Linking
Learning
Leveraging

Social Enterprises
Knowledgeable Economies
and Sustainable Communities

Portrait of Community Resilience
of Sault Ste. Marie

Jude Ortiz
Linda Savory-Gordon

Réseaux
Connaissances
Synergies

Entreprises sociales
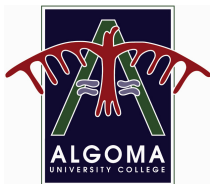économies intelligentes
et communautés durables

Community Resilience Sault Ste. Marie

Build on Strengths, Create a Vital, Sustainable Community

PORTRAIT OF COMMUNITY RESILIENCE

OF SAULT STE. MARIE

August 31, 2006

Acknowledgments

In this report, the author has attempted to summarize the data gathered during Phase One of the research and prepare it to be analyzed in terms of resilience characteristics. The summary does not necessarily reflect the views of funding agencies nor Algoma University College.

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Project Coordinator
Community Resilience Sault Ste. Marie

Table of Contents

Community Resilience Sault Ste. Marie

OVERVIEW

CRSSM's Goal

To increase Sault Ste Marie's desirability
by being economically viable, socially equitable,
environmentally responsible, and culturally vital

CRSSM's Role

Helps the community achieve more durable and effective results from their investment of time, talent and resources by working cross-sectorally, inclusively and holistically.

Facilitator and Enabler
- Works with community leaders to facilitate cross-sectoral planning
- Encourages community partnerships and collaborations to initiate projects aimed at increasing Sault Ste. Marie's resilience

Community Resilience Research

A resilient community has the capacity to influence social and economic change by becoming a vital, holistic, inclusive, sustainable community – economically, socially, environmentally, culturally and in terms of governance

Resiliency encourages self-reliance, independence and sustainable community vibrancy resulting in a community having greater control over its own future— rather than focusing solely on specific targets of employment or income— as a way of dealing with local and global economic and social change. Each community is resilient to one degree or another.

Research has indicated that resilient communities have similar traits (see below). A framework of 23 attributes or characteristics (see page 27) have been developed to assess a community's ability to overcome barriers and expand successfully. Resiliency includes both economic and social characteristics due to an increasing awareness that social cohesion and social capital have an impact on the economic well-being and health of communities. The organizational framework for studying community resilience is summarized under: People, Organizations, Resources and Community Process.

<u>More successful communities have similar traits</u>

- o They have the capacity to influence change.

- o They take a multi-functional approach to create holistic, sustainable development— economic, social, cultural, environmental and in terms of governance.

- o They work cross-sectorally to link development initiatives.

- o Through strategic planning and or other efforts, they maximize the use of their limited time and resources in areas that will yield the greatest overall benefits.

- o They are able to mobilize key sectors of the community around priorities

- o They have established a critical mass of cooperating organizations through which locally based initiatives are implemented and evaluated.

- o They build on community strengths by developing community assets and building local capacity.

- o They focus their energies on mobilizing internal assets while leveraging outside resources.

CRSSM'S Community Development Model

All sectors and layers of a community are inextricably linked. Development in one area has as impact on other areas.

Holistic, inclusive, cross-sector planning assists in increasing SSM's resilience by maximizing the community's use of time, energy and resources for the enhancement and advancement of the community as a whole.
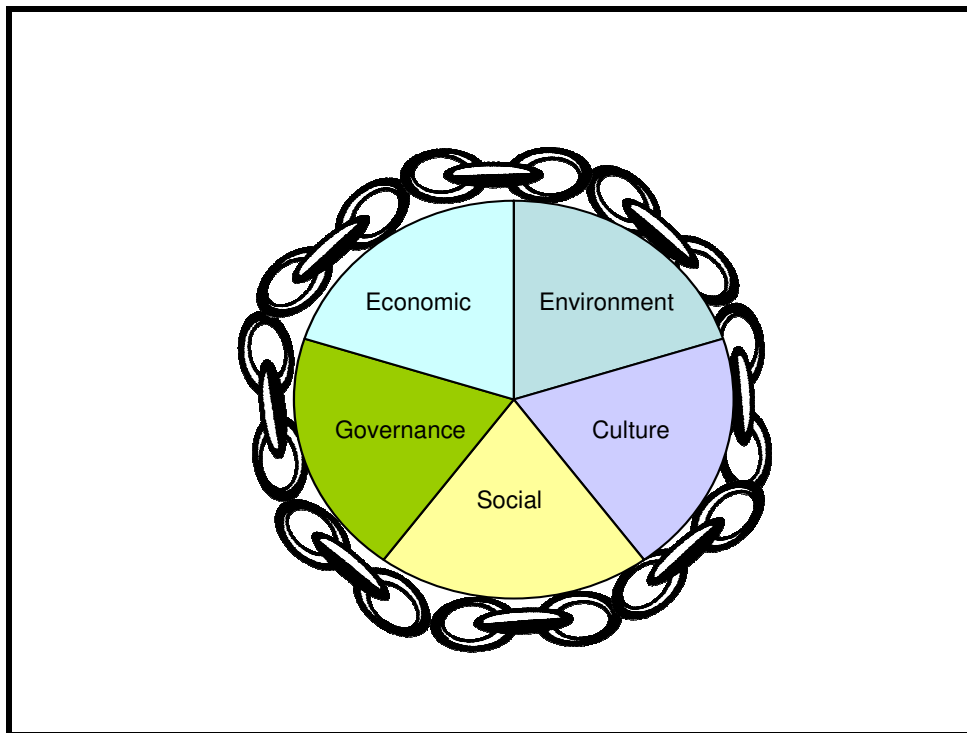
CRSSM'S Time Line

Moving Forward: Beyond Job Losses	CRSSM Launch	Interim Report	Portrait Analysis	Portrait of Community Resilience of SSM, Priorities and Actions	Implement Resilience Plan
June 2003	March 2004	Sept 2005	Feb 2006	May 2006	July 2006

Phase 1: The Portrait

Phase 2: The Analysis

Phase 3: Priorities & Actions

Phase 4: Implementation

Community Leaders' Forums
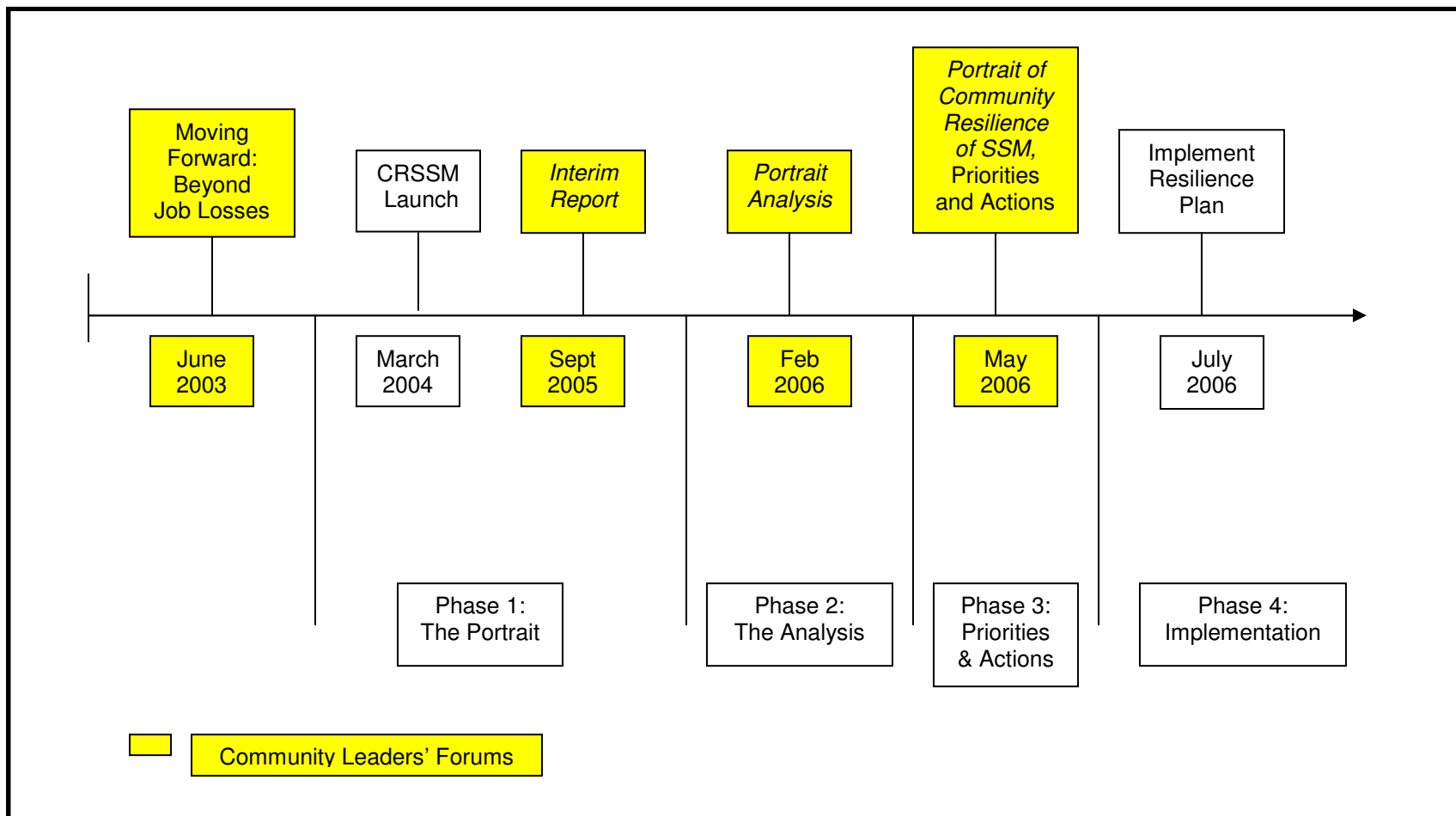
Moving Forward: Beyond Job Losses Forum

June 2003

In June 2003 Sault Ste. Marie's economic environment was in decline and Sault Ste. Marie Economic Diversification Strategy (Destiny SSM) had recently been released. The "Moving Forward: Beyond Job Losses" forum provided the opportunity for the community to discuss the situation and review Destiny SSM.

