

## PROGRESS REPORT • NOVEMBER 2018

---

Our Community's Vision Realized.

FutureSSM is a forward-thinking division of the Community Development and Enterprise Services (CDES) Department at the City of Sault Ste. Marie. Under the leadership of Deputy CAO Tom Vair, CDES comprises of Building, Community Services and Planning & Enterprise Services.

FutureSSM is implementing our community's collective vision to build a great city where people want to live, visit and do business. We are taking a holistic approach to community development that includes four pillars; cultural vitality, economic growth & diversity, environmental sustainability and social equity.



FutureSSM is moving ahead alongside community members on several initiatives to build our labour force, grow our post-secondary institutions, advance Indigenous relationships, celebrate our culture, revitalize our downtown and welcome newcomers. Since the last report to council, much work has been done by FutureSSM staff and the Community Advisory Teams to advance recommendations laid out in the Community Adjustment Committee (CAC) Report, *A Common Cause and Direction for Sault Ste. Marie*, and other initiatives.

This status report offers an update on the progress of the Action Teams are making relative to defining their priorities and also includes a highlight of some of the other initiatives that the FutureSSM Team is working on.

Project Milestones:



## FutureSSM Team:

FutureSSM staff are in place to lead the implementation of the CAC recommendations, the priorities defined by the Action Teams and manage the day-to-day activities of the project to ensure it proceeds in scope, within the specified time frame and under the established budget. Ultimately, staff will advance FutureSSM, by facilitating communication and collaboration, providing technical expertise and, project management and administrative support, and by supporting the Action Teams to define and advance the communities' priorities.

Staff are passionate about Sault Ste. Marie and motivated to get results for the community by actively advancing the recommendations of the CAC and implementing the priorities identified by the Action Teams. Most importantly, the team is optimistic about our collective future. The following team members have now been hired. See full bios (<https://futuressm.com/about/staff/>):

- Travis Anderson, Project Manager
- Social Equity Coordinator (*start date: December 17, 2018*)
- Katie Elliott, Communications Coordinator
- Todd Fleet, Arts & Culture Coordinator
- Jennifer Mathewson, Film, Television & Digital Media Coordinator
- Paul Sayers, Labour Force Development Coordinator

## Action Teams:

Action Teams provide FutureSSM with advice and support to ensure the community's vision is moving forward in several priority areas. The leads of the Action Teams are members of the Community Development Roundtable (CDR) to make sure silos are broken down and communication takes place across the different pillars. Below shows how the Action Teams function in relation to the CDR and Bawaating Advisory Circle. For a list of Action Team members, visit [www.futuressm.com](http://www.futuressm.com)

Each Action Team is at a different stage of development. Below outlines where each team is at in terms of identifying priorities in an advisory role. It is important to note that priorities coming out of the Action Teams are based on or building upon recommendations laid out in the CAC report.





## Downtown Development Action Team:

The Downtown Action Team has identified **14** short-term, medium-term and long-term priority items to tackle. This team started with a list of 43 and through a set criteria process, discussion, feedback and alignment with the CAC recommendations, reduced it to 14.

Finalized list of priorities:

### Short-term:

1. Beautification Initiatives.
2. Infrastructure (including, public furniture, multiuse four season event space, better connectivity with waterfront, etc.)
3. Review and revise internal city processes that create barriers for businesses looking to improve or operate downtown.
4. Additional Programming.
5. Downtown branding & digital marketing strategy.

### Medium-term:

6. Address parking rental issues for residents and businesses.
7. Economic development.
8. Free Wi-Fi downtown.
9. Re-green & rehabilitate brown lands and link them to boardwalk and/or hub trail.

### Long-term

10. Improve wayfinding & signage.
11. 2-way traffic – how do we move ahead/is it the right option?
12. Identify potential sites for redevelopment along the waterfront.
13. Unique identity district branding (by block/group business type).
14. Creation of a Sault Ste. Marie 'Main St. Class' of businesses as well as a Main Street Strategy/policy.



## Arts & Culture Action Team:

The Arts & Culture Action Team has identified **three** main priority items to move ahead with as recommended by the CAC report, and building on our local competitive advantages and strengths. This team started with a list of 28 and through a set criteria process, discussion, feedback and alignment with the CAC recommendations, reduced it to three, with the expectation that more actions may arise as outputs of the Cultural Plan. It is anticipated that following the completion of the Cultural Plan that the list of priorities below may be expanded.

