community’s cultural resources, strengthens the management of those resources and integrates those cultural resources across all facets of local government planning and decision-making processes. MCPs are primarily city-led. Community-based/community-led plans are very inclusive; however, the City ultimately is responsible to implement them, therefore, the best/wise practice is to ensure council’s commitment prior to undertaking initiative.

Nancy Duxbury (2014) suggests there are two broad ways relationships between culture and sustainable development is approached: culture as driver through solid cultural policy that supports the development of the sector itself (arts, heritage, cultural industries), and; culture as an enabler by advocating for a cultural dimension be present in public policies. Broad-based community activities greatly build capacity to navigate and transform place by connecting with each other, fostering sharing and reclaiming marginalized wisdom. Interaction builds capacities to find ways for people to understand, respect, and trust others’, that underpins social capital and cohesion. Thus, linking culture’s societal role to development frameworks and ensuring the arts – i.e., creative expression and aesthetic art-- remain autonomous from the creative and place-based economies offering a range of opportunities to participate and interact with others, builds stronger, more resilient communities.

Many jurisdictions are embracing culture-led regeneration spurred by the research of Richard Florida (2008; 2002) and Charles Landry (2004) around the creative class and creative cities respectfully. These approaches have successfully sparked creativity, engaged citizens in place making and increased competitive advantage evidenced through the Creative City Network of Canada, an inter-municipal sharing network aimed to build the capacity of local cultural planning, improve the operating climate and conditions for artists, arts, heritage and cultural organizations across the country, and the quality of life in Canadian communities of all sizes¹⁰. There remains, however, ongoing opposition to Florida’s (2002) creative class approach to sustainability by a range of scholars and groups around the world, spurred largely by differing

¹⁰ Creative City Network of Canada (<http://www.creativecity.ca>).

cultural values. Sustainability discourse that perceives community success through an economic lens implicitly demands continued urban development, growth and expansion. Thus, community culture based on inclusivity, understanding place as an organic, living, complex adaptive system and sustainable planning practices and priorities do not easily align with unabated expansion (Krichberg & Kagan, 2013).

Creative and Place-based Economies

Inclusive community participation in the arts plays a crucial role in place-making through diversifying the economy based on the unique characteristics of place. Engagement creates community identity and belonging and localized economies through festival and events; and, creative entrepreneurship and diverse artistic practices fosters innovation, social change and creative and place-based economies, thereby retaining younger citizens and attracting new people and investment.

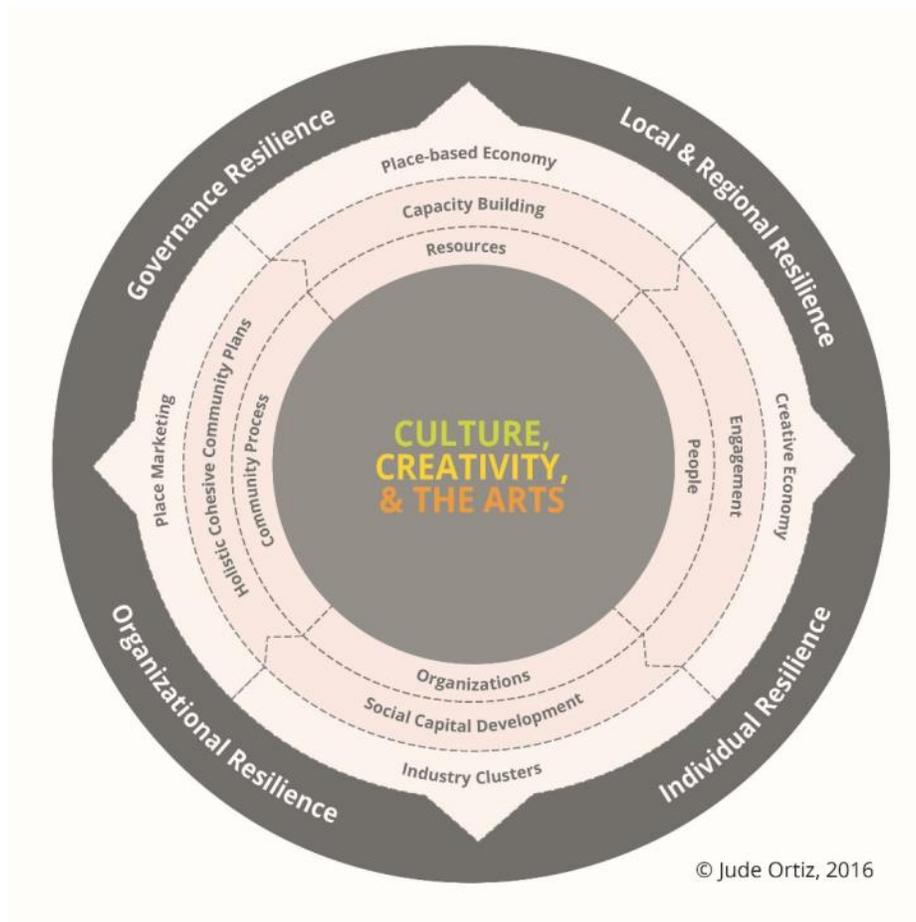
The tourism sector identifies culture and the arts, particularly experiential and/or Indigenous culture, as a growth area with activities extending the duration of other visitors, e.g., conventions and sports events. Local existing and emerging assets, particularly festivals and events that maintain diversity and connection to place, can be developed to attract regional and global tourists. Traditionally tied to agricultural and environmental events such as harvests, equinoxes, and feasts, they serve to create a sense of shared history and mutual belonging, leading to stronger community civic and social participation and embracing and celebrating diversity by maintaining or reforming individual and collective expression of place. On a larger scale, regional 'cultural routes' contribute to tourism through providing an effective means of attracting and circulating visitors around communities (Duxbury and Campbell, 2009). The rise in cross-sectoral tours combining the arts with, for example, artisanal agriculture products, increases the need for appropriate planning. Caution must be exercised as festivals and related cultural events are more frequently being leveraged as an economic tool, attracting nearby and distant tourists, regarding over-dominance of the tourism imperative and over-commercialization and/or commoditization in the service of cultural tourism.

Despite the community-building and economic benefits of rural arts festivals having become increasingly recognized, there remains a policy disconnect within community planning contexts (Duxbury and Campbell, 2009, pp.9-10). Professional cultural workers, if present, do play an important role in rural development. However, success relies heavily, if not solely, upon volunteers for the drive and delivery, with artists often called upon to participate pro bono. The "backbone of cultural capacity" is volunteer and community participation (Duxbury and Campbell, 2009, p.8), weighing heavily upon limited and aging sectors. Questions regarding ways of sustaining arts activities arise, particularly in rural locations, where human and financial resources are scarce. Anwar McHenry (2011, p.251) notes within this context, in addition to adequate financial resources, governing bodies' support for the arts is seen as a catalyst to develop the capacity for sustaining initiatives, underscoring sector appreciation and recognition significantly impacts on peoples' desire to engage, contribute, and build the community's social

and economic fabric. This tendency has important community development and policy implications, i.e. jurisdictions that foster an environment of citizen appreciation are more likely to capitalize on engagement.

