

Quarterly Report

January 2020



**SAULT
STE. MARIE**

futureSSM 

Community Promotion

Ongoing efforts related to FutureSSM's external communications strategy and newly adopted brand have yielded positive results in the last quarter. The strategy has seen growth in both audience engagement and awareness of Sault Ste. Marie.

A recent article by Big 7 Travel (an online travel site with an Instagram following of 430k and Facebook following of 538k) featured Sault Ste. Marie as one of 'The 25 Friendliest Cities & Towns in Canada'. The language used incorporates the messaging that FutureSSM is pushing out, showing that the community's brand story is resonating.

"This beautiful waterfront city is home to the kind of lifestyle that people dream about – an actual work-life balance and proper community feel."

Instagram

The importance of Instagram for community attraction should not be underestimated. *National Geographic* recently published a story stating that you are "now less than 10 clicks away from seeing an image on Instagram to purchasing a ticket to go there."

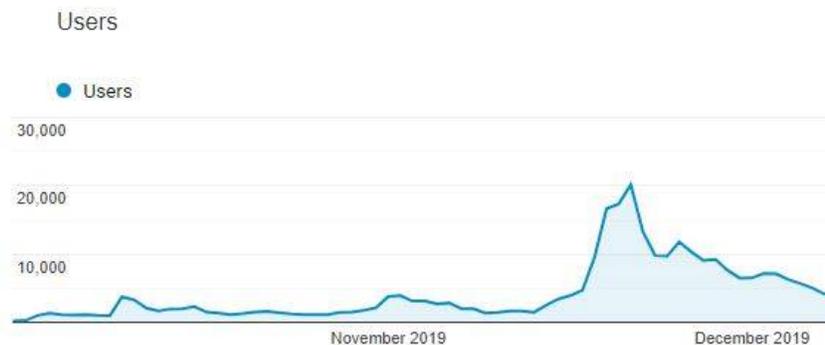
For example, in 2015, the tourism board of the small alpine town of Wanaka, New Zealand, began inviting and hosting "influencers" – social media trendsetters with large followings – to post about their adventures. The result was the fastest tourism growth in the country: a 14 percent increase. (source: <https://www.nationalgeographic.com/travel/travel-interests/arts-and-culture/how-instagram-is-changing-travel/>)

The revamped Instagram page, @welcometossm has grown in size from 900 to 4,885 followers within a four-month span. The page continues to use both User Generated Content (USG) and photography services by local photographers to present a powerful message about Sault Ste. Marie through imagery. With a solid following base now in place, FutureSSM will explore how social media influencers can play a role in increasing awareness about Sault Ste. Marie.

Cavera Campaigns

In the last quarter, FutureSSM engaged Cavera Inc. to conduct PPC ('pay per click') and e-mail marketing campaigns through Facebook, Youtube, MailChimp and Google to promote www.welcometossm.com and reach people who are considering moving to Sault Ste. Marie. The results have been very positive to date.

Website users:



Email Marketing Campaigns:

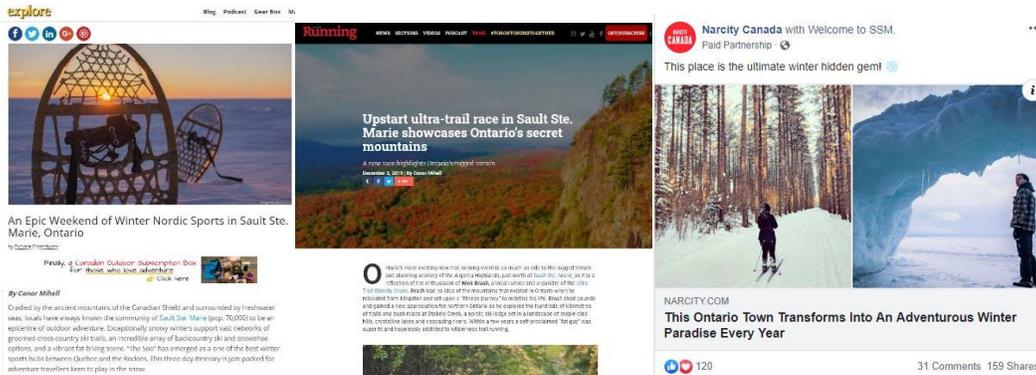
- 5,453 subscribers
- Above average open rate of 40% and click rate of 55%
- Welcome to SSM email drip
 - o 6,114 opens and 2,580 clicks since November
- Subscribers receive job postings via an RSS Feed on a weekly basis.