Final list of Priorities

1. Community Cultural Plan.
2. Community Arts Projects ('street art').

- a. Mural project.
- b. Traffic box wraps.
3. Art Gallery of Algoma business plan & expansion.



## Energy & Environment Action Team:

The Energy & Environment Action Team has identified **three** priority items to take on that fit into four overarching themes.

### Finalized list of priorities:

1. Develop an urban Forestry Plan, with specific focus on identifying goals for tree cover in the community, both for aesthetic and environmental purposes.
2. Commission an Energy & Environment Strategy Report, with a focus on mapping our energy and environmental industry assets and identifying opportunities for growth of existing, or attraction of new assets to the community.
3. Develop a St. Mary's River water trail, with the focus on promoting recreational, conservation and education related to the local watershed.



## Economic Growth & Diversity Action Team:

The Economic Growth & Diversity Action Team is currently in discussion to narrow its focus and identify priorities. The committee will function as a study/recommendation team that will engage with sector professionals and related stakeholders to recommend to the Community Development Roundtable areas of opportunity to grow our economy and achieve sustainable prosperity for citizens.



## Education Action Team:

The Education Action Team is currently in the process of defining the team's priorities. It is anticipated that the team achieve this objective shortly. The committee will function as a study/recommendation team that will engage with residents, education sector professionals and related stakeholders to recommend to the CDR areas of opportunity to grow our education sector and improve educational attainment for citizens.



## Health Action Team:

The Health Action Team has yet to select their priority items. The committee will function as a study/recommendation team that will engage with health sector professionals and related stakeholders to recommend to the CDR areas of opportunity to grow our health sector and develop a centre of excellence.



## Social Equity Action Team:

The Social Equity Action Team has yet to select their priority items; however now, that the Social Equity Coordinator role has been filled it is anticipated that the team will advance priorities shortly. The Committee will function as a study/recommendation team that will engage with residents, social equity sector professionals and related stakeholders to recommend to the Community Development Roundtable areas of opportunity to advance social equity in the community.



## Bawaating Advisory Circle:

An overarching goal of FutureSSM is to strengthen the relationship with Indigenous Peoples and communities. Sault Ste. Marie has an opportunity to be a national leader in reconciliation, but it will require commitment, continuous trust building and meaningful action.

The Bawaating Advisory Circle was established as a way for engagement and dialogue to take place between Sault Ste. Marie leadership and our Indigenous communities. Those communities include our neighbouring First Nations, Garden River and Batchewana, as well as our urban Indigenous Community and our local Metis Community.

The Advisory Circle is another positive step forward on the path to local reconciliation. There will be more developments regarding this group in the months to come.

## FutureSSM Updates:

### FutureSSM Communications Strategy:

A communications strategy has been developed to provide the framework and detailed guidelines that will ensure alignment between Future SSM's goals and communication activities for the duration of the project (2018 – 2021). The goals of the strategy are to 1) communicate the project's progress and impact 2) increase community pride; and 3) attract newcomers, visitors, students, business and industry.

### Community Engagement:

Transparency and engagement with the community is paramount to the success of FutureSSM. Highlights of that engagement include:

- On October 29<sup>th</sup>, the updated FutureSSM website, [www.futuresm.com](http://www.futuresm.com), went live, and was met by positive feedback from stakeholders and the public.
- Between the period of October 29 and November 21, **12,000** unique visitors visited the site.
- Social platforms were also launched, and include Facebook, Instagram, Twitter, LinkedIn and YouTube.
- In the short time since launch, platforms have reached over **23,000** individuals and engaged over **3,000**.
- The project has earned over **30** media hits in local and regional media outlets.
- Team members have had over **65+** meetings with community organizations, businesses and individuals, attended over **25+** community events and engaged the post-secondary student population by holding two 'pop-up' sessions on campus.

### The Sault Network:

In response to recommendations from the Community Adjustment Committee, and in an effort to advance FutureSSM, repatriate former Saultites, and drive growth in our community, *The Sault Network* was created in April, 2018.

FutureSSM is responsible for maintaining and growing this important network for our community primarily through events (The Sault Summit), an online hub, and other outreach activities.

On November 14, the first edition of the 'Network News' was distributed to **221** recipients around Canada and the world. This monthly newsletter will keep former Saultites up to date with ongoing initiatives driving growth and prosperity in our city, and present opportunities to get involved.

### Gil Penalosa Event and FutureSSM Open House:

On November 30<sup>th</sup>, FutureSSM is hosting a speaking event and open house with renowned urban expert, Gil Penalosa.