Therefore, locales that provide community infrastructure supportive of broad based participation in the arts and opportunities for local, regional and global networks and industry clusters to emerge through the development of cultural resources, develop healthy, resilient people and creative and place-based economies.

Figure 1: Relationships between Culture, Creativity and the Arts and Resilience



Sault Ste. Marie's Cultural Resources

Strategically located at the confluence/hub of three of the Great Lakes, Sault Ste. Marie is a historically rich, culturally significant, and ecologically diverse place. One of the oldest settlements in Canada, located on the shore of the world heritage designated St. Marys River, the current city's site was once the gathering place where Indigenous peoples would meet, share, exchange knowledge, harvest, and trade.

In the early 1900s, the ruggedness of the pristine environment attracted the Toronto-based painter collective, the Group of Seven, who established the first recognized style of 'Canadian' art, creating their most iconic work here. It has spawned many national and internationally recognized artists, including Ken Danby, who are typically forced to leave the community in pursuit of a sustainable livelihood. The city boasts a unique repertoire of festivals and events reflective of its diversity; is home to the Algoma Conservatory of Music, one of the largest music conservatory outside of Toronto; has one of the highest numbers of community theatre groups per capita in Canada, and more recently has received acclaim for the development of place-based products around the Group of Seven and Glenn Gould.

It has a wealth of assets to build on to reclaim its position as the Gathering Place, and leverage its heritage by creating a culture-based creative economy and a four-season global tourism destination. There are, however, missing gaps, or links, i.e., critical infrastructure within the sector's ecosystem that is limiting its potential.

Background to the Study

The Sault Ste. Marie Community Adjustment Committee (CAC) was formed in the summer of 2016 in response to a perceived need by the City of Sault Ste. Marie to develop a comprehensive plan to address various challenges facing the City. Funded by the Ministry of Advanced Education and Skills Development (MAESD) with in-kind support from the City, the CAC was composed of sixteen individuals drawn from a broad cross-section of the community. The CAC determined that its plan would be based on the creation of a resilient community, using a four-pillar approach, i.e., recognizing the crucial role that cultural vitality, economic diversity and growth, environmental sustainability and social equity play in building a community's resilience. Recognizing that data on Sault Ste. Marie's arts and culture was limited, the CAC commissioned Jude Ortiz, a cultural researcher, to conduct a literature review and a brief cultural mapping to inform the CAC's work. This report is intended to augment knowledge gleaned at several meetings held by the CAC's Arts and Culture Subcommittee with various local subject experts.

Insight into Sault Ste. Marie's arts and culture sector's assets and gaps was gathered through the Community Adjustment Committee's Arts and Culture subcommittee, which met several

times providing focus group data. Two meetings of the 'Cultural Corridor' organizations, a film and media focus group, several youth-centered sessions, and one broader community input session was also held. A 2017 survey of Artists/Businesses and Organizations provided further depth into the sector's profile, status, economic impact, development and challenges and solutions, garnering 79 responses from individual artists and ten arts organizations. Also utilized was past culture sector planning documents, including the socioeconomic impact study *Culture, Creativity and the Arts* (Ortiz & Broad, 2007) and considerable sector research conducted more recently (Ortiz, 2017). For the purposes of this report, 'local' is considered to be the area between Batchewana Bay to the northwest of Sault Ste. Marie and Thessalon as the eastern boundary, based on the understanding of strong interdependent and interconnected relationships between the city proper and the surrounding rural area.

Arts and Culture Sector Vision

The consultation process brought forth the following vision for the arts and culture sector:

Sault Ste. Marie shall celebrate our history, natural and cultural heritage and diverse identities, transforming place into a local and global centre of cultural excellence through inclusive, broad based, meaningful participation in the sector that enables regeneration, innovation, continual renewal and growth of its creative economy.

Status of Sault Ste. Marie's Cultural Vitality

A culturally vital community engages diverse people through culturally appropriate experiential learning opportunities that support creating, disseminating and validating creative identities, at all levels, as part of the daily life of the community. They invest in local people and resources to foster a dynamic place to live respectful of past and current residents and the land.

The consultations identified Sault Ste. Marie's cultural resources and gaps in relation to the sector's vision, cultural vitality and resilience. The data are organized into four categories that underpin resilience: i) People; ii) Industry Clusters; iii) Community Infrastructure; and, iv) Creative and Place-Based Economies. Each section identifies existing assets, or strengths that contribute to Sault Ste. Marie's cultural vitality and broader community resilience, and the gaps, or missing links, hindering the cultural resources' sustainability and leveraging capacity for greater wealth generation, prosperity, and continual renewal.

People

People's creativity and engagement in the arts culture sector contributes to health and well-being and social cohesion, and builds problem solving skills and divergent thinking through experiential, life-long learning.

Assets

Diverse people are engaging in the arts for many socioeconomic reasons through three broad streams: i) creative expression (leisure, health and well-being); ii) aesthetic art (cultural values,

appreciation and retention); and, iii) creative and place-based economies (economic prosperity). People are retaining their cultural heritage through the arts and culture, and the goods and services produced enables sharing with others. Goods and services are socially gifted, bartered, traded and/or sold through the marketplace (Ortiz, 2017).

Profile

The 2017 survey indicated there is engagement within all disciplines and aspects of the arts sector, providing a solid foundation of creativity to build on and leverage into creative and place-based economies. Of the 78 artists/businesses that responded the three disciplines where the greatest number of people engaged are:

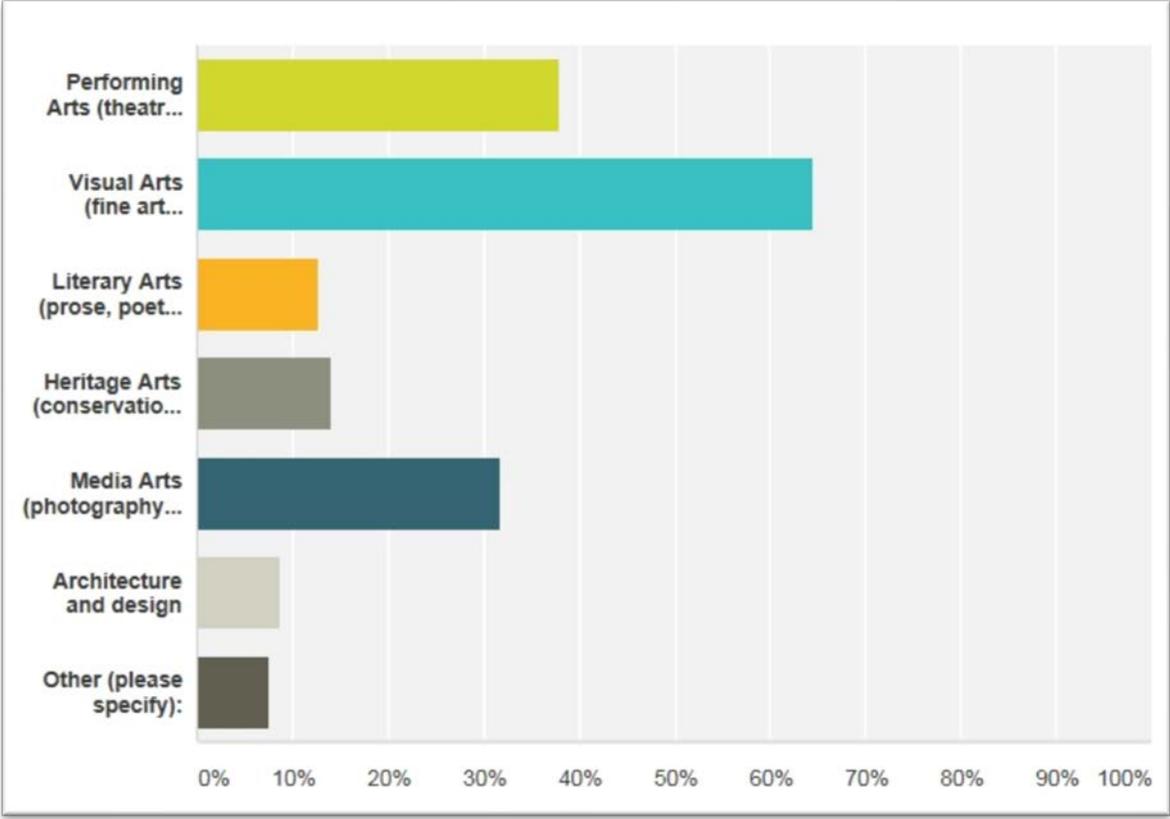
visual arts (fine art and/or craft; beadwork; jewellery; painting, sculpture, printmaking, pottery, fibre, fabric arts, quilting; woodworking; body art) with 64.6 % (51 people);

performing arts (theatre, dance, opera, music, puppetry) with 38.8 % (30 people);

media arts (photography; film; video game development; programming; print, audio; graphic design; digital art) 31.6 % (25 people).

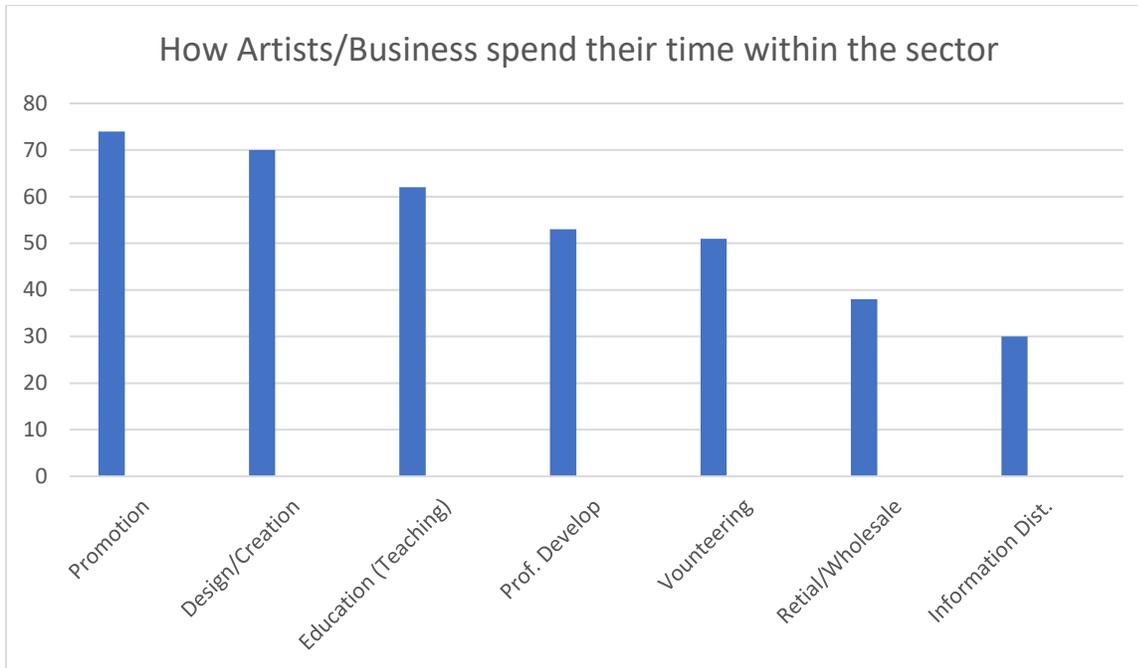
People may be engaged in more than one discipline.

Table 1: Disciplines of Engagement



The 2017 Artists/Businesses survey indicates there is engagement in all aspects of the sector. Seventy-eight participants' responses are displayed in Table 2.

Table 2: Engagement Activities



The 2017 survey revealed:

Cultural promotion and apperception (recreation, leisure, concerts, performances, exhibitions, etc.): 73.4% (58 people)

Design/ Creation (cultural goods, services, performances, buildings, plaques): 62.0% (49 people)

Education (teaching): 53.2 % (42 people)

Volunteering: 50.5% (40 people)

Retail/Wholesale (e.g. materials, supplies, artwork, etc.): 38.0% (30 people)

Information Distribution (e.g. newsletters, websites): 30.4% (24 people)

Participants' current activities are strong in the areas of promotion, design/creation and teaching, providing a good base for fostering further engagement. Information distribution is an area where less activity is occurring, hindering broader community awareness, and thus, market development and sustainability.