Paid content marketing

Based on the target audiences laid out in the External Communications Plan, FutureSSM undertook paid advertising opportunities with three following publications in the last quarter. This includes accessing their social media channels.

In total between these three campaigns, **approximately 515,000** people that fall primarily within FutureSSM's target demographic were reached. Campaigns were developed for the following publications:

- Explore Magazine – *An Epic Weekend of Winter Nordic Sports in Sault Ste. Marie*
- Narcity Canada – *This Ontario Town Transforms Into An Adventurous Winter Paradise Every year*
 - o Narcity stated the high amount of reads exceeded their benchmark by over 12,000 views for this type of article.
 - o The average time of 5m 58s spent on the article also exceeds industry averages for this type of article.
- Canadian Running – *Upstart ultra-trail race in Sault Ste. Marie showcases Ontario's secret mountains*



Video

Working with local videographers, FutureSSM has developed more videos to tell the brand story of Sault Ste. Marie. The videos are designed to be short (20-30s) and punchy, and are being used primarily on social media. In the last quarter, two videos highlighting family life and community were produced and shared via Instagram, Facebook, Twitter, LinkedIn and YouTube. The videos have been viewed over **16,000** times.

An additional 'Sault Ste. Marie' video vignette has also been produced that features Hari Ramesh, a newcomer to the community who studied in the Digital Film Production program at Sault College. Hari is now working full-time at Rolling Pictures in Sault Ste. Marie and demonstrates another success story of welcoming a newcomer to the city.

Earned Media

FutureSSM also focused on earned media – both traditional and social. Examples of social media include Ontario Travel (290k followers), Ontario For You (62k followers), and Explore Ontario (10k followers). Earned traditional media includes stories in TVO and Big 7 Travel.

Arts & Culture

Community Art Project

Summer Moon Festival

This year's Community Art Project (CAP) is being developed – in partnership with the Indigenous Friendship Centre, Downtown Association and Mayor's Youth Advisory Council – and has been re-formatted into the Summer Moon Festival (SMF). The festival is designed to promote greater development of tourist audiences visiting Sault Ste. Marie, as well as engaging local residents to develop partnerships to provide long-term sustainability and community input in the project. The SMF will be composed of three main components: a Mural Project, Music Project, and Community Partner Programming.

The Mural Project will be held from June 19 to 27, 2020 and will feature eight visiting muralists as well as five local artists. The visiting artists will mentor local artists as well as students that are participating in other CAP-related projects with organizations such as Sault College, Algoma University, Algoma District School Board, Indigenous Friendship Centre and many others. The musical component will feature guest musicians as well as local talent of various types. The Community Partner Programming will run the week of the SMF and will include various events and activities hosted by festival partners. FutureSSM will continue to work to secure the necessary resources and logistics to execute this project with the community partners, through grant writing, community connections, resource sharing and sponsorships/donations.

Hip Hop Artist *Que Rock* in Sault Ste. Marie

FutureSSM completed a mural project with Algoma District School Board in the fall semester with renowned Anishinaabe muralist and hip-hop artist Que Rock. He mentored students at White Pines High School to produce a mural. Que Rock also did Indigenous focused workshops at both Superior Heights and Korah High Schools.

Que Rock and White Pines students sit in front of the mural they developed



Traffic Box Wrap Project – Year 2

FutureSSM will continue working on the Traffic Box Wrap Project with Sault College in 2020.

Downtown Door Wrap Project

FutureSSM is starting a Downtown Door Wrap Project with the Algoma District School Board in January that will see eight downtown business doorways covered with artwork created by high school students.

Community Cultural Plan

FutureSSM will continue to work with the Arts & Culture Action Team committee and community stakeholders to develop implementation strategies for the Community Cultural Plan action items and look for ways that the community can come together to support these initiatives through partnership and collaboration. Additional funding for cultural grants was approved by City Council for 2020. These funds will be available to support artists and arts organizations.