Gil is the founder and chair of [8 80 Cities](http://880cities.org), a Canadian nonprofit with a mission to improve sustainable mobility, parks, and public spaces to transform urban areas into cities that are great for both 8-year-olds and 80-year olds. The organization has worked with over 250 communities across six continents to promote improve residents' physical and mental health.

In conjunction with Gil's talk, FutureSSM's team will provide an update on City projects related to community revitalization, and will be available to answer questions and gather feedback. Shape the Sault will also be present to get input on the City's Official Plan.

This event is proudly supported by Algoma Public Health. This is a free event open to everyone. For more information, visit [www.futuressm.com/projects/events](http://www.futuressm.com/projects/events).

### Sault Ste. Marie Visual Identity & Branding:

The exercise to assess, improve and develop the community's current visual identity and promotional efforts comes directly from the Community Adjustment Committee report that states better branding would improve morale, and attract students, residents, visitors and business to the community.

*Phase 1* of this process involved broad community consultations to identify Sault Ste. Marie's 'brand story' and 'brand ingredients'. Trajectory was hired through a competitive RFP process to develop and deliver on those components.

FutureSSM is currently leading the *second phase* of this process to build on this work in collaboration with a Steering Committee comprised of members from Sault College, Algoma University, Tourism Sault Ste. Marie, the Sault Ste. Marie Economic Development Corporation, the Corporation of the City of Sault Ste. Marie and FutureSSM.

Through an RFP process evaluated by the steering committee, Scott Thornley + Company (STC) has been hired to assess and develop the brand and visual identity. Development of the brand is a community activity, and as such, consultation and outreach sessions have been and will continue to take place with stakeholders throughout the City.

In addition to the 500+ people consulted during Phase 1, to date, STC and FutureSSM staff have consulted over 150 individuals via 15 one-on-one interviews, 12 theme board workshop sessions, and 2 'pop-up' sessions at Algoma University and Sault College. Participants have been diverse, and included community members from the Indigenous Friendship Centre, STRIVE Young Professionals Group, the Mayor's Youth Advisory Council, FutureSSM CDR and Action Teams, Garden River First Nation, SSM Local Immigration Partnership, Algoma Workforce Investment Corporation, local entrepreneurs and business owners, Sault Ste. Marie Innovation Centre, and many more.

The next phases of this process will be taking place over the next two months. Below outlines a timeline of the process to date:



### Downtown Wayfinding Strategy:

Feedback received during the Community Adjustment Committee's outreach efforts included the need to increase the prominence of the downtown and make it a community hub essential to revitalizing our community. Wayfinding is one of several steps we will be taking over the course of the next several to revitalize our downtown. Our goal is to create a wayfinding system that increases the attractiveness of our downtown by helping visitors and residents alike efficiently navigate to area destinations and amenities, while also creating positive perceptions for the area.

Wayfinding is a system of signs, banners, gateways, and kiosks that assist locals and visitors to connect the dots and find their way, making for a positive experience, extended stays and

more spending. If done right, wayfinding systems do more than just act as a guide; they create a more attractive community, and build and promote a community's brand.

Through a competitive RFP process, FutureSSM has hired Corbin Design, a leader in wayfinding consulting and signage system design, to move ahead with plans to develop and implement a Wayfinding Strategy for Sault Ste. Marie's downtown. If done right, wayfinding systems do more than just act as a guide; they create a more attractive community and build and promote a community's brand.

Stakeholder consultation sessions are being held throughout the process. To view Corbin Design's presentation from the first session, visit [www.futuresm.com/projects/wayfinding](http://www.futuresm.com/projects/wayfinding).

### Other Downtown Development Initiatives:

The Downtown Development Action Team has been working closely with the Downtown Association and City Planning on a number of initiatives including:

- The creation of a subcommittee focused on identifying and making recommendations on actions that can be taken to improve public safety in the downtown.
- Preparing a Downtown Vision and Action Plan to identify priority projects, concepts and required budgets for implementation over the next three or four years. Fundamental to this is the creation of a multiuse, four season event space that is central to the downtown business area.
- The Downtown Traffic Study is recommending that the existing one-way traffic system be retained. However they are also recommending that Bay Street be reduced to two lanes in width with additional turning lanes at major intersections. This would create the same capacity as Great Northern Road which also has two lanes in each direction. The reduced road with will significantly improve connections between the downtown business area and waterfront as well as provide additional space to redevelop Bay Street as a tree lined boulevard with a new off-road multiuse path for cyclists and pedestrians. Subject to environmental assessment approval, this project will be undertaken in 2019.
- City staff are working to develop encroachment guidelines to permit businesses to place benches and planters in front of their storefronts similar to Petoskey and Charlevoix without any further approvals.
- The Downtown Association and City Planning will host a series of workshops early in the new year to provide information on the new downtown grant programs, patio approval process, and sidewalk furnishings guidelines.
- Orders are now being taken by the City's Accessibility Advisory Committee for businesses wishing to acquire a portable barrier free ramp through the Stopgap program at no cost. The City is also in the process of installing recharging stations for electric mobility devices in several locations.