Employment

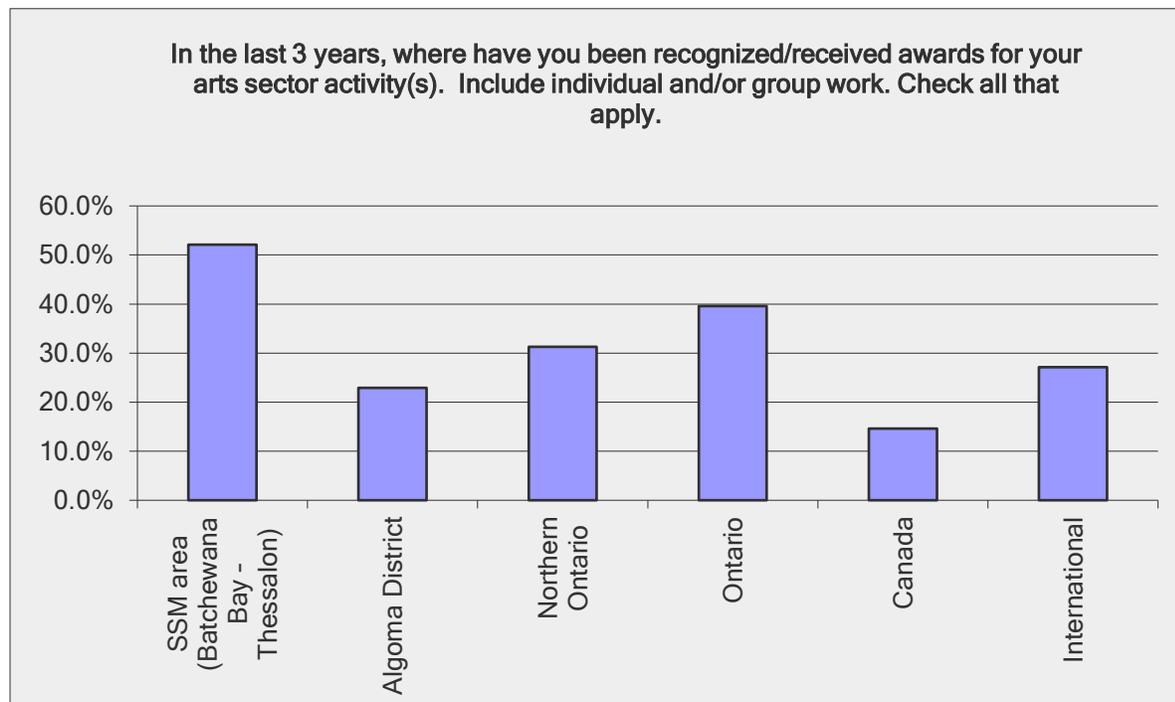
Many artists have a web presence (websites and/or social media) and actively engage through technology to stay informed and/or to conduct business. Artists are primarily self-employed, part-time and active year-round. Most are well-educated, e.g., have a post-secondary education or higher; however, it may not be arts-related. Artists are providing important sector employment opportunities. Participants indicated that there is a strong desire for further development of the sector to provide more and diverse opportunities for earning an arts-related income. Of the 79 respondents to the 2017 survey, 36 artists/business employ at least one full-time employee, and 28 employ at least one part-time time employee.

High Quality Talent

Sault Ste. Marie and area artists are very talented and in demand provincially, nationally and internationally. They serve as ambassadors, recruiting artist and tourists, promoting the area as a cultural hub.

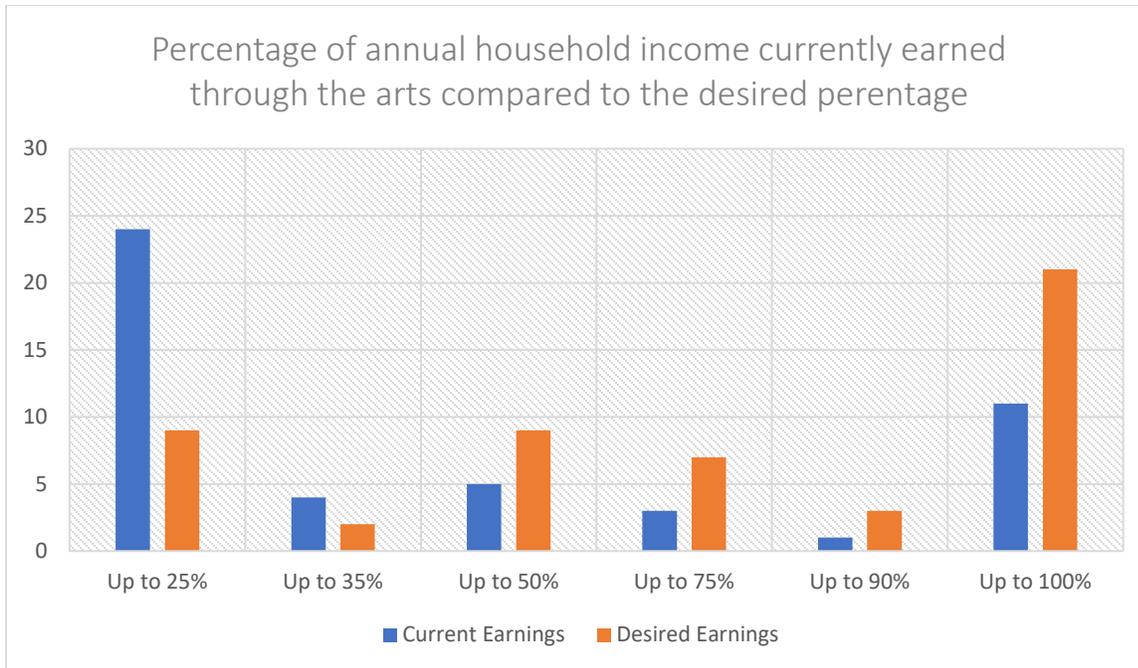
The 2017 survey indicates that 40 artists (50.6% of participants) being recognized and/or receiving award(s) within the last three years. The majority of recognition has been local, but the chart below clearly indicates strong recognition well beyond the area including provincially and internationally.

Table 3: Recognition of Talent



Those respondents to the 2017 currently earning an income through the arts indicate there is a strong desire for further development of the sector for increasing earnings.

Table 4: Percentage of Annual Household Income Currently Earned and Desired Percentage



There is an increasing number of people interested in producing higher quality products and services but limited educational informal and/or formal opportunities for artistic, technical and business development. The primary source for advancement is through peer mentoring within the sector (Ortiz, 2017; Ortiz & Broad, 2007).

The Sault has seen greater youth participation in the sector since 2007. Diverse youth, including Indigenous youth, are overcoming social and economic barriers through peer networks, leadership skills, role models and entrepreneurship.

Gaps

Although many people are engaged in the arts there are limited opportunities for broad-based participation to support regeneration, innovation and continual renewal and sector expansion. Limited cultural outreach, e.g., arts and culture hubs in neighbourhoods is adversely impacting on people's identity and belonging and health and well-being. More, diverse and cultural appropriate opportunities are needed in schools, after school, and in the community at large.

There is also a dearth of sector opportunities for artists to connect, collaborate and network, which is necessary to support innovation, attract investment and grow the sector. Lack of educational opportunities is hindering professional development – artistic, technical, and business development, i.e., self-employment; scaling up; and, product development.

Additionally, opportunities for critical, discourse fostering understanding of place and cultural excellence are gaps. Educational programs, conferences, symposia, research and exhibitions investigating and celebrating our history, natural and cultural heritage and identity through increased understanding of the links between arts, environment, quality of life and the creative economy, and the development of local, regional and global connectivity, would lead to the development of industry clusters. Educational opportunities of such nature would also enable artists to articulate their practice and increase broader public appreciation for, and understanding of, the sector, thereby encouraging cultural appreciation, cultural diversity and continuance, and investment.

Many in the sector perceive it to be undervalued, underutilized and under resourced. A key challenge facing the sector is cultural literacy, i.e., articulating the meaning and purpose of the sector, cultural goods and its value, and conveying it to others in ways that are meaningful and resonate. Opportunities for artists to develop a reflexive practice and hone critical discourse are needed. Equally important is educational opportunities for broader community understanding of the sector and direct interaction between artist and the public for knowledge exchange.

Industry Clusters

Close proximity and connectivity generated through networks and partnerships support the development of industry clusters, that contribute to increased efficiencies and greater impact.

