



**The Corporation of the  
City of Sault Ste. Marie**

**C O U N C I L   R E P O R T**

July 16, 2018

**TO:** Mayor Christian Provenzano and Members of City Council

**AUTHOR:** Tom Vair, Deputy CAO, Community Development and Enterprise Services

**DEPARTMENT:** Community Development and Enterprise Services

**RE:** FutureSSM Project Update

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**PURPOSE**

The purpose of this report is to provide Council with an update on the FutureSSM project.

**BACKGROUND**

On June 26<sup>th</sup>, 2017 City Council passed a resolution that the Final Recommendations of the Community Adjustment Committee be received as information and that City Council:

1. Endorse the plan as a key stakeholder;
2. Assign responsibility for coordinating implementation to Community Development and Enterprise Services;
3. Request a report outlining the specific steps and required resources to implement the recommendations of the Committee; and
4. Thank the Community Adjustment Committee members, Chair, Project Coordinator and all those involved for the preparation of this report.

On August 21, 2017 an implementation report was presented to City Council and a resolution was passed that the report be received as information and:

- Further, that Council authorizes staff to invest \$444,656 in the implementation plan in 2018 using funds recently reallocated from SSMEDC.

- Further, that Council authorizes staff to develop funding applications to seek support for the implementation plan and leverage the City investment into this project.

On May 28, 2018 Council passed the following resolution:

Whereas the City has been working on developing a comprehensive community project (Future SSM) to support the community as it progresses towards an economically diverse, culturally vibrant, socially equitable and environmentally sustainable future; and

Whereas a number of individuals have been vigorously creating the plan by holding focus groups; and

Whereas the Future SSM Project is to set clear steps as one important method to think beyond specific sector needs and address urgent issues for the entire local economy, including: community infrastructure, social development, labour force development, education and training development and business retention and expansion; and

Whereas this is critical to the future of our community;

Now Therefore Be It Resolved that the Deputy CAO Community Development and Enterprise Services be requested to provide quarterly updates to keep Council and the community abreast of the progress being made by the committees and individuals involved.

This report outlines the latest developments of the FutureSSM project.

## **ANALYSIS**

As part of a regular update on the FutureSSM project, staff is pleased to report that the project is progressing well and momentum continues to build for this community development initiative. The activities underway include:

### 1) Community Engagement

As previously reported to Council, the foundation of the FutureSSM project is based on the fact that it is a community plan. That is to say it was developed by community members and the success of the plan will hinge on the ongoing involvement and commitment of time and resources by community organizations and citizens.

The Community Development Roundtable has met three times and has finalized the Terms of Reference for the CDR and for the working committees/action teams that have been assembled. Below is an updated list for the CDR and the members of the working committees/action teams:

Community Development Roundtable:

- Brenda Stenta
- David Nanang
- Donna Hilsinger
- Jody Rebek
- Josh Ingram
- Lucia Reece
- Mike Nadeau
- Ralph Barker
- Shirley Horn
- Tim Lukenda

Working Committees/Action Teams

The Mayor will be leading an Indigenous Advisory Circle directly and has already been in touch with members of local First Nations and Metis communities. The other working committees/action teams include:

- Arts and Culture
  - Donna Hilsinger - Lead
  - Candace Day
  - Dave Mornix
  - Ed Turgeon
  - Greg Marshall
  - Helena Huppolaianen
  - Jasmina Jovanovic
  - Russel Raven
  - Sean Meades
  - Councilor Susan Myers

- Downtown Development
  - Josh Ingram - Lead
  - Adrian DeVuono
  - Ashleigh Sauve
  - Frank Pastore
  - Graham Atkinson
  - Jake Cormier
  - Kristi Cistaro
  - Mitch Case
  - Rory Ring
  - Tanya Kerhanovich
  - Councilor Sandra Hollingsworth
  
- Economic Growth and Diversity
  - Ralph Barker - Lead
  - Ashlee Gerard
  - Francine Floreani
  - Jeff Elgie
  - Kevin Wyer
  - Mike Pratt
  - Susan George
  - Tim Lavoie
  - Councilor Matt Shoemaker
  - Resource Members:
    - Dan Hollingsworth
    - Pete Bruijins
    - Jonathon Coulman
  
- Education
  - Lucia Reece - Lead
  - Asima Vezina

- Jennifer Wallenius
  - Jonathon Budau
  - Rodney Hanley
  - Ron Common
  - Rose Burton-Spohn
  - Councilor Paul Christian
  - Student Trustee (To be selected in Sept.)
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- Energy and the Environment
    - David Nanang - Lead
    - Ashley Moerke
    - Colin Kirkwood
    - Jim Tait
    - Kieran O'Neill
    - Pamela Perralt
    - Pedro Antunes
    - Rob Brewer
    - Rob Reid
    - Stephen Perkio
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- Social Equity
    - Mike Nadeau – Lead
    - Ali Juma
    - Annette Katajamki
    - Cathy Syrette
    - Gary Vipond
    - Kim Streich-Poser
    - Michael Maville
    - Paul Baldassaro
    - Sean Sparling

□ Health

- The invitations have just been sent out to this working committee and members will be confirmed shortly.