### Bondar Night Market:

Staff are currently working on plans to expand the existing Summer Concert Series at the Roberta Bondar Park Pavilion by including a night vendor market. Staff will be approaching local merchants early in the new year to gauge interest in participating in the night market and will also be looking to attract local food merchants to the event.

## Arts & Culture:

### Film, Television & Digital Media:

The benefits of film and television production to a community are significant. Increased economic activity and investment, local employment opportunities, support for local arts organizations and events, and trade for local businesses are just some of the positives a community experiences with increased production. Since 2004, 40 film or television series have been shot in Sault Ste. Marie, resulting in approximately \$60 million in economic benefit.

In 2016-2017 alone, Sudbury played host to 38 film, television and web series productions, with a direct spend of almost \$40 million.

In the same time frame, North Bay welcomed 21 film and television productions, with a direct spend of \$32 million.

Based on the statistics from Sudbury and North Bay, we believe there is room for Sault Ste. Marie to expand its market share. In order to help facilitate growth in the sector, the Sault Ste. Marie Film, Television and Digital Media office has been established as part of FutureSSM. Led by local film expert, Jennifer Mathewson, efforts are ongoing to **1.** Attract productions to Sault Ste. Marie and **2.** Support productions by streamlining municipal processes and acting as a 'one stop shop' for all production needs.

### Attraction & Promotion:

#### **Cinéfest Sudbury**

- Jennifer Mathewson recently attended *Cinéfest*, Sudbury's annual international film festival, to network with industry organizations and producers, and present to approx. 40 industry professionals at the annual film forum.
- Jennifer also sits on the *Cultural Industries Ontario North* Advisory Board as a local municipal representative for Sault Ste. Marie. Having this position filled on the Advisory Board allows Sault Ste. Marie to have a voice when it comes to regional discussions and decision making.

#### **Toronto Film Circuit Network**

- FutureSSM staff travelled to Toronto early November to meet with film producers, post-production studios and others in the industry to discuss the benefits of filming and doing business in Sault Ste. Marie.
- During the trip we had 3 production companies with 2019 projects, who were not previously considering Sault Ste. Marie as a location for filming, express interest in coming to the community to do familiarization tours. The first of these productions is scheduled to be in the area on December 3-4.
- Preliminary scouting and script breakdown is currently being done by FutureSSM staff all 3 projects.
- A fourth company has also expressed interested in bring a post-production facility to Sault Ste. Marie and is currently in discussion with the City and NOHFC regarding potential funding opportunities.

## Other

- Meetings are ongoing with local businesses to discuss how they can work with production companies coming to the community. This will lead to better communication between businesses and productions, and mutual benefits to both parties.
- Jennifer is working with Sault College Digital Film Production Program to arrange partnerships and guest lectures, and recently spoke to first year students about the industry and how they can get involved locally.

## Support for Productions:

### Hammer Feature Film

- Jennifer Mathewson, FutureSSM's Film, Television & Digital Media Coordinator was the liaison for all City services, and assisted in the following ways:
  - Coordinated internal City department notifications of permits & filming, including road closures and filming on municipal property.
  - Participated in Location Tech Scout.
  - Assisted in connecting producers with local labour force.
- Hammer filmed for 14 days in and around Sault Ste. Marie. In that time frame, their contributions to the community were substantial:
  - Approximately \$1,000,000.00 (direct and indirect) spend in Sault Ste. Marie.
  - Provided 29 Full Time Equivalent (FTE) jobs to Sault Ste. Marie locals.
  - Provided 20+ Part Time Equivalent (PTE) jobs to Sault Ste. Marie locals.
  - Provided 3 job training opportunities to Sault College Digital Film Production. Students and 1 job training opportunity in partnership with Employment Solutions
  - 450 hotel nights booked between August 6 - September 26.