Other Community Collaborations

With FutureSSM's assistance in developing a project grant proposal to the Ministry of Training, Colleges and Universities, the Arts Council of Algoma (ACOA) has been able to hire four new staff and now has resources available to build its organizational capacity as well as begin to offer new services to its members. FutureSSM also assisted the ACOA in developing a grant application to the Ontario Arts Council, which, if approved, will support the development of community programming for the SMF. ACOA is a community partner for the festival.

Film, Television & Digital Media

Film & Television in Sault Ste. Marie

From 2016 to 2018, Sault Ste. Marie averaged two feature films a year. In 2019, FutureSSM successfully attracted four feature films, one web series, and three television series single episodes. The Film, Television and Digital Media Coordinator has been working with a number of producers who are planning to film in Sault Ste. Marie in 2020. Three scouting packages have already been developed for this purpose.

Orientation Training Workshops with IATSE 634 and the Directors Guild of Canada

FutureSSM has been working with industry unions IATSE 634 (International Alliance of Theatrical Stage Employees) and the Directors Guild of Canada to host orientation training workshops for Sault College. IATSE 634 is made up of artists, technicians, and craftspeople who work primarily in film, television and stage production. It is the only union that is dedicated to Northern Ontario workers. Feature films that shoot in the region tend to be either non-union, IATSE, Nabet, or the Directors Guild of Canada (a majority of the union shows in Sault Ste. Marie are IATSE, and DGC or non-union).

These training sessions will offer information about how the unions work, what the benefits are, and basic information about the industry. This will be the first year that Sault Ste. Marie is included in IATSE's Northern Ontario Tour. Once a crewmember signs up with the union, they must travel outside of Sault Ste. Marie to complete this orientation training, which, in the past has been difficult for local crew members. As of January 1, 2021 this orientation training is

mandatory for all IATSE members. Having the training in Sault Ste. Marie will be extremely beneficial to local crew members who are already a part of the union, or are looking to join the union, as well crew members who are just looking to make connections and learn more about unions in the industry. The workshops are set to take place in January.

Location Familiarization Tour

A Location Scout familiarization tour of Sault Ste. Marie is being planned for the spring of 2020. As part of the tour, FutureSSM is looking to attract key film and television decision makers to the community. Location Scouts tend to use online resources to find their locations, and therefore cannot see the added benefits of close proximity, and locations that may not already be listed.

Sault Ste. Marie has lost many productions due to the lack of knowledge about the community. Many people from outside Northern Ontario do not realize that the Sault is a fully-developed city with airport, hotels, schools, malls, etc. This Location Scout familiarization tour will consist of two days of touring. The first day will include a general driving tour and will highlight such locations as the waterfront, character neighbourhoods, downtown, and key interior locations. The second day will include surrounding communities, such as Echo Bay, Laird Township, St. Joseph Island, Desbarats, Goulais, and Prince Township. This will help showcase the wide variety of locations available in close proximity to Sault Ste. Marie.

TIFF

To promote the community and attract more productions to Sault Ste. Marie, the Film, Television and Digital Media Coordinator attended the 2019 Toronto International Film Festival in September. During the event, cities in Northern Ontario, in partnership with regional film industry service providers and the organization Cultural Industries Ontario North, hosted a Northern Ontario networking session. The event provided an opportunity to connect with filmmakers, producers, and potential business partners from around the world.

Rolling Pictures

Rolling Pictures, a company that received financial contributions from the City's Economic Development Fund, has begun the final construction on its local mixing theatre. The business already hired three Saultites to date who are actively working at the Queen Street location. Future growth is anticipated at the site.