Assets

There are more than 16 long-standing, non-profit 'Foundational' organizations, with strong community ties comprising the base of the sector. These include the Algoma Chamber Singers; Algoma Conservatory of Music; Algoma Fall Festival; Algoma International Film Society; Art Gallery of Algoma; Canadian Heritage Bushplane Centre; Ermatinger Clergue National Historic Site; Festival Choir; Kiwanis Community Theatre Centre; Musical Comedy Guild; Sault Symphony Orchestra; Sault Theatre Workshop; Shadows of the Mind Film Festival; Sault Ste. Marie Museum; Sault Ste. Marie Public Library. These organizations offer a diversity of high quality, frequently world class, programming, education and/or services that engage children to seniors. They are developing award winning talent by building on local cultural assets, and sparking tourism through their unique programming.

There are also formal and informal networks, ad hocks, collectives and organizations developing between groups of artists, linking across disciplines and demographics. A number of newer ones tend to be dominated by youth. They are gathering and working collectively to meet local needs and market demand. For example, Sault York City Urban Arts Collective, now celebrating its tenth year, outreaches to create space for youth to engage in the creative culture scene that fall under the urban arts umbrella including rap, hip hop, spoken word, graffiti. An area craft network has emerged through social media to support crafters' events.

Gaps

All the Foundational cultural organizations are at serious financial risk. Local, provincial and federal funding models are not relevant to Northern organizations. There is limited public investment and very precarious community investment. There is also governance and human resources limitations, specifically, few professional positions, qualified staff, leadership and volunteers. Those Foundational organizations with buildings are burdened by ageing infrastructure and/or space restrictions that require partnerships and investment. The sector at large faces space restrictions (operating, all studio disciplines, business, incubating) that is hindering sustainability and growth.

Although each cultural organization has established relationships with the community indicating community support, there is limited partnerships, collaboration and social capital between them hindering the development of sector clusters. A cursory review of organizations' programming and websites revealed few, if any, linkages. There is information sharing between organizations when individuals sit on more than one board and when artists gather; however, connectivity at the board level is challenging.

The 2017 survey identified factors that are negatively impacting on the development of organizations. Limitations include:

Governance: i) perception that partnerships/collaborations are costly rather than cost effective; ii) experience/knowledge of collaborative processes, including formal agreements; iii) lack of perceived opportunities, identifying areas where mandates/visions overlap or potential for collaboration; and, iv) competitive attitudes

Human resources: The sector operates largely on a volunteer basis with few professional positions, creating significant human resource deficits that negatively impact on organizations' capacity to function. Most boards are comprised of artists and face challenges recruiting critical competences, and artists often sit on more than one board. Many artists also volunteer within the operation in addition to having their own practice and working outside the sector, reducing time to network with other organizations and/or colleagues.

Face-to-face connectivity is a critical factor in maintaining and leveraging cultural assets. In Sault Ste. Marie there is a lack of built infrastructure – physical spaces to gather, hangout, develop networks and connect, i.e., creative spaces, cafes, restaurants. Youth-led Fireball Café and Arcadia House were instrumental in fostering relationships between artists and developing the sector in the late 1990s to mid-2000s. Shabby Motely Handcraft, Gore St. Café and to a lesser degree Café Nature are now playing a critical role in identifying opportunities for engagement, working collectively and sharing information. There is also a great need for infrastructure that links producers to consumers to support culture based livelihoods and foster creative and place-based economies.

There is very limited visibility of, and access to, the arts community that is limiting engagement, connectivity, social capital development, and innovation. Few local, regional and/or global networks exist, hindering connecting with other artists and with consumers. The sector needs more opportunity to gather (in-person and via technology) within and across cultural heritages and geographic communities to become more sustainable and foster cultural clusters.

Community Infrastructure

Community Infrastructure provides the foundation for the arts and culture sector's governance, development and growth, engagement and connectivity, linking artists within the sector and to the broader public.

Assets

The Sault's first Cultural Strategy Study was conducted by Klein/McInnis in 1988 with many of its key recommendations implemented, including the establishment of a Cultural Policy in 1991. The City's Cultural Policy that has undergone minor revisions, most recently in 2016. A socioeconomic impact study of the arts on the economy of Sault Ste. Marie was conducted, *Culture, Creativity and the Arts: Achieving Community Resilience and Sustainability through the Arts in Sault Ste. Marie* (Ortiz & Broad, 2007). The study included a sector development plan, and its recommendations were approved by Council on Feb. 11, 2008; however, they have yet to be implemented. In terms of marketing and promotion, Tourism Sault Ste. Marie has a membership-based Festival and Events organization that serves to market members' activities.

Gaps

Much has changed – locally and globally – since the Cultural Policy was adopted. A comprehensive review of the Policy is required to meet the sector's current and future, and broader community needs. A Cultural Plan is also needed to link culture development, land use planning and economic development to increase the value of existing and emerging cultural resources and effectivity and efficiently drive community wealth generation. The Municipal Cultural Plan (MCP) could be led by the City or, if community led, to be effective, it would be best to have prior commitment from Council regarding its implementation and integration into other planning documents (Official, branding & marketing) and/or across departments.

As yet, the City does not have a dedicated position for the culture sector that would govern, manage cultural assets, advocate and/or catalyze the sector. Culture is currently located within the Recreation and Culture Department with staff managing all aspects under one budget that covers both prongs of its mandate.

There is a lack of sustainable funding for arts and culture to address the aforementioned Foundational organizations' needs identified within the Industry Cluster section, as well as foster and support emerging cultural resources.

A significant planning and development gap is the lack of a database of cultural resources (tangible and intangible) for understanding the sector's capacity and potential growth areas, and increasing awareness of, and access to, cultural assets. Currently there is no database of networks of producers and consumers, a central hub or website, or organization representing the sector to facilitate sector coordination and collaboration and/or participate at the 'community planning table' as an equal partner to other sectors.

The sector indicated a desperate need to address the long-term gap in city-wide coordination, promotion and marketing of cultural activities. Beyond Tourism Sault Ste. Marie's Festivals & Events organization, which many organizations cannot afford to join, the community does not have a cohesive arts and culture sector place-marketing plan.

Creative and Place-Based Economies

Diverse opportunities for engaging in the arts contributes to economic diversification and resilience by building on local assets, fostering creative and place-based economies.

Assets

The recent explosion in the Sault's cultural economy is fueled by new place-based products, cross sector partnerships, youth entrepreneurs and changemakers, artist/businesses, a host of volunteers, and public and private investment. Collectively it is strengthening the social milieu through cultural retention, education, experiential opportunities, linking the arts and conservancy to the economy.

The Group of Seven and Glenn Gould Train Event, the Oral History Project, Animating the John Rowswell Hub Trail and Graffiti Reframed murals are creating platforms for further value-added development, leveraging public and private investment, and generating spin-off benefits including film production such as *Painted Land*. The Graffiti Reframed project (2015-16) facilitated the creation of youth-led murals in the downtown core significantly contributing to shaping the urban landscape, as does 180 projects, the only ongoing dedicated space for graffiti expression. The Bushplane's mural completed by youth artists in 2016 is highly visible along the Hub Trail. The City's Planning Department's utility wrapping demonstrates a partnership with artists to reduce tagging while making the community more attractive. The Downtown Association's *Before I Die* wall also contributes to dialogue and a sense of place-making, increasing the downtowns' attractiveness as a safe and welcoming place to live and visit.