Some barriers to effective implementation of Destiny SSM were identified including:

negative attitudes and perceptions which undermine diversification and development efforts and give the impression that the Sault is not open to change, and

strategies and processes which do not sufficiently link economic development goals to social development

To address these barriers, participants decided to conduct a community resilience study to support, complement and build on community projects such as:

- R.A.P.I.D.S. (Research, Action, Promote, Infrastructure, Delegate, Support)
- Building an Extraordinary Community (BEC)
- Destiny SSM
- Communities Quality Improvement (CQI)

CRSSM Launch

March 2004

Community Resilience Sault Ste. Marie, with funding from Service Canada (formerly Human Resources Skills Development), was launched in March 2004. A research team comprised of Jude Ortiz as project coordinator, Jody Rebek and Jeffery Waytowich were hired to collect data for the community profile, called The Portrait.

Committee of Community Partners

A committee of community partners, the Oversight Committee, comprised of the following members and organizations, manages the project:

- Ontario Métis Aboriginal Association
- SSM Economic Development Corporation
- Destiny SSM
- Communities Quality Improvement
- Sault College of Applied Arts and Technology
- ULERN
- John Howard Society of SSM
- Algoma Health Unit
- Arts Council of Sault Ste. Marie and District
- YMCA Youth Employment Strategy

- Sault Youth Council
- Sault and District Labour Council
- Algoma University College's Community Economic and Social Development (CESD) programme

CRSSM Model Development

Centre for Community Enterprise's model has been used primarily in communities of 10,000 people or less. CRSSM revised the model to meet the needs of a community with a population of approximately 75,000. CRSSM measures SSM's ability to act intentionally to increase long term capacity around sustainability— cultural, social, governance, economic and environmental.

Project Scope

Due to limited resources CRSSM focuses on the city of Sault Ste. Marie (SSM) proper with recognition that the surrounding communities have an impact upon the health and vitality of SSM, and similarly, SSM has an impact on them.

Methodology

The Portrait (the community profile) collected qualitative data, peoples' and organizations' perceptions about the community, and utilized supporting data, when available, to supplement the perceptual information. The study gathered new knowledge to satisfy a specific objective — community resilience. Community action research was undertaken because of its effectiveness for collecting community qualitative data and initiating change.

Validity for qualitative research is assessed through a method called "triangulation". This methodology verifies information through the analysis of different sources of information. Generally 3 different sources are used, hence "triangulation". CRSSM's Portrait data collection used 5 different information sources.

Research Participants

Participants were attained through a snowball sampling approach, a social dynamic enabling researchers to move through networks, reaching participants whom otherwise may not be easily contacted.

Participants were organized by sectors and sorted by appropriate demographic categories to ensure the sample included several individuals from different sectors and backgrounds. A cross-section of age, sex, class, residency, heritage and residence location demographics was used. (See *Interim Report*,s Appendix A, Focus Group Sectors and Appendix B, Demographic Chart)

9

Demographic Focus groups	Focus Groups by sectors or communities of interest
- Youth - Children - Adults - Seniors - Women - Aboriginal	- Business - Culture and Tourism - Education - Health - Labour - Social Services - Recreation - Unity and Diversity

The study gathered:

- peoples' and organizations' perceptions of their positions within the community
- community strengths
- awareness of available resources
- processes by which community decisions are made

Five data collection sources for this research were:

- Focus Groups (14 groups; total of 101 participants)
- Key informant Interviews (29 participants)
- Leader Interviews (12 participants)
- Case Studies (9 participants)
- RAPIDS (Research, Action, Promote, Infrastructure, Delegate, Support) Process Discussion (1 group, 4 participants)

A total of 151 people participated in the research study.

Strength Themes

The data was first organized into strength themes and then analyzed for resilience. (Please see SSM's Strengths below)

SSM'S Strengths Themes

Theme	Value
Environment	108
Community Attitude	97
Location	84
Tourism	61
Recreation	46
Safe Community	29
Cost of Living	28
Arts & Culture	25
Education	25
Size	24
Services	14
Aboriginal Community	14
Industry	9
Research	8
Restaurants	7
Business	5
Leadership	3
Workforce	3
Employment	2
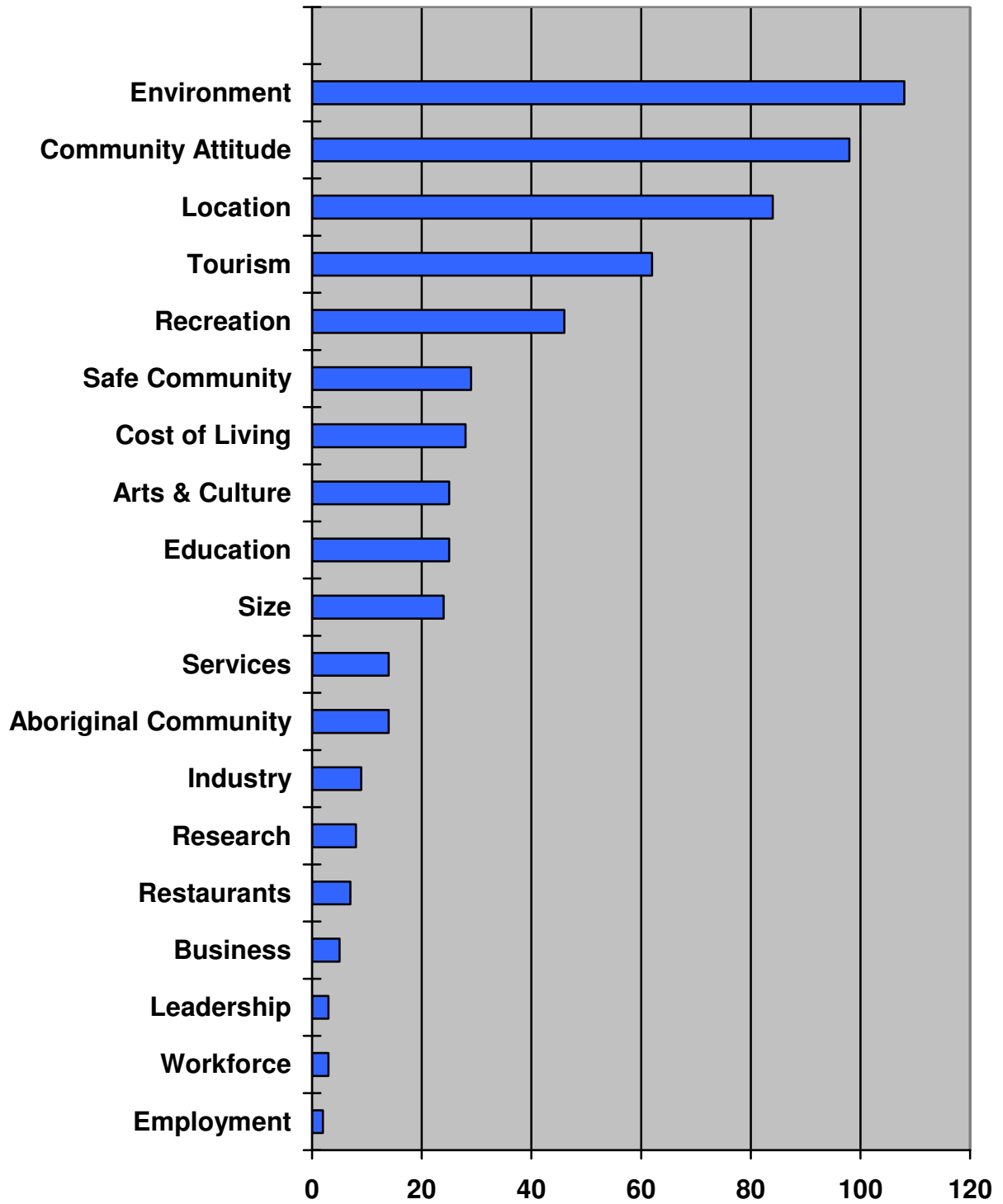
The Interim Report

Focus groups began the process of creating a community profile by collecting diverse peoples' personal reflections. Ideas generated from the focus groups were validated through the Key Informant and Leader Interview process. Case Studies deepened the understanding of the community at large and strengthened the identified themes. The discussion group provided insight into strengths and barriers of the community planning processes. The *Interim Report* summarizes The Portrait's perceptual findings.

The Portrait Analysis

The *Portrait Analysis* contains CCE's analysis of The Portrait's findings (the community's perceptual profile) in terms of resilience characteristics. For some resilience characteristics statistical data was collected to supplement community perceptions. Supplemental data has been incorporated into the *Portrait of Community Resilience of Sault Ste. Marie,* the final document was presented at the May 24, 2006 Community Leaders' Forum. Please see page 28.

Reporting Back To The Community

A series of Community Leaders' Forums were held to gain input and inform leaders about CRSSM's progress and development.

The *Interim Report*
Community Leaders' Forum, Sept 21, 2005

This forum revolved around the *Interim Report*, which summarizes The Portrait's perceptual findings. The document was reviewed by Dr. Sandy Lockhart, of the Centre for Community Enterprise (CCE), an expert in community resilience and qualitative research. At the forum, Dr. Lockhart stated that CRSSM's methodology was impeccable and had gathered a significant amount of research that captured a broad spectrum of the community.