## Community Cultural Plan:

Global communities with strong links between community culture and engagement in the arts, are resilient, healthy communities. 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. Because of this, the development of a comprehensive Community Cultural Plan was identified as a key recommendation in the Community Adjustment Committee Report as a way to increase cultural vitality in Sault Ste. Marie.

For the purpose of the plan, visual arts, literary arts, heritage arts, performing arts, and media arts will be included. The goals in implementing the plan are to:

- Foster investment and economic development in arts & culture.
- Strengthen partnerships to promote cultural vitality in the community.
- Strengthen connectivity amongst those in the creative sector.

The RFP to develop a Community Cultural Plan closed on October 18, 2018. Unfortunately, due to the Municipal election we were delayed in making our recommendation on preferred vendor to council and will be doing so on December 10<sup>th</sup>. The final deliverable of the Community Cultural Plan will be schedule for end of May 2019. For more information, please visit

[www.futuresm.com/communityculturalplan](http://www.futuresm.com/communityculturalplan)

## Community Art Project (CAP):

A Community Art Project (CAP) was identified by the FutureSSM Arts & Culture Action Team (ACAT) as a priority in the development of the arts and culture sector.

“Public art generates tangible and intangible benefits, and in the most successful instances, it becomes an integral and beloved part of the community. Enhancing its environment, art enriches residents' lives, instills a sense of civic pride, creates a shared history, connects communities, and provides opportunities for dialogue, engagement, and learning. By promoting cultural participation, public art stimulates cultural industries and the creative economy. And, especially important to the revitalization of Rust Belt cities, public art boosts the economy in a hyper-local way. The economic impacts benefit residents directly, driving spending to local businesses and creating jobs and opportunities for artists and residents alike.”

*(source:<https://urbanland.uli.org/planning-design/enriching-city-public-art/>)*

CAP will consist of a number of public art initiatives that will be implemented over the course of the FutureSSM project and include:

- Murals (5 in 2019)
- Traffic wraps (20 in 2019)
- Unique public furniture (2019)
- Other creative artistic and cultural design implementation opportunities as presented.

### **Traffic Box Wraps**

The City currently requires artwork to wrap traffic boxes located throughout the city. This is to help prevent tagging, tell community stories, beautify the city (create points of interest), and advance tourism and economic development opportunities, while raising profile of arts in the community. At the same time, Sault College is seeking experiential learning opportunities for students to gain professional knowledge in a real world work scenario while building strong portfolios to assist in future employment opportunities.

The traffic box project facilitates an opportunity for both needs to be satisfied and in doing so also helps to promote the arts in our community and support economic diversification.

FutureSSM Staff conducted outreach to the Sault College Graphic Design Department, with the specific goal of involving students in the design of the vinyl wraps for traffic boxes, and was successful in adding the traffic box wrap project to the program's curriculum. Students have begun preliminary work on designs.

The Project is being set up to continue as part of the regular curriculum on an on-going basis and will include second year students as well as third year students. All artwork will be archived and used on a continuing basis for traffic box wraps throughout the city.

Students have selected the SSM Museum as the location for their Grad Show in May, FutureSSM will support venue costs as well as support students with marketing of event and will have a “promo booth” at the show.

## 2019 Mural Project:

The 5 public murals will be focused mainly in the downtown area, with a combination of supporting where possible redevelopment in initiatives already in progress.

- A minimum of 2 mural will be by Indigenous artists.
- A design brief will be created for each of the murals and will outline themes and scope of work for potential artists/groups who wish to participate in the project.
- Mural development may be a blend of public solicited proposals as well as pre/directly selected art work.
- Review Committee will be formed similar to the Traffic Box Project.
- Where possible, students participating in the Traffic Box Project (Sault College, Algoma University, Algoma District School Board) will be offered participation, mentorship, networking, skills development and portfolio building opportunities.

## Labour Force Development:

An overarching goal of FutureSSM, as identified in the CAC Report, is to build our local labour force. 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 program re-training opportunities, and programs to attract skilled workers to the community.

Paul Sayers, FutureSSM's Labour Force Development Coordinator (LFDC), has been busy reaching out to employment agencies, businesses and communities, with the goal of developing relationships and identifying gaps and opportunities.

Common themes that have been identified:

- Lack of inter-agency program awareness and knowledge.
- Lack of cohesive approach to settlement services.
- Staff do not always know processes for newcomers.
- Targeted immigration is new to the community, awareness of immigration, appreciation for new cultures and cultural diversity is not strong.
- Lack of local centralized Immigration services to support newcomers interested in moving to Sault Ste. Marie (e.g. lack of licensed Immigration consultant or immigration lawyers).
- Capacity for: housing, religious expression, sense of community for newcomers, etc.
- International student recruitment combined with integration and settlement.
- Lack of awareness of First Nation employment services and job creation funding resources.