Spin offs from place-based cultural products include White Pines Pictures' production of *Painted Land: In Search of the Group of Seven* that infused approximately 1.4M into the local economy. Local expertise developed through research and film production has led to further employment opportunities, i.e., Michael Burtch, local artist and historian is a consultant for a film production of a similar nature in Yellowknife, NT. Furthermore, *Painted Land* supported the production of *Where the Universe Sings: The Spiritual Journey of Lawren Harris*, another documentary of White Pine Pictures focusing on the Group of Seven.

New youth-led downtown businesses such as the Gore Street Café, and Shabby Motley Handcrafts and well as 180 Projects are linking arts and enterprise, and providing places for new and emerging artists to meet one another, test new art forms, and collaborate on developing innovative ideas. They are also providing role models for youth to launch arts-related social enterprise. Social Entrepreneurship Evolution (SEE) and Indigenous Youth for Change (UIYFC) both use arts to engage youth in social entrepreneurship.

There are emerging independent films and recording studios and other disciplines offering instruction. New media development (film, digital gaming industry) is being supported through Algoma University, with its Fine Arts, Music and Computer Science programs, and Sault College with its programs in graphic design and film-making. Tidal Records is also serving a growing music and film sector. As well, there is a growing youth-led digital media sector employing creative people, linking them to global talent and markets, while generating innovative cultural products. A number of youth have relocated to technology hotspots while others are remaining in the Sault, fostering a digital media cluster.

There are more craft sales (e.g., Bushplane Annual Gift Show) and larger venues (e.g., The Machine Shop and Yard @ Millsquare) capitalizing on the growing interest to engage in creative and place-based economies, and demand for unique goods and services. In Your Eyes theatre has been established and Shot in the Dark has solidified. There are now more numerous private commercial enterprises from music venues/bars & cafes to specialty shops featuring crafting/art activities.

Since 2007, there is increased broader public presence of those using the arts for leisure and/or as a means of supplementing household incomes when unemployed, underemployed and/or between jobs. Many people, from youth to seniors and diverse heritages, are augmenting household income through the arts in an economy where precarious work is beginning to be the norm (Ortiz, 2017).

The Symphony and the Musical Comedy Guild have collaborated on a number of productions in recent years providing unique programming, and the Algoma International Film and Shadows have strong working relationships. The Cultural Corridor group, comprised of the Art Gallery, Canadian Bushplane Heritage Centre, Sault Ste. Marie Public Library, Sault Ste. Marie Museum, and the Downtown Assoc., located in the east end of the downtown core have been meeting for the past three years at the board level to create greater impact through investigating where mandates overlap, synergies created, and opportunities for coordinated marketing campaigns. The 4-Culture marketing between the Art Gallery, Museum, Bushplane and Ermatinger/Clergue National Historic Site provides a discounted admission with one fee allowing entry to all. It is targeted to tourists, and marketed through the Tour Train with the greatest uptake in the summer.

Culture Days, a national initiative aiming to provide free arts activities for three days each September, has grown from 200 people to 700 people since launch five years ago, demonstrating the interest and demand for sector engagement.

The City has demonstrated a stronger commitment to the sector by revising its cultural policy in 2016, and increasing Art Gallery of Algoma's annual funding by almost one-third. It is also developing a Public Art Policy and continues its Community Committee on Graffiti.

The recent multi-level investment in the Algoma Conservatory of Music (2.1 M); Art Gallery of Algoma (\$427,344); Canadian Bushplane Heritage Centre (\$1M) and the Kiwanis Community Theatre Black Box (\$75K) indicate the sector is being recognized as one important of investment. The Kiwanis Community Theatre Black Box is a small fully equipped performance arts space capable of being configured in a variety of ways to satisfy the demands of film presentation, solo artists, quartets, children's theatre, theatre-in-the-round, or drama seating audiences of approximately 125 people.

Collaborative relationships between Parks Canada and Batchewana First Nation continue to enhance the experience of the Canal site and Whitefish Island. In addition, investments to the Ermatinger Clergue National Historic Site have made the addition of the Heritage Discovery Centre possible. Such enhancements create further opportunities for artists in the city.

Gaps

Each of these trends is contributing to the city being seen as a cultural hub; however, cultural workers, institutions and organizations are challenged in maintaining existing infrastructure, advancing careers, developing critical networks and getting goods to local and global markets. Employment in the sector is precarious with few professional positions. Artists are primarily self-employed, micro, home-based businesses with part-time artists working approx. 10 - 20 hours/week or more. There are a few full-time artists who earn their income solely through the arts. The majority of organizational employees are permanent part-time, either full-time, contract part-time or seasonal, and is largely dependent upon project-based funding. Affordable live/work space is also critical gap that is negatively impacting on maintaining a creative practice, retaining and attracting artists.

A dearth of development supports adversely affect artists who seek to start and/or scale up their activities. Identified needs include access to capital and professional development i.e., artistic; technical; business; incubators; product development; and, cross-sector peer mentoring networks. The film and digital media sector is in dire need of support having witnessed nine productions in Sault Ste. Marie in mid-2000s slip to zero production in 2016 primarily due to the lack of a local point person to market and coordinator activities.

There is a need for local venues to connect producers with consumers, e.g., galleries, festivals, retail outlets, tours, cafés. Limited places and spaces for artists to gather, create, transfer knowledge and collaborate in generating unique cultural products is hindering sector retention,

expansion and the development of the social milieu that underpins the sector’s capacity for cultural renewal and continuous creativity. Local, regional and international marketing mechanisms for the community’s products are needed to export goods and attract tourists.

There is limited dialogue recognizing and protecting the community’s built environment, particularly the heritage aspects largely located in the downtown core. Heritage contributes to a sense of place, and impacts on the film industry which frequently seeks locales to meet specific production demands. In moving forward, there is considerable room for architects, urban planners and designers to create built spaces reflective of the Sault’s history, culture, environment of place. Underpinning this is limited branding of the downtown as a creative cultural hub and recognition of its historical and architectural heritage value.

Similarly, opportunities for education, dialogue and critical discourse are also needed for celebrating our history, natural and cultural heritage and identity. Increased understanding of the links between arts, environment, quality of life, creative and place-based economies, and the development of local, regional and global connectivity leads to knowledge centres of excellence and industry clusters. The lack of cohesive place-marking mechanisms hinders these possibilities.

A dearth of culture research is a significant gap. The economic impact of the sector has never been measured. An attempt was made in 2007 but due to the poor response it did not reveal an impact anywhere close to its true valuation. A comprehensive study would require measurement of events, festivals, activities, education and training. The social return on investment (SROI) of the sector is significant. It would include the health impact of music and art therapy, the use of art in social work and individual engagement in the arts for one’s own mental health and well-being. There is at least one full-time art therapist in the city and a number of social workers currently trained in this field. Additionally, monies leveraged from outside the community through grants greatly increase the sector’s impact.