The *Portrait Analysis*
Community Leaders' Forum, Feb. 22, 2006

At this forum community leaders discussed the *Portrait Analysis,* the Centre for Community Enterprise's analysis of The Portrait's findings (the community's perceptual profile), in terms of resilience characteristics. Statistical data supplementing community perceptions was collected in relation to some resilience characteristics and incorporated into the *Portrait of Community Resilience of Sault Ste. Marie.* The final document was presented at the May 24, 2006 Community Leaders' Forum.

Priorities and Actions
Community Leaders' Forum, May 24, 2006

Based on *The Portrait,* community leaders at this forum planned around increasing SSM's resilience.

Community leaders were charged with the challenge of planning holistically to increase SSM's resilience. Break-out groups could develop new plans(s) around resilience characteristics or flesh out one of the sample skeletal plans provided. They were given:
- A Summary of SSM's Resilience Characteristics: a chart listing the 23 resilience characteristics and indicating if SSM's resilience for each characteristic was small, medium, large, or if it was gap
- Criteria Considerations for Planning to Increase SSM's Resilience: a targeted list of items to consider when planning for resilience aimed at SSM's weak resilience characteristics
- Strengths of SSM Chart: illustrating the strengths that SSM can build on as identified from the data collection
- Two sample skeletal plans illustrating resilience planning around two local "gems". One was around the environmental/recreation "gem" Kinsmen

13

Hiawatha Park and the other around the arts and cultural "gems" in the downtown core.

When the break-out groups reported back to the entire forum, two of the six groups had enhanced the Kinsmen Park Plan, two had enhanced the Downtown Arts/Culture Plan, one planned around increasing the resilience characteristic of "Pride" in SSM; and, the other group, led by Denis Turcott (CEO of Algoma Steel) with the assistance of Bruce Strapp (ED of SSMEDC), Dan Hollingsworth (FedNor) and Max Liedke (Acting President and Chief Financial Officer of Sault College), along with other leaders, presented a Process Plan with the goal being the formal adoption of the community resilience framework by the City.

After the forum, the Oversight Committee reviewed the four break-out session reports — Kinsmen Hiawatha Park/Landslide; Downtown Arts/Culture; "Pride"; "Process Piece" — as to how they might best fit into a resilience plan.

CRSSM's Resilience Plan

July 2006

CRSSM is currently developing a multifunctional Resilience Plan to increase SSM's resilience. The action plan includes:

> ➢ Communications and Marketing Strategy
> - To inform the community about community resilience and CRSSM

> ➢ Support Other Community Planning Organizations
> - Continue to build on and support other community planning organizations such as SSMEDC, Destiny SSM, CQI and Determinants of Health Group

> ➢ Provide input to City's Official Plan Review
> - Provide input based on Community Resilience principles to the next review of the City's Official Plan

> ➢ Resilience Toolkit
> - Create a toolkit to assist community planners (community leaders / champions/ organizations/ groups) in developing an awareness and understanding of effective, holistic and sustainable planning by reviewing current and/or future initiatives through a resilience lens

> ➢ Pilot project
> - Demonstrate how to plan inter-sectorally and holistically and implement a plan around a concrete initiative, e.g. Kinsmen Hiawatha/Landslide Park

> ➢ Community Collaborations / Mentoring / Facilitation
> - Assist in community planning and/or initial development upon request
> - Review projects for strengths/weaknesses/gaps and recommend ways of increasing resilience
> - Bring potential champions and stakeholders together to develop initiatives in areas of gaps/weakness

> ➢ Community Leaders' Forums
> Continue the successful forums designed to increase:
> - Understanding of resilience concepts, theories and characteristics
> - Awareness of cross-sector issues and planning considerations
> - Networking, partnership, and collaboration opportunities

> ➢ Community Development Guest Speakers Series
> - Annually beginning Oct. 12, 2006
> - Community wide presentation
> - Build capacity and local awareness of resilience and community economic and social development

Portrait of Community Resilience of Sault Ste. Marie (Summary)

The *Portrait* is a profile of Sault Ste. Marie's resilience. A framework of 23 resilience characteristics is used to assess resilience.

The portrait tells us:
The extent to which citizens identify resilience strengths within a framework of:
- i) People: *attitudes and behaviours of citizens;*
- ii) Organizations: *our organizational infrastructure;*
- iii) Resources*: awareness of our resources and how they are used;*
- iv) Community Process: *community planning processes*

SSM's Resilience Strengths/Gaps Chart (Summary)

SSM's resilience is reflected in the chart below as being a Small, Medium, or Large resilience strength or a gap. A gap indicates that the characteristic does not exist in the community at this time.

Characteristic	Strengths			Gaps
	Small	Med	Large	
People: Attitudes and Behaviours				
1. Formal/Informal leadership: diversified, representative	X			
2. Formal/Informal leadership: visionary, shares power, builds consensus	X			
3. Inclusive community: all members involved in decisions	X			
4. Sense of pride		X		
5. Feel optimistic (only economic sector does)	X			
6. Spirit of mutual assistance/cooperation		X		
7. Attachment (want to stay, but no jobs)		X		
8. Self reliant	X			
9. Support for education (Aboriginal education is needed)		X		
Organizations: Organizational Infrastructure				
10. Organizations provide CESD functions (may overlap)		X		
11. Organizations developed partnerships/collaboration		X		
Resources: Awareness of Resources and How They Are Used				
12. Employment diversified beyond single large employer	X			
13. Major employers are locally owned	X			
14. Have strategy for increasing local ownership	X			
15 Alternative economic activity--community owns a major asset for community benefit (now, not historically)	X			
16. Looks outside itself to secure resources	X			
17. Emerging markets been identified	X			
Community Process: Community Planning Processes				
18. Have holistic development plan				X
19. Community involved in creating/implementing community goals				X
20. Ongoing action toward achieving holistic plan's goals				X
21. Ongoing evaluation of holistic plan				X
22. Organizations use holistic plan as a guide				X
23. Adopts development plan for all segments of population				X

CRSSM's 23 Resilience Characteristics

(Adapted from the Centre for Community Enterprise)
The organizational framework for studying community resilience is summarized under:
People, Organizations, Resources and Community Process

People: Attitudes and Behaviours
1. Leadership, formal elected and informal organizational, is diversified and representative of the age, gender and cultural composition of the community.
2. Community Leadership is visionary, shares power and builds consensus.
3. Community members are involved in significant community decisions.
4. The community feels a sense of pride.
5. People feel optimistic about the future of the community.
6. There is a spirit of mutual assistance and cooperation in the community.
7. People feel a sense of attachment to their community.
8. The community is self-reliant and looks to itself and its own resources to address major issues.
9. There is a strong belief in, and support for, education at all levels.

Organizations: Organisational Infrastructure
10. There is a variety of Community Economic and Social Development CESD organizations in the community such that the key development functions are well-served: Access to Equity; Access to Credit; Human Resource Development; Planning/Research/Advocacy; Infrastructure; Food & Housing; Health & Safety; Culture & Recreation.
11. Organizations in the community have developed partnerships and collaborative working relationships.

Resources: Awareness of Resources and How They Are Used
12. Employment is diversified beyond a single, large employer.
13. Major employers in the community are locally owned.
14. The community has a strategy for increasing independent, local ownership.
15. There is openness to alternative ways of earning a living and economic activity.
16. The community looks outside itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness.
17. Emerging markets have been identified and strategies have been developed.

Community Process: Community Planning Processes
18. The community is guided by a holistic development plan which recognizes that development in one has an impact upon other sectors (cultural, social, governance, economic and environment).
19. The community is involved in the creation and implementation of the community vision and goals.
20. There is ongoing action toward achieving the goals in the holistic development plan.
21. There is regular evaluation of progress against the community's strategic goals.
22. Organizations use the holistic development plan to guide their actions.
23. The community adopts a development approach that encompasses all segments of the population.

17

PORTRAIT OF COMMUNITY RESILIENCE OF SAULT STE. MARIE

PORTRAIT ANALYSIS

INTRODUCTION

This is a profile or portrait of Sault Ste. Marie (SSM) that is focused on Resilience, or "*the ability to take intentional action in response to change*". The question then, for citizens using this profile, is: "*To what extent do we have the ability to act intentionally, in a way that increases long term capacity, around our: economic, social, cultural, governance and environmental sustainability*"?

The characteristics of resilience used in this profile are not exclusive. Every community has unique and changing circumstances that lend themselves to additional resilience factors. The ones included in this profile are used because of their predictive power, and their consistent ties to resilience during testing of this model in over 9 rural communities in BC in the late 1990s. The other thing we learned during the research and testing, is that resilience changes in relation to each characteristic. This tells us that communities can <u>do </u>something to strengthen their "*ability to act*", if they choose, and that we can measure it again to assess change over time.

The profile does not attempt to describe key social or economic indicators or conditions. It does not tell us details about our tourism industry for example, or the extent to which our training services are meeting needs of unemployed people. What it does tell us is the extent to which citizens who are involved in each of our key sectors (economic, social, cultural, governance, environmental) identify resilience strengths or weaknesses within each of four community attributes: *the*

attitudes of citizens, how we use our resources, our organizational infrastructure and community planning processes. These four attributes or dimensions are the key considerations of resilience.

The profile is based on both statistical and perceptual information. The statistical information is gathered, when it is available, as a way of confirming (or not) the perceptual information and adding another dimension to how we think about an aspect of our community. Perceptual means that citizens were asked for their opinion, or perception of something. If enough people are asked, from a diverse range of populations and sectors, this type of research is very reliable as a way of identifying trends and themes. The perceptual information was gathered through a series of focus group, key informant interviews, leaders interviews, case studies and a discussion group. A cross-section of age, sex, class, residency duration, residence location and heritage demographics were used. A total of 101 people participated in focus groups, 29 in key informant interviews, 12 in leaders interviews, 9 in case studies and 4 in the discussion group for a total of 151 participants.