Environmental Sustainability

Greenhouse Gas Emissions Inventory

The purpose of the GHG inventory is to provide a baseline in which the community can measure progress towards the reduction of GHGs. The Sault Ste. Marie community greenhouse gas (GHG) inventory emissions data collection and analysis process was completed in late-2019. The data was obtained through a variety of different channels, such as utility consumption metrics, stakeholder interviews, City staff engagement and reports, and publically-available data. Data types include electricity and natural gas consumption, vehicle kilometres travelled, solid waste and estimates for fuel oil, propane use and rail emissions. The baseline inventory expresses GHGs as the number of tons of carbon dioxide equivalent (tCO₂e). The data is broken down by sector including: residential, commercial, industrial, transportation, railways and

solid waste. An update to the corporate GHG emissions inventory was also completed. The GHG emissions inventories also include a business-as-usual (BAU) forecast, which projects what emissions will look like if no reduction action occurs over the next 20 years. Both the community and corporate GHG emissions inventories were completed following the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) protocol, using the municipal boundary of the City, and a baseline year of 2017. A report was created to document the data collection process and methodology. The inventory completes the FCM PCP program Milestone 1 of 5.

A presentation to City Council is planned in February 2020, which will include further analysis and details about the community GHG emissions inventory data, as well as corporate GHG emissions. A high-level review of other municipal inventories will also be included as well as preliminary recommendations, next steps and an overview of plans for stakeholder engagement. Next steps include reviewing the feasibility of setting community and corporate GHG reduction targets and developing a GHG reduction plan. This will include incorporating climate change and GHG reduction policies and strategies into the City Official Plan and FutureSSM documents.

Community Engagement

In 2019, FutureSSM had the opportunity to discuss the GHG emissions inventory project on two occasions. The Climate Change Coordinator spoke at the Clean North Annual General Meeting in October and Algoma University's Social Work Research and Program Evaluation in November. Both presentations provided an overview of the project, timelines and data requirements. The presentations also discussed the plan to develop a strategy for stakeholder consultations moving forward into 2020 and sought insight on community-recommended best practices. Presentation feedback was considered in the development of the plans for stakeholder outreach.

In 2020, FutureSSM is planning to undertake various forms of stakeholder engagement to consult with the public and key project stakeholders. The purpose of this is to share the results of the GHG emissions inventory and to collect insights for the GHG reduction plan. Consultations will include an open house, online survey, pop-up meetings and one-on-one consultations.

Environmental Insights Explorer

In December 2019, Sault Ste. Marie became one of 40 communities across Canada, and just 100 globally, to have data available in Google's Environmental Insights Explorer (EIE), a freely accessible online tool that provides cities with data to help measure, plan and act on their climate action plans. The tool estimates GHG emissions from buildings and transportation. It also expresses community rooftop solar potential which can be useful for GHG emissions reduction planning. EIE data can vary from a city's publically reported data due to different accounting methodologies and estimate factors and is a starting point for community climate action. A review of this data will take place as part of the GHG reduction plan process.

Labour Force Development

Rural and Northern Immigration Pilot (RNIP)

In June 2019, Sault Ste. Marie was selected as one of 11 communities across Canada to participate in the Federal Government's Rural and Northern Immigration Pilot program (RNIP). Since then, roughly 10,000 expressions of interest have been received from prospective applicants around the globe. The program is being facilitated and led locally by FutureSSM. RNIP launched on November 14, 2019. A rollout information session was held with local employers on November 13, 2019, which attracted more than 50 employers and community partners. Sault Ste. Marie was the first and only community to launch the pilot in November 2019.

The first meeting of the Community Recommendation Committee (CRC) was held on December 11, 2019, during which 12 completed applications were reviewed and vetted. All applicants were from individuals residing and working in Sault Ste. Marie on Temporary Work Permits. The committee made six recommendations, four of which were deferred and two of which were denied. A second CRC meeting is scheduled for January 22, 2020. It's expected that 12 or more applications will be reviewed, most of which from local candidates who are currently in Sault Ste. Marie on Temporary work Permits.

To promote the RNIP program, FutureSSM delivered presentations to international students at Sault College and Algoma University. Extensive relationship management is also being conducted with local employers, potential applicants and community partners.

Ontario Works Workforce Transition

FutureSSM is involved with an initiative to help people transition from Ontario Works to employment. In the Hospitality Cohort One, 74% of participants obtained full-time or part-time employment with local hotels in various positions, including housekeeping, front desk, breakfast service, culinary and maintenance. This program has been successful to date, and a second cohort will be delivered in January. Hotels have expressed interest and have taken the lead in the development of training curriculum. Meanwhile, another training program is under development for housekeeping and dietary aid positions at local long-term care facilities. FutureSSM and the District of Sault Ste. Marie Social Services Administration Board held meetings with various industry employers, including Sault Area Hospital, FJ Davey Home and Extendicare.