Summary Chart of Assets and Gaps

Table 5: Summary Chart of Assets and Gaps

People
Assets
<p>Engagement providing a solid foundation to build on and leverage</p> <p>Engagement in all disciplines: visual, performance, literary, heritage, media, architectural</p> <p>Engagement in all aspects providing: design/creation; professional development; promotion retail/wholesale; volunteering)</p> <p>Individual, family and intergenerational participation for cultural retention, creative expression, aesthetic art and the creative economy</p> <p>Artists are primarily self-employed, part-time; engaged year-round; majority are well educated</p> <p>Artists are in demand and recognized locally, provincially, nationally and internationally</p>

Many people have a strong desire for further development to produce higher quality products and increase arts earnings
Since 2007 more diverse youth are overcoming social and economic barriers through arts-based peer networks, leadership skills, and entrepreneurship
Peer mentoring is providing the main source of education and advancement

Gaps

Limited opportunities for broad based participation to support regeneration, innovation and continual renewal and sector expansion: in school, afterschool, culturally diverse
Limited opportunities to connect and/or collaborate for innovation, investment and growth
Lack of opportunities for professional development: artistic, technical and business development, i.e., self-employment; scale up; and, product and market development
Limited understanding of place, and the links between the arts, environment, quality of life and the creative economy
Sense of the sector being undervalued, underutilized and under resourced

Industry Clusters

Assets

16+ long-standing, non-profit 'Foundational' organizations with strong community ties: Algoma Chamber Singers; Algoma Conservatory of Music; Algoma Fall Festival; Algoma International Film Society; Art Gallery of Algoma; Canadian Heritage Bushplane Centre; Ermatinger Clergue National Historic Site; Festival Choir; Kiwanis Community Theatre Centre; Musical Comedy Guild; Sault Symphony Orchestra; Sault Theatre Workshop; Shadows of the Mind Film Festival; SSM Museum; SSM Public Library
Emerging new in/formal networks, primarily youth artists, to meet community gaps (i.e. Sault York City Urban Arts Collective)

Gaps

All cultural organizations are at serious financial risk
Limited professional governance and human resources
Lack of connectivity, i.e., networks & collaboration within and across sectors, locally and regionally
Lack of market and audience development
Lack of affordable space (operating, all studio disciplines, live/work) to attract/retain artists, support collaboration and linkages to consumers.
Aging infrastructure

Community Infrastructure

Assets

<p>City has a Cultural Policy that has undergone regular minor revisions. A socioeconomic impact study of the arts on the economy of SSM, with development recommendations was adopted by Council in 2007¹¹ Tourism SSM has a Festival and Events membership organization</p>
<p>Gaps</p>
<p>Cultural Policy does not reflect the sector’s current, future and/or broader community needs Lack of a Cultural Plan which links culture, land use and economic development, increases value of existing and emerging cultural resources and drives community wealth generation Limited awareness of, and access to, cultural assets (i.e., no database, networks of producers and consumers; central hub/website/organization) for broad engagement and investment Lack professional Culture Developer to govern, manage cultural assets, advocate and/or catalyze sector Lack of sustainable funding for arts and culture Lack of cohesive city-wide arts and culture sector place-marking plan</p>
<p>Creative and Place-Based Economies</p>
<p>Assets</p>
<p>Recent place-based product development including Group of Seven and Glenn Gould Train Events, Oral History Project, Animating the John Rowswell Hub Trail, Graffiti Reframed murals creating platforms for further value-added development New youth-led role models for arts-related social enterprises and innovation (Shabby Motely, Gore St. Café) Emerging independent film and recording studios and other disciplines offering instruction New media development (film, digital gaming industry) through Algoma University & Sault College Growing youth-led digital media sector linking to global talent and markets More local craft sales and larger venues (e.g. The Machine Shop and Yard @ Millsquare) Since 2007 increased broader public presence for those using the arts to supplement income Cultural Corridor Group collaborating for greater impact since 2013 4-Culture Passport for reduced entry fee, targeted to Tour Train tourists Growth in attendance at Culture Days from 200 to 700 people over 5 years. Recent multi-level investment in the Art Gallery, Algoma Conservatory of Music, Bushplane Museum and Kiwanis Community Theatre Centre</p>
<p>Gaps</p>
<p>Precarious employment Lack of venues to connect producers with consumers (galleries, festivals, retail outlets, tours, cafés) Lack of development and support for film and digital media (9 films, now no productions in 2016) Limited development supports, including access to capital, professional development (artistic, technical, business; incubators; product development; and, cross-sector peer</p>

¹¹ Ortiz & Broad (2007) Culture, Creativity and the Arts: *Achieving Community Resilience and Sustainability through the Arts in Sault Ste. Marie.* (www.nordikinstitute.com) .

mentoring networks)

Lack of affordable live/work space to retain and attract artists

Limited connectivity with/across sectors to create synergy, scale up and grow enterprises

Limited downtown branding as a creative cultural hub & recognition of its historical & architectural heritage value.

Lack of local, regional and global marketing mechanisms

Lack of culture research, specifically, the economic impact and the social return on investment of the sector.

Arts and Culture Sector Goals and Supporting Actions

Arts and culture is considered an integral part of everyday life and a critical component of resilience and sustainability. The Sault has many high quality artists, long-standing cultural organizations, emerging networks, entrepreneurs, place-based cultural products and services and imported productions contributing to the quality of life, and a wealth of local cultural and historical assets upon which to build. There are, however, a number of critical gaps or missing links that would significantly increase individual, organizational and community level resilience.

The city is seen as a regional cultural hub; however, cultural workers, institutions and organizations are challenged in maintaining existing infrastructure, advancing careers, developing critical networks and getting goods to local and global markets. The sector is undervalued, underutilized and under resourced, limiting people's engagement, creativity and entrepreneurial spirit. Strategic investment is needed to increase efficiencies, sustainability and growth. The following Goals and supporting actions are essential building blocks to strengthen, harness and leverage the community's wealth of assets into culture-based creative and place-based economies, and to reclaim Sault Ste. Marie as the Gathering Place, a four-season, global tourism destination.

The data emerging from the consultations were organized into four Goals based on the resilience framework of engaging, supporting and developing: People; Industry Clusters; Community Infrastructure; and, Creative and Place-based Economies. They are:

Establish infrastructure – policy, financial, organizational and built - enabling and fueling sustainable development and growth

Foster a culture of broad-based creativity for community regeneration, innovation and continual renewal by providing more and diverse opportunities - particularly for youth - for creative expression, aesthetic art, and engaging in the Creative Economy

Foster cultural excellence by celebrating our history, natural and cultural heritage and identity through increased understanding of the links between arts, environment, quality of life and the creative economy, and the development of local, regional and global connectivity, leading to industry clusters

Expand the Creative Economy through education, professional development, marketing and audience development, and investment; and explore opportunities to expand/enhance areas into industry clusters

Actions supporting these four Goals are outlined below.