The purpose of this information is to stimulate the thinking and action of citizens around not only <u>what we do</u>, to strengthen our community, but **how we do it**. The information then, is a first step only, in a longer process of decision-making and action.

EXECUTIVE SUMMARY

As mentioned in the introduction, resilience changes over time, and differs from one characteristic to another. The notion of pulling out key strengths and weaknesses applies to this particular moment in time, but does provide some clues about opportunities to strengthen the resilience – or the ability to take action to affect change – in SSM. The suggestions in this summary are not directive, but intended to stimulate additional discussion and reflection, and in some cases, additional information gathering.

<u>People in SSM</u>
Of the seven characteristics in this dimension, about half are relatively strong, and half could be described as weaknesses. Elected leadership is not representative of the population as a whole and respondents do not see indications that Council is facilitating public involvement or a community vision. Participants in this research showed pride in their community, but optimism is flagging. Attachment is relatively strong, and co-operation is high, but only within sectors (as opposed to between them). Support for education is quite high, with many institutions and citizens identifying even more education opportunities that could be provided.

<u>Organizations in SSM</u>
The community is rich with a wide variety of organizations across sectors (arts, health, environment, social services, etc.) and across functions (planning, training, infrastructure, etc.). Only equity and perhaps access to credit functions are not as well served as they could be. It is not known if organizations collaborate between sectors, or within sectors, although there are indications of strong collaboration in the social and economic sectors. This could be due to the clear leadership and facilitation of relationships provided by the Social Development Council and Destiny SSM's efforts. Only the arts

sector indicated specifically that they did not have much success working co-operatively. Collaboration between sectors could be strengthened.

Resources in SSM
Support for local ownership has not been a priority of business development organizations in SSM that we can see. Likewise, major employers in the community are owned by outside interests, and there are not many examples of assets owned by the community, for community benefit. Openness to alternative forms of economic activity does not seem to be high at this time. The social and economic sectors however seem to have done a reasonable job of identifying niche markets and competitive opportunities within the community. Overall, it seems that there is not much support for local ownership and alternative use of local resources. The community reflects the notion of more individualist, or market driven approaches to development. However there are, and have been, a number of alternative activities and forms of ownership (i.e. ASI) that suggests there is a basis from which to strengthen this aspect of SSM resilience.

Community Planning Process
There is no comprehensive, community wide, or holistic development plan for SSM, and there is not a strong tradition of public reporting on progress against goals in sectors that do have plans in place. This is a significant weakness.

Michelle Colussi
Centre for Community Enterprise

PEOPLE: ATTITUDES AND BEHAVIOURS

Diversity and Nature of Leadership

Indicators	Data
Resilience Characteristic: 1 **Leadership, formal elected and informal organizational, is diversified and representative of the age, gender and cultural composition of the community**	
a) Breakdown of formal and informal leaders by gender, age and culture compared to representation in the community as a whole	**Council Census)** **Population (Source: Statistics Canada, 2001** 85% male 48% male 15% female 52% female 100% Euro-Canadian Euro-Canadian: 92% Aboriginal: 8% (higher than national average) Ages Population Age 20-24 yrs: 0% 20-24 yrs: 5% 25-44 yrs: 23% 25-44 yrs: 26% 45-54 yrs: 46% 45-54 yrs: 15% 55-64 yrs: 31% 55-64 yrs: 11%
b) Degree to which people perceive formal and informal leadership to be diversified and representative of the population	Research participants' responses to "three most influential people" • Elected officials (local, provincial & federal) were cited twice as often as others. The current CAO was the most frequently cited influential person in the community • People from the economic sector were the second most frequently cited • Out of 72 responses, three were women (4%); none were Aboriginal (0%) • Of the 72 responses, 28 influential people were named

Indicators	Data
Resilience Characteristic: 2 **Community Leadership is visionary, shares power and builds consensus**	
a) Degree to which people perceive that the formal, elected leadership guides the community in crafting and use of a clear vision, shares power with citizens and works to build consensus around divisive issues.	Research participants felt that: • Leaders have a good understanding of local issues, but have difficulty with decision-making processes that are strategic, long term & inclusive of the whole community and its attributes. • There is no public visioning and there is a sense that elected officials "jump on every new trend or bandwagon that comes along" • Council is closed, "the old boys club" and citizens' ideas, input, are not welcome • In order for visioning to be successful, the city needs to recognize and accept the beliefs of the community rather than telling the community what needs to be done; accept the contributions that everyone can make; utilize the city's capacity in developing a sense of the vision; leaders need to initiate this type of visioning
Resilience Characteristic: 3 **Community members are involved in community decisions**	
a) Degree to which people perceive that the community has been successful at involving youth, women, marginalized groups and ethnic groups in decision making	There is a common perception that: • There are few opportunities for youth, women, Aboriginal and marginalized groups to participate in decision-making processes • There are a few female champions in specific sectors, but this group is largely invisible Aboriginal participants stated that: Aboriginal people want to be involved, but are not
b) Meetings are well advertised, open to the public and well attended	Participants did not comment on this Supplemental data: Clerk's Office: City Council meetings are advertised on the City's website. Agendas are sent to the media and Chamber of Commerce. Council Committees (Advisory Committees) meetings are not advertised. Attendance at council meetings vary depending upon the meeting (from approximately 5-200 people)

Indicators	Data
c) Public input into decisions has been pro-actively encouraged and solicited	Participants' perceptions: • The environment, culture and recreation sectors are significant aspects of community life but leadership do not consider them to be a community priority • Little input is sought by officials or considered seriously when given • Decisions are made at higher levels with little public input
d) Degree to which people perceive that public input has influenced major decisions in the community	• There was a mixed response with some indicating they had felt they had influenced decisions in the past while others felt the public had no influence

CCE's Interpretation

The research indicates that generally people in SSM believe that the elected leadership is not representative of the broader population. The statistics support this. Informal leadership, as well, is perceived to be held largely by elected officials and the business community, with very few women or Aboriginal people cited as people of influence. In addition, there is a sense that no efforts have been made to proactively engage youth, women or Aboriginal people in decision-making at this level. The participants were more negative than positive about the diversity of leadership overall.

There is a sense that while elected officials understand local issues, they are oriented toward grabbing onto any new idea that comes along, rather than longer term, community wide visioning and planning. They tend to tell the community, rather than ask. There is also a common perception of elected officials as "the old boys club" to which others do not have access. In addition, several population groups and sectors believe they are particularly ignored, or marginalized, from participation: women, Aboriginal people, youth, environment, culture and recreation.

CCE's Resilience Implications

Resilient communities work intentionally to ensure that a broad range of interests are engaged in decision-making and act on those decisions. The role of leadership in building bridges across sectors, facilitating priority setting, and encouraging action is key. Over time, the exclusion of certain groups or sectors in decision-making contributes to resentment, withdrawal from community participation and in the end, eliminates valuable assets (human, financial and physical) and opportunities from longer term community development and growth. In other words, the contributions of these citizens, organizations and sectors could be mobilized to support additional activity and development, if they were engaged in a meaningful way.

Pride and Optimism

Indicators	Data
Resilience Characteristic: 4 **The community feels a sense of pride.**	
a) Degree to which people describe feelings of pride in their community	Participants' perceptions: • Strong pride in the natural environment assets in the area, but also strong concerns that these assets are not respected more broadly • Strong pride in the range and quality of cultural activities, but strong concerns that this sector is not appreciated by decision-makers • Broad community pride in the sports and recreation assets • Strong pride within the social sector (Group Health Centre; educational institutions; community safety; affordability) and strong concerns that poverty and lack of access to services is increasing • The loss of jobs at Algoma Steel is still being felt, but there is a strong work ethic and many opportunities that contribute to pride
b) Number of local celebrations/festivals in the last year	• Participants identified a large number of events and festivals— new; long standing; cultural, sports, youth; celebrations of place
c) Number of community beautification initiatives in the last year	• Participants cited Communities in Bloom
d) Number of complaints to City re: litter, poorly kept yards etc.	Sources: City Public Works, City Building Dept. • 6 calls regarding illegal dumping in a six month period in 2005 • 1-2 calls daily regarding waste that is dumped at road ends etc.; # is declining average 1 call/day about poorly kept yards (long grass, garbage, derelict vehicles)

Indicators	Data
Resilience Characteristic: 5 **People feel optimistic about the future of the community.**	
a) Relative level of optimism expressed by community people	Participants expressed: • The most optimism for the economic sector: tourism potentials; good location; strong infrastructure including information technology • Low optimism in the environment: resources and heritage are rapidly declining; decision-makers do not value or understand the importance of the environment and how economic decisions have an impact on other sectors • Low optimism in the cultural sector: decisions-makers have history of undervaluing the sector's contribution to quality of life • Low optimism in the social sector: continual cut backs; exception was the new hospital bringing some hope within the health care sector • Little optimism about the ability of elected officials to create, act and stay with a plan • Concerns about the lack of growth and ability of decision-makers to take advantage of SSM's potential • Aboriginal participants: little optimism, but Aboriginal population is increasing which means the broader community will have to deal with Aboriginal issues

CCE's Interpretation

Participants expressed their pride in terms of very specific attributes such as the pristine environment, the Group Health Centre, education and the arts and culture within the community. Within these sectors the feelings of pride are dampened by a sense that others (particularly decision-makers) do not respect or share their particular sense of pride. There were indications that pride was shared and held more broadly by community members within recreation and the economic sector.

The scope and number of local events, and the number of calls to the City about garbage etc. would suggest that individually and collectively citizens in SSM care about their community, and want to celebrate its assets with each other.