The Workforce Entry subcommittee members for this initiative include the District of Sault Ste. Marie Social Services Administration Board (Ontario Works); City of Sault Ste. Marie (FutureSSM); Sault Ste. Marie Chamber of Commerce; Sault Community Career Centre; Employment Solutions; Algoma Workforce Investment Corporation; Ministry of Training, Colleges and Universities; Huron-Superior Catholic District School Board; United Way, Sault Ste. Marie Economic Development Corporation; John Howard Society; and Sault College.

Personal Support Worker (Indigenous)

FutureSSM held a forum with local employers at the Civic Centre in December 2019 to explore the possibility of developing a Personal Support Worker program for Indigenous people to fill labour shortages within Sault Ste. Marie. The initiative wouldn't be Indigenous-specific but

would tap into the local Indigenous labour force to fill this need. FutureSSM would not be reinventing the wheel, but would instead tap into expertise and partner with Sault College in the delivery of the program. More than 30 partners have expressed interest, including Sault College (PSW program administrators), several long-term health care service providers, Garden River First Nation, Batchewana First Nation, Sault College Indigenous Initiatives, Metis Nation of Ontario, Indigenous Friendship Centre, District of Sault Ste. Marie Social Services Administration Board, Progressive Training College, and North Shore Tribal Council. A consensus has been reached, and this is an area that all partners want to explore. There has also been outside interest from other municipalities and University of Waterloo related to labour force development with Indigenous communities.

Social Equity

Poverty Reduction

The Baseline Poverty Report goals were presented to the Poverty Round Table (PRT) and approved from member organizations in November 2019. FutureSSM's Social Equity Coordinator has been designated as the new Chairperson of the PRT. The next steps taking place in January include reviewing sections of the report prior with each working group with a final draft of the report for approval at the end of the month. Each working group will be requested to begin developing strategies on how they will meet the goals set.

Early Development Indicators

There has been continued participation on the Child & Family Network by the Social Equity Coordinator. The network has been working to design strategies and measurements to meet its three objectives: understanding the needs of families, reaching the hard to reach, and improving transitions into school for children and families. The Early Development Indicators will be utilized as a measure to achieve these objectives.

In addition, the Social Equity Coordinator has been developing the work plan that will be included in the Early Years system plan. The work plan includes responsibilities, methods of evaluation and a timeline.

Improving Indigenous Relations

NORDIK Institute and Algoma University will be hosting a Community-Based Research Conference in May 2020. The forum is expected to attract between 400 and 500 delegates from across Canada. The Indigenous Youth Ambassador program will be a part of the event. This program will see 20 Indigenous youth providing tourism and hospitality support for the duration of the conference and includes pre/post conference certifications, leadership, employment and interpersonal skill development. A group of employment service coordinators have been meeting to design the delivery of this program.

The Indigenous Women's Anti-Violence Task Force hosted an event on November 22, 2019. The Sexual Violence Crown presented to the network on topics such as diversion programs and funding, Murdered Missing Indigenous Women risk factors and statistics, and sexual violence services and restorative justice options. This presentation was provided as a result of the Task Force's strategic plan that is intended to explore and implement community-based justice models/programs.

Nendaaswin, the Indigenous Action team, met in October 2019 to discuss initiatives related to FutureSSM and the upcoming Summer Moon Festival.

Youth Outreach

Youth outreach was conducted at three local high schools in September and October. Students in attendance were asked: What would they like to see in a youth education hub, and what would make them want to spend time in the outdoor downtown plaza that's slated for development in 2020. Highlights from the information collected show that a majority of youth want access to sports and recreational activities, programming and clubs, library/access to technology, support services, safety (security and personal), art space and music, and gaming (video, board, billiards). Elementary grades at select schools were also consulted via teaching staff, though this data has yet to be compiled.



White Pines engagement session Sept. 23, 2019