As evident by the names included on the working committees/action teams, it is clear there is significant support from community members to participate in the FutureSSM project and staff is extremely pleased with the calibre of individuals that have agreed to participate.

To date, action team meetings have been held for the Downtown Development (2), Arts & Culture (2), Energy & Environment (1). Meetings for Education and Economic Growth and Diversity are scheduled to meet on July 10<sup>th</sup> and 12<sup>th</sup>, respectively.

The initial meetings have indicated a strong desire for collaboration across the community and to make a positive impact by undertaking both short term action items and longer term strategic initiatives.

2) Funding Applications

The City has received positive news from both the Federal and Provincial governments for this initiative. FedNor has approved \$1.1M towards the project and a written agreement appears elsewhere in the Council package for approval. NOHFC has approved \$1.4M in funding to support the project and a written agreement appears elsewhere in the Council package for approval.

This funding leverages the City contribution of \$1,337,000 (\$444,656 x three years plus in-kind contributions) and a contribution from the Algoma Leadership Table members to support the Social Equity Coordinator role to bring the total, three year project budget to \$4,011,000.

This enables the project to proceed in full with a dedicated project team and funds in place to advance recommendations from the Community Development Roundtable and support strategic priorities including community promotion.

3) Project Team

As indicated in the last Council update, staff has begun the recruiting process to build out the FutureSSM project team. Staff is pleased with the calibre of applicants to this project and is happy to introduce the Project Manager:

- Project Manager, FutureSSM – Travis Anderson

Travis Anderson joined the City on May 22<sup>nd</sup>, in the position of Project Manager, FutureSSM. Travis has over 14 years of project management

experience in the natural resource sector including leading the development of large-scale renewable and conventional energy projects. His experience includes management of engineering design, commercial feasibility studies, environmental impact assessments, First Nations consultation, stakeholder relations, regulatory approvals, construction and operations in Canada and internationally.

Travis received his Bachelor of Science in Environmental Studies from Carleton University and obtained his Masters of Business Administration from the Simon Fraser University. He also holds a Project Management Professional (PMP) designation offered by the Project Management Institute (PMI).

The position being co-funded with the Algoma Leadership Table for the Social Equity Coordinator was posted first. We are currently in the process of selecting our preferred candidate for the Social Equity Coordinator and hope to have that individual on staff by the end of July.

Job postings for the following FutureSSM contract positions closed on June 30<sup>th</sup> and interviews are currently being schedule as follows:

- Film/Digital Media Coordinator (Interviews being scheduled week of July 9<sup>th</sup>)
- Arts and Culture Coordinator (Interviews being scheduled week of July 16<sup>th</sup>)
- Communications Coordinator (Interviews being scheduled week of July 16<sup>th</sup>)
- Labour Force Development Coordinator (Interviews being scheduled week of July 23<sup>rd</sup>)

These individuals will play important roles in advancing the recommendations from the Community Adjustment Committee and the FutureSSM project plan. They also provide the necessary resources to properly implement this community development initiative and achieve the desired results.

#### 4) Project Activities

- a. Community Promotion - The desire to promote our community was identified as one of the eight overarching goals, as recommended by the Community Adjustment Committee.

*“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.”*

In an effort to address the recommendation of the CAC report, the City of Sault Ste. Marie, in June 2017 embarked on Phase 1 of its community promotion strategy. Utilizing funds from the CAC process and through an RFP process, staff selected Trajectory brand consultants to undertake the first phase of a community branding exercise. Trajectory assisted with a community engagement process to identify brand ingredients and a community identity strategy (Attachment A) that will be used to inform Phase 2 of the process – the development of a visual identity, messaging and campaign recommendations.

Trajectory conducted workshops with over 15 different groups, including members from:

- City Council
- City Staff
- Algoma University
- Sault College
- Tourism SSM
- SSM Chamber of Commerce
- SSM Economic Development Corporation
- Downtown Association
- SSM Innovation Centre
- SaultMed - Sault Ste. Marie Physician Recruitment & Retention Program
- Sault Career Centre
- Strive Young Professionals Group
- Local entrepreneurs, developers and large private sector companies

An online survey was also conducted to obtain feedback from the general public. From this community input four main brand ingredients emerged which are summarized from the report below:

- Sustaining Quality of Life - A sustaining quality of life is vital here. Family-friendly, work/life balance.
- Maker Ingenuity - For centuries, enterprising builders and entrepreneurs have forged world-renowned solutions here. From paper and steel to transport and hydro and now into digital solutions.
- International Trailhead - Far more than a border city, we are an

international trailhead for commerce and recreation.