The data might also suggest that citizens in SSM have low pride in how the City looks! This is a good example of the limits of data in isolation, and the need to search out supporting evidence of some kind to form any definitive conclusions. We could say that the high number of complaints indicate high pride, and when we consider this WITH the high levels of pride, we might be able to say that overall pride is strong in SSM?

Optimism however, seems to be low overall. participants largely attributed this to frustration with decision-makers who do not acknowledge their particular interests and lack of a clear sense of direction for the community. There is little hope that this will change.

CCE's Resilience Implications

Local pride that is rooted in place overall, as opposed to within a smaller segment of the community, is an indicator of ability to act because pride tends to stimulate action. It shores people up when the going gets tough, and ensures the "stick-to-it-ness" that is required for change over time. Pride that is sector or segment specific, however, while a strength, can also lead to in-fighting and competition for resources.

Likewise, optimism is a driver for action. Building some sense of accomplishment and "can-do-it" attitudes is a good first step to increasing the desire and ability to take action. Resilient communities understand that quick, short term efforts to increase pride and optimism need to accompany longer term efforts to increase socio-economic self-reliance.

Co-operation and Attachment

Indicators	Data
Resilience Characteristic: 6 **There is a spirit of mutual assistance and cooperation in the community.**	
a) Degree to which people perceive that mutual assistance and cooperation exist in the community	Participants thought that: • Levels of mutual assistance were high in SSM • Support for families in crisis, and levels of volunteerism are high
Resilience Characteristic: 7 **People feel a sense of attachment to their community**	
a) In/Out migration from census data	Source: Youth Opportunities Assessment Project Report (YOAP) • Algoma District migration totals (net migration from 2001-2002) was -1111. • According to the data, 3232 peopled moved into Algoma whereas 4343 moved out of Algoma. The in/out migration = +3232/-4343~-0.74. • The population of Algoma in 2001 was 118,567 with SSM at 74,556.
b) Degree to which people perceive there is to be a sense of attachment to community	Participants have a sense that: • The following mix of small town and quality of life factors related to attachment: ○ quick, easy access to pristine natural environment; 4 seasons; location (including border); quality, variety of affordable cultural, recreation, sport opportunities; safe; cost of living; education opportunities; size (short commute; family ties; leadership opportunities) • The community's lifestyle is attracting young professionals (new, returning Sooites) • The out-migration is largely related to youth • "Brain Drain" is community concern • Aboriginal participants felt that: the Aboriginal community's attachment is to place, rather than to SSM itself.

CCE's Interpretation

The comments suggest that co-operation and mutual support is strong in SSM. Citizens of SSM are also strongly attached both in terms of attachment to a particular sector and more broadly to the community lifestyle, the natural environment and culture overall. There are other factors surrounding the decline in population between 2001 and 2002.

CCE's Resilience Implications

The implication of these levels of co-operation and attachment for SSM is that it presents a strong base from which to build citizen participation and increase collaboration across sectors. The caring about the community can be used to draw out citizens to participate, but if these efforts are not genuine and are not followed up, the result will only be to further feed the declining optimism.

Self-Reliance

Indicators	Data
Resilience Characteristic 8 **The community is self-reliant and looks to itself and its own resources to address major issues.**	
a) Degree to which people perceive that there is openness to new ideas	Participants felt that there is little openness to new ideas • Locked in a culture of non-cooperation, no innovation and minimalism; non-traditional thinking is dismissed; leaders not willing to take enough risks • Leaders choose traditional markets and approaches that are short term rather than resource management i.e. environmental education and issues, eco-tourism • Cultural issues which would most likely not have been issues in other communities became huge issues in SSM i.e. Rhodes Centre public art and French language debate
b) Degree to which people in the community believe they can influence their future	Participants did not comment on this

CCE's Interpretation
Respondents seem to believe that the general culture of the community is fairly traditional in the sense that it focuses on those opportunities that have been part of the past (largely industrial and large scale commercial ventures), rather than looking for new opportunities based on other community assets.

CCE's Resilience Implications
This characteristic is core to the ability to take action. Often when there is a community crisis (a plant shut down for example) there is a period of shock, grief and blaming. Some communities do not find a way past this, and continue to look to government, the company, or "outside" forces to rescue them. Resilient communities however, know that they can influence their future, and they take steps to get the information and resources they need to do so – both from within the community and outside. This type of response to change requires a degree of openness to doing things differently, to

engaging citizens and to a range of opportunities that may not have been viewed as such when the "plant" was supporting the tax base and creating stable employment. The belief that the community can influence its future is directly linked to levels of optimism and participation as well.

Support for Education

Indicators	Data
Resilience Characteristic: 9 **There is a strong belief in and support for all education at all levels.**	
a) Percentage of population by education level	Source: CQI, Community Performance Framework Report E (Draft) Education, January 2005 (Please see Appendix A, Education Levels, for further breakdown) E.7.2 Available Data **Educational Attainment of Citizens 2001** <table><tr><th>City or Prov.</th><th>Without diploma</th><th>High School</th><th>Trade cert.</th><th>College</th><th>University</th><th>Total</th></tr><tr><td>Sault Ste. Marie</td><td>37%</td><td>17%</td><td>14%</td><td>18%</td><td>15%</td><td>56,820</td></tr><tr><td>Thunder Bay</td><td>37%</td><td>14%</td><td>14%</td><td>19%</td><td>16%</td><td>87,320</td></tr><tr><td>Greater Sudbury</td><td>38%</td><td>16%</td><td>14%</td><td>19%</td><td>14%</td><td>111,450</td></tr><tr><td>Timmins</td><td>42%</td><td>15%</td><td>14%</td><td>18%</td><td>10%</td><td>31,135</td></tr><tr><td>North Bay</td><td>34%</td><td>15%</td><td>14%</td><td>21%</td><td>15%</td><td>44,855</td></tr><tr><td>Ontario</td><td>33%</td><td>16%</td><td>11%</td><td>18%</td><td>22%</td><td>8,032,015</td></tr><tr><td>Quebec</td><td>9%</td><td>71%</td><td>4%</td><td>7%</td><td>8%</td><td>1,444,605</td></tr></table>
b) High school drop out rate	Source: Algoma District Board of Education • All of the ADSB Continuing Education Department students are over 20 years old and are working toward an Ontario High School Diploma (N=755 or 1% of the population for 2004/05 year) This does not account for students that do not return to school
c) Number of adults registered in all continuing or adult education courses in the last year, per capita	Source: Sault College & AUC • Sault College Continuing Education enrolment averages 4,500 people per year or 6% of the population • Enrolment in their regular (full time) program was 2,222 in 2004 and is 2,047 (3% of population) in 2005. • AUC enrolment for 2003/04 (at 772) was back up to 94/95 levels after years of decline, and has continued to increase to 842 (1% of population) in 2005

Indicators	Data
d) Number of new skills training programs developed in response to a local need in the last year	Source: Sault College • 1 new program (Aesthetician Diploma Program) • 2 new programs pending Ministry approval (hospitality & trades) • 5 new programs built on existing programs (computers, trades, electrical engineering & field naturalists) • 2 institutions working together around dual enrolment & delivery Source: AUC • Community Economic and Social Development programme and research arm (2001)
e) High school provincial scholarship rate	Source: CQI, Community Performance Framework Report E (Draft) Education, January 2005 • In 2001, 897 students received $875,701 in scholarships

CCE's Interpretation

All of Northern Ontario has higher than provincial average of citizens without high school, higher than the provincial average of citizens with trade certificates, close to the provincial average of citizens with college level and lower than provincial average of citizens with university degrees. Compared to other Northern Ontario cities SSM is in the middle for citizens without high school diploma and above average for citizens with high school. SSM's range in other areas (trades, college, etc) is about average with the other Northern Ontario communities.

SSM's findings are similar to other Northern Ontario cities'. SSM has above the provincial average of people aged 15-19 attending school part time and 20-24 year olds attending full time. SSM's overall level of education seems to be increasing when age categories are compared.

Aged 20-34
• Lower percentage of citizens with less than high school than the 35-44 and 45-64 age categories
• Higher percentage of citizens with high school and/or some post-secondary than the 35-44 and 45-64 age categories

- Slightly lower percentage of citizens with college level than the 35-44 age category but higher than the 45-64 category
- Lower percentage of citizens with trades than the 35-44 and 45-64 age category

About 10% of the population is enrolled in either continuing or formal accredited post secondary programs. SSM is a "post industrial" community and could be seeing the lingering impacts of high wage industry jobs from the past that did not require formal education. Rebuilding both opportunities and accessibility to those who have dropped out could be important to the future of the community. The community has a number of post secondary institutions, which contributes to overall awareness of educational opportunities and is a strength.

Citizens want to see more informal educational opportunities related to arts, environment and governance or leadership. It seems that specific opportunities are missing but support for education is high in SSM. Given the number of institutions in Sault Ste. Marie, and the amount of leadership available within the community, this bodes well for the community's ability to strengthen this aspect of resilience even further.

CCE's Resilience Implications
 At the root of education and learning is a culture of curiosity and openness to new ideas. Both of these attitudes are prevalent in resilient communities. Resilient communities examine themselves, and gather outside information as a way of increasing knowledge and skills to act. They support learning at all ages, across all sectors. Learning however, implies change as well, which is difficult for individuals and communities at times.