Table 6: Goals and Supporting Actions

Establish infrastructure – policy, financial, organizational and built - enabling and fueling sustainable development and growth
<p>Create a full-time City staff position in the Department of Community Development and Enterprise Services within 4 months to act as an advocate and catalyst for the arts and cultural sector.</p> <p>Within 12 months the City’s existing Cultural Policy will undergo a comprehensive review and revision to meet the current and future needs of the arts and cultural sector and the community at large</p> <p>A community based Cultural Plan will be developed within 12 months using recognized cultural planning methods that includes values and assets, and continuously identifies short and long term goals and objectives to significantly increase the sustainability and value-added potential of existing and emerging cultural resources in the community.</p> <p>As part of a renewed Cultural Policy, develop a sustainable funding model incorporating both public and private support for cultural facilities, organizations and events within 12 months. Investigates ‘Artscape’ as a model to attract and retain artists through private/public partnerships and the creation of dedicated space for artists within 12 months.</p>
Foster a culture of broad-based creativity for community regeneration, innovation and continual renewal by providing more and diverse opportunities - particularly for youth - for creative expression, aesthetic art, and engaging in the Creative Economy
<p>Develop arts and culture outreach in neighbourhoods to foster engagement, education, collaboration, networking, innovation and the production of cultural goods</p> <p>All government funded cultural, artistic and recreational organizations will offer free admission on a weekly basis to ensure equal access.</p> <p>Establish professional development opportunities for artists to enhance their talents and develop business skills</p> <p>Encourage broader understanding of the sector through greater cultural appreciation, diversity and investment</p> <p>Develop peer mentoring networks</p>
Foster cultural excellence by celebrating our history, natural and cultural heritage and identity through increased understanding of the links between arts, environment, quality of life and the creative economy, and the development of local, regional and global

connectivity, leading to industry clusters.
Sustain and grow the sector by increasing visibility, access, and collaboration within and beyond the local arts community through local, regional, global networking and platforms (i.e., newsletters, websites, calendars) thus attracting and retaining people and investment and sparking tourism Support the creation of professional positions within the sector
Expand the Creative Economy through education, professional development, marketing and audience development, and investment; and explore opportunities to expand/enhance areas into industry clusters
Create a full-time film and digital media development position within the City to promote and work with the industry within 12 months. The focus of this position will include developing infrastructure and promoting local talent and capacity. Increase opportunities for understanding place, locally and globally, through educational programs, conferences, symposia, research and exhibitions Using a collaborative approach, develop a coordinated, cohesive City-wide arts and culture sector place-marketing plan. City to facilitate collaboration between business and tourist organizations and the arts and culture sector to further develop and promote the creative economy locally and globally Support investment in local, regional and global audience development and marketing

Arts and culture is about creativity, quality of life, and expressions of it that are shared through gifting, trading and/or the marketplace. We celebrate through the arts and draw on them in times of need. We create and transform places that reflect our individual and collective selves. Skills acquired through the arts transferred to other sectors and domains, strengthening the broader community.

A vibrant sector provides the creativity and networks that underpin resilient people and places, enabling continual revitalization, and the development of a localized, culture-based economy that connects to regional and global markets. Sault Ste. Marie has considerable cultural and natural resources to celebrate, and to build on in transitioning through change and fostering continual regeneration and renewal.

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Sault Trails Advocacy Committee

Active Transportation and Mobility in SSM

What is active transportation?

Active transportation refers to any form of travel that is self-propelled, including walking, cycling, in-line skating, using a wheelchair, or riding a skateboard.



Why is it important for Sault Ste. Marie to be AT friendly?

Environmental Sustainability

- Reduced greenhouse gas emissions, toxic run-off, water, noise, and air pollution
- Encourages density
- Decreased traffic congestion and wear on roads

Social Equity

- Increases social inclusion for people lacking access to a vehicle
- Reduced traffic on the road resulting in safer streets for all
- Contributes to building social capital among community members

Cultural Vitality

- Increased overall physical health
- Reduced stress and increased emotional health
- Reduced incidence of cardiac disease as a result of physical activity

Economic Diversity

- Better designed environment facilitates new investment (quality of life)
- Increased bicycle tourism, bicycle sales
- Increased property value and retail sales along trails and in pedestrian friendly areas

What is the current state of active transportation and mobility in Sault Ste. Marie?

Sault Ste. Marie has...

- **833km** of road lanes in the urban settlement area (1190km overall)
- **347.84km** of sidewalks; with approximately **212km** ploughed in the winter
- **26.5km** of multi-use trails (The John Rowswell Hub Trail)
- **7.86km** of bicycle lanes (Queen Street)
- **47.14km** of other trails (5.61km at Fort Creek; 9.78km at Whitefish Island; 31.75km at Hiawatha)
- Our current transit routes cover **190.47km**
- Approximately **227** cyclists used the Queen Street bike lanes daily in August 2015
- Hub Trail user count



Sault Trails Advocacy Committee

Recommendations to CAC

How can we improve mobility for all Sault Ste. Marie residents and increase the prominence of non-motorized travel?

Community Vision

(Identified in the Cycling Master Plan)

- **Education** - an informed community that appreciates safe and responsible cycling activities; a community that evidences increasing cooperation among all road and bicycle users
- **Enforcement** - an informed community that respects the rules and rights of cyclists
- **Encouragement** - a community that encourages alternative transportation and cycling as a means of commuting and/or recreation
- **Engineering** - a set of standards that establishes cycling [and other modes of active transportation] as an integral part of the transportation system of Sault Ste. Marie

Applied Objectives

(Identified in the Transportation Master Plan)

- Build multimodal networks - link cycling network to transit routes
- Maximize operational efficiency of existing roads and intersections
- Establish a safe and accessible network for all travellers
- Promote environmental sustainability and community health

Implementation Strategy Recommendations

- Continue to use the **Transportation Master Plan, Cycling Master Plan** and **Hub Trail Spoke Route Study** to identify routes for implementation
- Ingrain active transportation into mandates of all City divisions as identified in the **Corporate Strategic Plan**. A citywide **Mobility Plan** and dedicated **Active Transportation Coordinator** will ensure active transportation is an influential factor in Council's budget and policy decisions
- Establish a definitive commitment to implementing the TMP and CMP by committing to building **2km** of AT infrastructure annually and allocating **5%** of the Capital Works budget to AT projects
- Pursue AT projects **independent and in conjunction with** capital works projects. Many of our roads would become significantly more amenable to cyclists with minor interventions like line painting and signage.
- Promote AT **pilot projects** to assist with education and building community support (e.g., CAN BIKE course, Active and Safe Routes to School Initiative, helmets for low-income youth)
- Assist STAC with advocacy efforts by the City becoming a **formal partner** in programming events, building on the model of the Hub Trail Festival, providing event insurance and personnel support for Car Free Sundays and other AT promotional events
- Install sufficient infrastructure (i.e., bike racks, water fountains, benches and shaded rest areas) to support active transportation across the community

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