- Bawating spirit – this defines our heritage, culture and deep connection to water. For millennia, our waterways - at the heart of the Great Lakes - have been essential gather places, trading routes and home to diverse populations of First Nations, Metis and pioneering communities from across the globe.

Together, these four ingredients create a distinctive story that Sault Ste. Marie can own and activate.

Phase 2 of the community promotion, is intended to build off of the work conducted in first phase and will see the City, as the facilitator of the FutureSSM project, lead a consortium of local organizations (the Steering Committee) to assess, improve and develop its current visual identity and promotional efforts. It is important to note the intent is to improve the way the community:

- Engages current residents and improves morale
- Attracts and engages prospective residents and students with the excellent quality of life and the unique benefits of living in Sault Ste. Marie
- Attracts businesses to the community

Staff will undertake an RFP for the second phase of the project to seek support from a consultant in the development of the visual identity and implementation plan. The proposed scope of work to be addressed by the consultant includes, the development of a logo/wordmark and style guide, as well as the development of an implementation plan to guide the City through the process of introducing the visual identity within the City, to partner organizations and to the public.

Staff anticipates returning to Council with the final design in the late Fall/early New Year timeframe.

- b. Sault Summit – On April 21<sup>st</sup>, over 40 former Saultites gathered together at Branksome Hall campus in Toronto to engage in a high level strategy session for the benefit and development of Sault Ste. Marie. Drawing on individuals with significant industry experience and a passion for their hometown, the afternoon was spent providing an update on the current state of Sault Ste. Marie and the FutureSSM initiatives that are being set in motion to build a stronger, more vibrant and healthy community. The group shared their thoughts and ideas for the development of Sault Ste. Marie and was supportive of continuing the dialogue and attending future events.

The day was made special with a video message from the Right Honourable David Johnston, former Governor General of Canada and a keynote speech from Dr. Roberta Bondar.

The ideas and suggestions for the day have been captured, distributed to the attendees and staff is now working at integrating this feedback into the work being undertaken as part of the FutureSSM project. Future events to build on the success of this event are being developed and staff will report back to Council in the future as plans are finalized.

### Summary

As evidenced by the activities outlined above and the community leaders engaged in the FutureSSM project, it is evident that momentum is building for this initiative. The approval of funding from our Federal and Provincial levels of government alongside the contribution from the City of Sault Ste. Marie and members of the Algoma Leadership Table now enable the project to advance in full.

The addition of the dedicated project staff resources will also greatly assist in advancing the different focus areas of labour force development, social equity, arts and culture and film/digital media development. Also, the dedicated communications coordinator role will ensure that City Council, project volunteers and citizens are informed regularly of the progress and activities being taken through the FutureSSM project.

The focus of the project remains to develop the community in each of the Four Pillars identified (Economic Growth and Diversity, Arts and Culture, Social Equity and Environmental Sustainability) with the common cause and direction:

“We want Sault Ste. Marie to be a vibrant city with a population of 100,000 by 2037. We will invest in our People. We will celebrate our Place. We will create Prosperity.”

### **FINANCIAL IMPLICATIONS**

The City’s contribution towards community development activities from which this project was developed was approved by City Council at the July 31<sup>st</sup>, 2017 special Council meeting.

### **STRATEGIC PLAN / POLICY IMPACT**

This item directly aligns with the Corporate Strategic Plan in multiple focus areas. The implementation mirrors exactly the focus area of “Quality of Life” and the priorities identified which included Promote Quality of Life Advantages, Promote

and Support Arts & Culture, Welcome and Seek Out Immigration and Create Vibrant Downtown Areas.

The implementation plan will also address the focus area of “Community Development and Partnerships” and its priorities including Create Social and Economic Activity, Develop Partnerships with Key Stakeholders and Maximize Economic Development and Investments.

### **RECOMMENDATION**

It is therefore recommended that Council take the following action:

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated 2018 06 16 regarding FutureSSM project be received as information.

Further that Council confirm the City’s total financial commitment over the duration of the project (\$1,358,468) and commit to cover any potential cost overruns of the project (as per NOHFC’s funding requirements)

Further that Council approve By-law 2018-157 to authorize a funding agreement with the NOHFC for the FutureSSM project which appears elsewhere on the agenda.

Further that Council approve By-law 2018-158 to authorize a funding agreement with FedNor for the FutureSSM project which appears elsewhere on the agenda.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tom Vair". The signature is written in a cursive style with a horizontal line underneath the name.

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