ORGANIZATIONS: ORGANIZATIONAL INFRASTRUCTURE

Scope of Functions and Collaboration

Indicators	Data
Resilience Characteristic: 10 **There is a variety of Community Economic & Social Development (CESD) organizations in the community such that the key development functions are well-served: Access to Equity; Access to Credit; Human Resource Development; Planning/Research/Advocacy; Infrastructure; Food & Housing; Health & Safety; Social Supports; Culture & Recreation**	
a) Number of organizations in each of the CESD function areas	Participants did not comment on this Please See Appendix B, Organizational Inventory
b) Degree to which people perceive that they are well served, in all areas, by CESD organizations	Participants did not comment on this
Resilience Characteristic: 11 **Organizations in the community have developed partnerships and collaborative working relationships.**	
a) Number and quality of relationships	Participants did not comment on this Please See Appendix C, Organizational Partnership and Collaborative Working Relationships
b) Degree to which people perceive that there are good working relationships between organizations	Most participants did not comment on this but a few participants indicated: • Good working relationships in the social, environmental and economic sectors and some history of successes as well • The arts community seems to have difficulty in working together due to historical conflicts and personality differences • Aboriginal participants cited a lot of fighting within the Aboriginal community
c) Degree to which people perceive that conflict between organizations is well managed	Participants did not comment on this

CCE's Interpretation

SSM has a large number of organizations across every sector. It appears that the key functions are all being addressed by these organizations with exception of access to equity and with some questions about access to credit. Most of the credit organizations are traditional financial organizations. A typical new business owner has difficulty getting credit from these institutions without their own personal equity. This implies that although there <u>seems</u> to be good service in this area, we do not really know this yet. This holds true then for the other sectors, where the number of organizations does not tell us in fact if this area is well served. The other implication of the large number of organizations is that we can hunch that there is some overlap, duplication and lack of co-operation around key functions as well. Questions such as: Who is the mandated lead for planning & research in each sector? Who is mandated to co-ordinate across organizations and build collaboration? etc. might be good follow-ups if you want to examine organizational infrastructure any further. (For example, many organizations are listed under planning, research & advocacy but it doesn't specify which of those functions they perform – or for whom. So – do they all do advocacy? Likely not. Do they all serve the whole sector, or only certain populations within that sector? Who do they work with the most?)

CCE's Resilience Implications

Organizations (and the individuals within them) are the driving force behind community change. It is the organizations that "do the work" if you will – because they have the resources. Organizations are the vehicle through which citizens can influence change, so ensuring that key functions are well served, that the community has the organizational capacity "to do the work" is key to the ability to act. Resilient communities also know that conflict is costly, so getting key community organizations on the same page, or moving in the same direction, is something they take very seriously.

36

RESOURCES: AWARENESS OF RESOURCES AND HOW THEY ARE USED

Business Ownership and Support

Indicators	Data
Resilience Characteristic: 12 **Employment is diversified beyond a single, large employer**	

a) Percentage of total working population employed by the top 10 for profit employers	Source: SSMEDC State of the Economy Report (2005)
	• The total population employed was 37,509 in 2004.
	• The top ten for profit employers collectively employ 8,312 persons or **22.4%** of the total working population.
	• The top ten private sector, for profit employers are:
	    Algoma Steel: 3,000 Sutherland Group 1100
	     NuComm International: 800 NCO Group 800
	    Koprash Sanitation: 600* Algoma Tube Mills: 582
	     Cross Country Automotive Services:480 St. Marys Paper: 375
	    A&P Grocer: 375 Romes Independent Grocer: 200
	The second, third, fourth and six largest employers are call centres
	* Corporate headquarters is located in SSM; employees from across Northern Ont.

b) Percentage of total working population employed by the top 10 not-for-profit employers	Source: SSMEDC State of the Economy Report (2005)
	• The total population employed was 37,509 in 2004.
	• The top ten not-for-profit employers collectively employ 6,473 persons or **17.3%** of the total working population.
	• The top ten not-for-profit employers are:
	  Sault Area Hospital: 1,600 Algoma District School Brd: 1,600
	  Huron-Superior Dist. Catholic S. B: 900 City of Sault Ste. Marie: 727
	  Community Living Algoma: 378 Group Health Centre: 332
	  Sault College: 320 Algoma University: 225
	  Algoma Health Unit: 210 City Police Dept: 181

Indicators	Data
Resilience Characteristic: 13 **Major employers in the community are locally owned.**	
a) Percentage of top 10 private sector employers that are locally owned	Source: SSMEDC Business Directory Webpage The top ten private sector employers collectively employ between 1,047-1,106 persons or between **3.8-2.9%** of the total working population. Top ten locally owned businesses • 3 businesses with 100-249 employees • 7 businesses with 59-99 employees Business with 100-249 employees (in descending order) 1) Soo Mill Buildall 2) Proham Ltd 3) Algoma Water Town Inn Businesses with 59-100 employees (descending order) 4) U Betch Tap & Grill 5) Superior Slag Products 6) Superior Industrial Services 7) Rector Machines Works 8) Rainone Construction 9) RF Contracting 10) Purvis Marine

Indicators	Data
Resilience Characteristic: 14 **The community has a strategy for increasing independent, local ownership**	
a) The community has a strategy to identify and assist businesses with succession planning and help those in danger of closing	• Some participants were concerned that the business community was becoming increasingly owned by outsiders or international interests Source SSMEDC • SSMDC provides a variety of supports to all businesses that approach them

CCE's Interpretation

While there must be locally owned businesses in SSM, it is not a priority for local developers. There would seem to be no differentiation between local ownership versus outside ownership, and if there is, there are no formal initiatives to support local ownership that CCE knows of.

CCE's Resilience Implications

We all seem to understand well enough that diversification is important for community sustainability, that we do not want all our "employment and tax" eggs in one basket if you will. Resilient communities however, also understand that when local citizens control equity and assets versus outside interests that have no stake in the community, the investment tends to be more stable and the net return on investment to the community is greater over time.

Openness to Alternatives

Indicators	Data
Resilience Characteristic: 15 **There is openness to alternative ways of earning a living and economic activity**	
a) The community owns a major asset for the economic and social benefit of the community	Participants did not comment on this Supplemental data: • Airport Sault Ste. Marie Development Corp. and Searchmont Ski Resort are cooperatively owned but no other major asset is controlled by the community for the community benefit • Algoma Steel: In 1992 it was partially employee owed- 60% held in trust for employees; 1995-employees gave up majority ownership to build new mill but still held 28%; 2002 employees gave up ownership for 1200 shares for employee-union and salaried employees alike. • St. Mary's Paper: since 1995 has been a privately held company with 28-30% employee ownership (through shares) as part of their structure. Employees do not have controlling interests • Northern Breweries was also North America and Canada's first cooperatively owned brewery (1970s-90s) • The City owns a large amount of land
b) Degree to which alternative forms of economic activity/ earning a living exist in the community	A few participants mentioned that artists are often perceived to be treated as second-class citizens; negative stereo-typing Supplemental data: • Year round Farmers Market • Community Garden • Community Supported Agriculture group around organic growing • Seems to be a fair amount of informal barter (related to the high levels of mutual support) but no formal system • 2 Habitat for Humanity homes

Interpretation
SSM has a history of supporting local ownership and control. Although there has been a decline of worker ownership and local control, the ownership of Airport Sault Ste. Marie Development Corporation and the recent re-acquisition of Searchmont Ski Resort as a cooperative seem to indicate that the spirit and openness to alternative ways of earning a living remain a community value.

CCE's Resilience Implications
As communities face increased downsizing of industry jobs, and increased competition from international companies, developing an awareness of, and openness to, alternatives such as farmers markets, barter systems, job sharing, multi-job families, and co-operative approaches to service delivery (e.g.: co-op day cares, etc.), becomes more and more important.

Outside Resources Are Sought To Address Gaps

Indicators	Data
Resilience Characteristic: 16 **The community looks outside of itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness**	
a) Degree to which people perceive that outside resources have been accessed in order to address gaps or achieve goals	Participants stated that: • This area could be strengthened • Elected leaders try to solve big problems by themselves when outside resources should be called upon for assistance

CCE's Interpretation
There is not sufficient information to speak to this as either a strength or a weakness.

CCE's Resilience Implications
Along with self-reliance, resilient communities know that they need to access outside supports from time to time. They do this thoughtfully, based on a careful assessment of local gaps and assets.

Identification of Market Opportunities and Competition

Indicators	Data
Resilience Characteristic: 17 **Emerging markets have been identified and strategies have been developed.**	
a) The degree to which people perceive that niche market opportunities have been analyzed and strategies developed	Participants felt that: • Potential markets for eco-tourism, arts and recreation tourism, and other environmental alternatives (such as recycling businesses) had not been explored sufficiently. • This was a low level strength in that they saw many opportunities that were being missed and did not understand the rational for this
b) The community has a buy local campaign	Participants did not comment on this Supplemental data sources: Cre8tivedge: The Community Point system, a promotion to help small local businesses offer similar loyalty options as big corporations, is not actively promoted. The new *Townies* magazine will assist with buying locally through advertising. AUC's CESD: A local beef buying strategy is in the process of developing
c) The amount of economic leakage out of the community has been identified and analyzed	Participants did not comment on this Supplemental data source: Northern Ontario Research, Development and Innovation Centre (NORDIC) • Economic leakage has not been assessed. It would be a very challenging study to undertake in a city the size of SSM, but there is some data to support leakage related to goods that are produced outside of SSM. For example: cross-border shopping, casino, post-secondary education including Lake Superior State University
d) Niche markets (in which unique opportunities exist) have been identified in the community that take advantage of community strengths	Supplemental data: • Tourism SSM has developed a Festivals/Events strategy • Destiny SSM has identified 6 growth engines: Traditional and New Industry; Tourism and Marketing; Small Business; Knowledge-base; Health, Social and Public Sector; Trade and Export.

CCE's Interpretation

It is not clear to what extent niche markets have actually been identified, but respondents were not aware of this work – or what the rationale was for the priorities they were aware of. While some work had been done to develop strategies in some areas, such as tourism, there have been no efforts made to plug the leaks that we are aware of. It seems like this is an area that could be improved.