A critical need identified by businesses in Sault Ste. Marie was access to skilled labour and filling numerous vacancies due to impending retirements.

## Actions underway:

- Attended rural newcomer job fair in Mississauga to promote job openings.
- Actively working with all levels of education to increase student awareness of local opportunities and develop programming at University and College to assist local employers.
- Meetings with all major employers to document and assemble needs.
- Pursuing immigration program for Sault Ste. Marie.

- Outreach to First Nation/Indigenous partners to tap into fastest growing segment of our population.
- Researching colleges/universities/trade schools which serve as feeder pools to local industry.
- Researching PEI, Edinburgh and other regions on how they “recruit, retain and repatriate” talent back into their communities and creating a similar implementation strategy.

### Rural Ontario Forum & Job Fair (Newcomer Centre of Peel):

- Mississauga, November 6<sup>th</sup>, 2018
- Registered Job seekers: 400; Registered Exhibitors: 32

This job fair was a success due to the volume of interested candidates who eager to find out more information on Sault Ste. Marie. In total, Paul Sayers spoke to over 100 interested applicants.

Candidates were provided with literature with links to Future SSM website, city services, local industry, and materials from Invest Sault Ste. Marie, and contact information. Following the fair, we received resumes from some candidates who are interested in relocation to SSM. We will be reviewing the resumes and directing them to specific job postings that may match their expertise and interest.

Candidates were interested in Sault Ste. Marie because we have access to:

- Transit.
- Grocery stores, Shopping malls.
- Access to the US and Trans-Canada highway.
- One hour flight to Toronto.
- Services such as Newcomer Settlement Services at the Sault Community Career Centre.
- The Great Lakes and year-round outdoor activities.
- Substantial interest in the local Indigenous communities.
- Lower cost of living and shorter commute times.
- Lower cost of buying a home.

There was heavy representation of foreign born professionals from the Middle East and Africa. Countries of origin for interested candidates included: Ghana, South Sudan, Kurdistan, Iraq, Iran, Zimbabwe, Mozambique, Egypt, Lebanon, Syria, Jordan, Nigeria, Turkey and UAE. Crucial to the success in the recruitment of foreign born professionals to Sault Ste. Marie is local industry buy-in.

### Meetings & Outreach:

For the past two months, Paul Sayers has been looking at how we can establish more effective community-wide platforms and conduct outreach to attract the high skilled talent required by our local businesses to grow. FutureSSM is currently working on the following LFDC initiatives:

- Exploring the creation of an Employment Advisory Group to facilitate introductions, assist with their recruitment needs and connecting these groups with each other where relationships can be formed once introduced to each other.
- Continued labour market research on various local industries and their challenges, including post-secondary institutions offering programs aligned with their opportunities

Linking industry and facilitating introductions with diverse/immigrant employment service providers.

Since September 2018, the Labour Force Development Coordinator has met with over **25** private and public employers and organizations.

## Economic Growth and Diversification:

### CENEX:

FutureSSM is currently working with the EDC, SSMIC, PUC, Algoma University and Sault College to develop a model for CENEX. The model that is currently being discussed could potentially include an opportunity for a combined facility for private sector investment and academic in research smart energy technology and advanced manufacturing.

## Education:

### Student Events:

Grow our Post-Secondary Institutions was one of the core recommendations of the CAC report and a key goal for FutureSSM. To help support this goal FutureSSM staff has been working with Sault College and Algoma University Student Services to develop community events for students. Events could include a Frosh Week Concert and potential student events throughout the school year.

## Recreation:

### Trail Networks:

Trails provide many benefits, including economic benefits related to tourism, recreation economies, new citizen attraction and creating a healthier more active community. The FutureSSM Staff is currently working on preliminary plans with the Sault Cycling Club and other partners, to develop a new trail network in the north end of the City. Although purpose-built for mountain biking, this trail will be a multi-use trail system open to all human-powered users. Besides mountain bikers, trail users could include runners, hikers, and dog walkers in the summer months, and fat tire biking, snowshoeing and backcountry skiing in the winter months. The trail network would also be able to host existing tourism events such as Crank the Shield, and future events such as trail running races, and winter fat bike and summer mountain bike races.