CCE's Resilience Implications

Resilient communities do their homework and focus their limited resources (human, financial & other) on opportunities they think will yield the greatest returns. THEY select the opportunities, as opposed to waiting for outside investors to do it for them. They also build on local assets, while seeking outside resources to address gaps (Characteristic #16)

COMMUNITY PROCESS: COMMUNITY PLANNING PROCESSES

Community Wide Planning and Action Around Common Goals

Indicators	Data
Resilience Characteristic: 18 **The community is guided by a holistic development plan which recognizes that development in one sector** **has an impact upon other sectors (cultural, social, governance, economic and environment)**	
a) A community wide holistic development plan exists.	Participants did not comment on this Supplemental data: • City of SSM's Official Plan (Office Consolidation 1996) is a guide to manage and direct the physical change and development of the community and the related effects on the social, economic and natural environment. It is designed to meet the current and future needs of the citizens of Sault Ste. Marie and to reflect their goals and aspirations, their desired quality of life and their strategies for development as expressed in the Community Development Strategy. (1996, revised 2003 05 30, pg 4) The Official Plan does not include a Situational Analysis (SWOT, Implementation Plan, etc) • SSMEDC's economic development plan includes a Situation analysis • SSM's Economic Diversification Strategy's (Destiny SSM) plan includes a Situation Analysis • Social Development Council (SDC) is a program under Volunteer SSM of the United Way. It is an umbrella organization. It evolved from the Social Services Solution Council (SSSC) which began as one of BEC's solution councils. The SDC is the body which receives information from sectorial networks. This information is then endorsed through a Community Plan which in turn informs social service sector. It is developing a plan which will include a Situation Analysis • CQI's objective is to foster continuous quality improvement in the economic and social sectors. It works though member organizations' strategic plans to

45

Indicators	Data
improve the quality of life. Its Community Performance Framework is an evaluative tool for community development. Its plan includes a Situation Analysis • Although the economic and social sectors seem to have plans the less organized sectors, culture and environment do not have a development plan for the sector • City of SSM's Cultural (arts) Strategy Study was commissioned in 1988. Currently there is not a Master Plan for the cultural (arts and sport) sector	

Indicators	Data
Resilience Characteristic: 19 **The community is involved in the creation and implementation of the community vision and goals**	
a) Number of participants attending community visioning meetings	Participants felt that: • Participation varied between community planning projects, but has generally been good. • There is a community perception that leadership has not been committed to past efforts, e.g. RAPIDS Process and Building an Extraordinary Community (BEC). Both had good community level participation • BEC was a long process which resulted in a loss of momentum and participation. • There is a community perception that there have been a lot of projects but relatively little awareness of accomplishments.
b) Number of mechanisms for public input into community vision and goals	Participants did not comment on this Supplemental data: • Each community planning project has various mechanisms and degrees of public input. • City Council conducts visioning sessions with city councillors
c) Number of volunteers who participate in groups/committees/etc. that are implementing initiatives in the holistic development plan	Participants did not comment on this Supplemental data is not available
d) Degree to which people perceive that the public was involved in the creation and implementation of a community vision and goals	Participants did not comment on this

Indicators	Data
Resilience Characteristic: 20 **There is on-going action toward achieving the goals in the holistic development plan.**	
a) Number of initiatives from the Holistic Development Plan that have been acted on in the last year	Participants did not comment on this Although a holistic development plan does not exist, the sector specific development plans have initiatives that were acted on in the past year. • SSMEDC has acted upon several of many initiatives • Destiny SSM has acted upon several of many of its initiatives • SDC is in the process of developing a social sector development plan • CQI has acted upon several of many its initiatives
b) Degree to which community organizations are perceived to be working toward achieving the goals in the holistic development plan.	Participants did not comment on this
Resilience Characteristic: 21 **There is regular evaluation of progress against the community's strategic goals**	
a) Evaluation of accomplishment against the goals has been conducted in the last year	Participants did not comment on this An evaluation of progress has not been developed or conducted because a Holistic Plan does not exist.
b) Degree to which there is a perception in the community that the plan is being realized	Most participants were not aware of any progress or accomplishments
Resilience Characteristic: 22 **Organizations use the holistic development plan to guide their actions**	
a) Percentage of organizations who work from the holistic plan or who integrate it into their own planning process	Participants did not comment on this Currently there is no holistic development plan
b) The degree to which community organizations are perceived to be working toward achieving the goals in the holistic plan	Participants did not comment on this

Indicators	Data
Resilience Characteristic: 23 **The community adopts a development approach that encompasses all segments of the population**	
a) The degree to which people perceive that the holistic plan addresses the needs of marginalized people in the community	Participants did not comment on this
b) Number of organizations/groups in the community that address the needs of low income people	Participants did not comment on this Supplemental data: • The United Way supports 22 organizations and over 50 programs including the John Howard Society and Ontario March of Dimes. Other organizations are Program Read, Ontario Works • Algoma Community Legal Clinic • Social Justice Coalition has been inactive for the last few years
c) The degree to which people perceive that there is an on-going structured dialogue between the economic, social, cultural, governance and environmental sectors	Participants did not comment on this

Interpretation

Since there is no community wide development plan that integrates economic, social, cultural, governance and environmental goals, most of the indicators in this dimension of resilience can not be answered. This is an area that is currently weak and in need of development should the community wish to move forward in a holistic manner. There are however sector plans such as SSMEDC, Destiny SSM, SDC and CQI which have consulted various stakeholders in the development of their plans. Each project has a review and reporting process but it seems that the participants were largely unaware of their respective plans, progress and successes.

CCE's Resilience Implications

One of the key aspects of resilient communities is that they know resources are limited, and they work to integrate them toward a common vision. They know that change is complex, and long term, and they need all their assets working in the

same direction. They involve all sectors and segments of the population in ongoing decision-making and allocation of resources and in this way they achieve a greater impetuous of human and financial assets over time. They do this because they recognize that there are connections between the social, economic and environmental "health" or self-reliance of the community.

One of the questions organizations often ask about this approach is whether or not this means their own organizational plans and priorities need to take a back seat to the community wide goals. They want to know what happens if they have organizational goals that are not more broadly shared in the community. The answer is that of course organizations need to continue to do their own planning, and that they need to serve their missions. When we talk about all organizations supporting a community wide plan we mean that they consider broader community goals in their own planning, and that they step up to the plate to take leadership or to participate in accomplishing appropriate goals from the community wide plan in a way that serves their mission. This becomes possible only if they have participated in creating the community wide plan in the first place. It should therefore include goals that serve their ends.

Finally, in most communities a great deal of "economic activity" is supported by community based, volunteer organizations that build and manage trails, develop eco-tourism or heritage tourism activities, create artists co-operatives, etc. The consequence of NOT engaging with a broad cross section of citizens and sectors is that eventually, these community based activities lose energy from lack of recognition and support. This is a waste of valuable community resources.

SUMMARY

Community Leaders' forums have provided opportunities for representatives to contribute to the study of SSM's resilience. As Community Resilience Sault Ste. Marie progresses, community reporting will continue to be part of the process.

Phase Three, the Action and Priorities phase, began the process of acting intentionally to increase SSM's long term capacity around sustainability ─ economically, socially, culturally, environmentally and in terms of governance.

Community Resilience is an ongoing process that involves:
- People
- Organizations
- Resources and
- Community Processes

It relies on the community's:
- Positive attitudes and values
- Ability to work cross-sectorally
- Wise allocation and utilization of the community's limited resources
- Engagement of community members in a community-wide vision and development process

Organizational and community support is a key factor in the success of this endeavor.

SSM's Resilience Strengths/Gaps Chart (Summary)

Characteristic	Strengths			Gaps
	Small	Med	Large	
People: Attitudes and Behaviours				
1. Formal/Informal leadership: diversified, representative	X			
2. Formal/Informal leadership: visionary, shares power, builds consensus	X			
3. Inclusive community: all members involved in decisions	X			
4. Sense of pride		X		
5. Feel optimistic (only economic sector does)	X			
6. Spirit of mutual assistance/cooperation		X		
7. Attachment (want to stay, but no jobs)		X		
8. Self reliant	X			
9. Support for education (Aboriginal education is needed)		X		
Organizations: Organizational Infrastructure				
10. Organizations provide CESD functions (may overlap)		X		
11. Organizations developed partnerships/collaboration		X		
Resources: Awareness of and How They are Used				
12. Employment diversified beyond single large employer	X			
13. Major employers are locally owned	X			
14. Have strategy for increasing local ownership	X			
15 Alternative economic activity--community owns a major asset for community benefit (now, not historically)	X			
16. Looks outside itself to secure resources	X			
17. Emerging markets been identified	X			
Community Process: Community Planning Processes				
18. Have holistic development plan				X
19. Community involved in creating/implementing community goals				X
20. Ongoing action toward achieving holistic plan's goals				X
21. Ongoing evaluation of holistic plan				X
22. Organizations use holistic plan as a guide				X
23. Adopts development plan for all segments of pop.				X

APPENDIX A

EDUCATION LEVEL

Resilience Characteristic: 9 (con't)
There is a strong belief in and support for all education at all levels
a) Percentage of population by education level

Source: Stats Canada 2001 Community Profiles

SCHOOL ATTENDANCE

Area	Total aged 15 years and over	% of total pop. aged 15-19 years Full Time	% of total pop. aged 20-24 years Full Time	% of total pop. aged 15-19 years Part Time	% of total pop. aged 20-24 years Part Time
SSM	7,180	72.7	50.0	4.3	5.4
Thunder Bay	10,230	62.9	40.7	3.4	7.1
Gr. Sudbury	15,400	75.0	46.4	2.3	5.9
Timmins	3,735	66.5	41.5	2.9	5.9
North Bay	5,415	61.0	39.5	1.5	3.7
Ontario	1,060,115	74.1	43.5	2.5	8.0
Quebec	700,425	80.4	41.4	4.1	8.1

HIGHEST LEVEL OF SCHOOLING

a) Population Aged 20-34

Area	Total population aged 20-34	% with less than high school certificate	% with high school and/or some post-secondary	% with trades certificate or diploma	% with college certificate or diploma	% with university certificate, diploma, degree
SSM	11,855	12.7	39.1	10.0	21.0	17.3
Thunder Bay	20,510	15.6	34.0	9.3	21.2	19.9
Greater Sudbury	28,370	13.1	35.4	12.6	22.2	16.6
Timmins	8,135	17.5	33.4	13.3	24.4	11.4
North Bay	9,815	12.5	34.4	10.7	25.0	17.4
Ontario	2,263,910	13.2	33.7	7.9	19.5	25.7
Quebec	1,401,850	16.0	23.3	13.8	24.8	22.1

b) Population Aged 35-44

Area	Total population aged 35-44	% with less than high school certificate	% with high school and/or some post-secondary	% with trades certificate or diploma	% with college certificate or diploma	% with university certificate, diploma, degree
SSM	12,010	14.8	28.8	14.9	25.3	16.3
Thunder Bay	17,620	17.8	25.4	16.0	22.8	18.0
Greater Sudbury	25,885	16.5	27.2	16.5	25.9	13.9
Timmins	7,775	24.5	24.4	16.5	23.8	10.8
North Bay	8,595	15.2	25.7	16.4	27.8	15.0
Ontario	1,949,840	17.3	25.6	11.5	21.2	24.3
Quebec	1,236,450	20.7	26.4	13.5	18.2	21.3

HIGHEST LEVEL OF SCHOOLING (con't)

c) Population Aged 45-64

Area	Total population aged 45-64	% with less than high school certificate	% with high school and/or some post-secondary	% with trades certificate or diploma	% with college certificate or diploma	% with university certificate, diploma, degree
SSM	19,680	29.0	23.5	14.5	16.8	16.1
Thunder Bay	26,375	27.4	20.8	15.5	17.8	18.5
Greater Sudbury	39,930	33.3	22.6	14.6	15.3	14.3
Timmins	10,400	39.2	18.4	15.8	15.1	11.5
North Bay	12,510	26.2	23.1	13.3	19.1	18.3
Ontario	2,684,705	27.5	22.9	11.6	16.6	21.5
Quebec	1,855,590	31.1	27.3	11.1	11.4	19.0

APPENDIX B

ORGANIZATIONAL INVENTORY (Names)

(Partial List)

Organizational Inventory Legend
Algoma Arts Festival Association
Algoma Community Legal Clinic
Algoma Conservatory of Music, Conservatory Concerts
Algoma Council on Domestic Violence
Algoma District School Board
Algoma Faculty Series
Algoma Farmers Market
Algoma Residential Community Hospice
Algoma University College
AUC-Community Economic and Social Development Programme
Algoma Work Force Investment Commission
Anishinabek Nation Credit Union
Art Gallery of Algoma
Arts Council of Sault Ste. Marie and District
Batchewana Employment and Training
Canadian Red Cross
Canadian Bushplane Heritage Centre
Chamber of Commerce
Children's Aid Society
City of Sault Ste. Marie
City Parks & Recreation Department
City Planning
City Public Utilities Commission
City-Emergency Response
Clean North
Communities in Bloom

Organizational Inventory (con't)
Communities Quality Improvement
Community Development Corporation
Community First Credit Union
Community Living Algoma
Community Supported Agricultures
Cultural Advisory Board
Destiny Sault Ste. Marie
Ducks Unlimited
Emergency Measures Organization
Employment/Job Connect
Enterprise Centre SSM
Ermatinger/Clergue National Historical Site
Family Life Theatre
FedNor
Friends of Lake Superior Provincial Park
Great Lakes Forestry Centre
Great Lakes Heritage Coast
Group Health Centre
Historic Sties Board
Huron Superior Catholic District School Board
Indian Friendship Centre
Job Connect
John Howard Society
Labour Market Data
Lake Superior State University
Lake Superior Watershed Alliance
Métis Nation Ontario
Ministry of Mines and Northern Development
Ministry of Culture and Immigration
Musical Comedy Guild
Northern Credit Union

Organizational Inventory Legend (con't)
Northern Ontario Research, Development and Innovation Centre (NORDIC)
Ontario Forestry Research Institute (OFRI)
Ontario Health Coalition
Ontario March of Dimes Employment Services
Ontario Métis Aboriginal Association (OMAA)
Ontario Ministry Natural Resources
Ontario Works
Parks Canada Sault Ste. Marie Canal
Phoenix Rising
SAFE Communities
Salvation Army Food Bank
Sault Area Hospital
Sault Career Centre
Sault College of Applied Arts and Technology
Sault Cycling Club
Sault Search & Rescue
Sault Ste. Marie Economic Development Corporation (SSMEDC)
Sault Ste. Marie Public Libraries
Sault Ste. Marie Innovation Centre
Sault Ste. Marie Municipal Heritage Commission
Sault Ste. Marie Museum
Sault Ste. Marie Region Conservation Authority
Sault Ste. Marie Sports Council
Sault Symphony Orchestra
Sault Theatre Workshop
Saulteaux Voyageurs Trail Club
science enterprise Algoma
Society of St. Vincent de Paul
Soup Kitchen Community Centre
St. Mary's Basin Bi-National Public Advisory Council

Organizational Inventory Legend (con't)
Street Smart Guide
The Practice Firm
ULERN
United Way of Sault Ste. Marie
United Way-Social Development Council
United Way-Volunteer Sault Ste. Marie
Unity and Diversity Assoc.
Women In Crisis
YMCA

ORGANIZATIONAL INVENTORY (Mapping)

Characteristic: 10

There is a variety of CESD organizations in the community such that the key development functions are well-served: Access to Equity and Credit; Human Resource Development; Planning/Research/Advocacy; Infrastructure; Food & Housing; Health & Safety; Social Supports; Culture & Recreation

CESD Function: **Planning Research and Advocacy**					
CESD Function **Planning, Research, Advocacy**	**Organizations offering service** **Environment**	**Culture**	**Social**	**Gov**	**Economic**
Brokering and creating strategic partnerships	science enterprise Algoma ULERN		AUC-CESD UW-Social Devlp Council		Enterprise Centre SSM CDC CQI Destiny SSM MNDM NORDIC SSM Innovation Ctr SSMEDC
Community inventory and assets mapping	Clean North City SSM Innovation Centre	Arts Council City Parks & Recreation City Planning SSM Innovation Centre SSM Public Libraries SSM Sports Council	AUC-CESD SSM Innovation Centre UW-Social Devlp Council United Way UW-Social Devlp Council	City	CDC Chamber of Comm. Community planning doc's MNDM SSMEDC Destiny SSM SSM Innovation Ctre
Labour Market data collection/tracking		Min. of Culture and Immigration	Algo. Coun Dom. Violence CQI Safe Communities		CDC Chamber of Comm. Destiny SSM

<table>
<tr><td colspan="6" align="center">**CESD Function: <u>Planning Research and Advocacy</u> (con't)**</td></tr>
<tr><td>**Planning, Research, Advocacy**</td><td>**Environment**</td><td>**Culture**</td><td>**Social**</td><td>**Gov**</td><td>**Economic**</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Labour Market Data
SSMEDC</td></tr>
<tr><td>**Leakage studies**</td><td></td><td></td><td></td><td></td><td>CDC</td></tr>
<tr><td>**Feasibilities studies**</td><td>NORDIC

ULERN
science enterprise Algoma</td><td>Arts Council
Min. of Culture and Immigration</td><td>UW-Social Devlp Council</td><td>City</td><td>CDC

FedNor
MNMD
SSMEDC</td></tr>
<tr><td>**Community visioning**</td><td>Clean North
Lake Superior Watershed Alliance
Great. Lakes Heritage Coast

St. Mary's Basin Bi-National
   Public Advocacy Committee

Ducks Unlimited
Friends of Lk Superior Prov Pk
Sault Cycling Club
Saulteaux Voyageurs Trail Club</td><td>Arts Council
City Parks & Recreation
Cultural Advisory Board

Historic Sties Board
SSM Municipal Heritage
Min. of Culture and Immigration</td><td>CQI
Safe Communities
United Way
UW-Social Devlp Council
UW-Volunteer SSM
Algo. Coun Domestic Violence

 CQI</td><td>City</td><td>SSMEDC
CDC
FedNor

Destiny SSM
MNDM

Chamber of Comm.</td></tr>
<tr><td>**Community strategic planning**</td><td>Great Lakes Forestry Centre
NORDIC
Ont Forestry Research Institute

Ont. Ministry Natural Resources

Sault Cycling Club
SSM Region Conservation Auth
ULERN</td><td>Arts Council
Art Gallery of Algoma
City Planning
Min. of Culture and Immigration</td><td>Algo. Coun Dom. Violence
CQI
Safe Communities

United Way
UW-Social Develop Council
UW-Volunteer SSM</td><td>City</td><td>Airport Develop Corp
CDC
Destiny SSM

SSMEDC</td></tr>
</table>

CESD Function: **Planning Research and Advocacy (con't)**					
Planning, Research, Advocacy	**Environment**	**Culture**	**Social**	**Gov**	**Economic**
Community plan implementation			CQI UW-Social Devlp Council UW-Volunteer SSM		CDC Destiny SSM SSMEDC
CESD communication, network	CQI Great Lakes Heritage Coast Lk Superior Watershed Alliance Sault Cycling Club Saulteaux Voyageurs Trail Club science enterprise Algoma St. Mary's Basin Bi-National Public Advocacy Committee ULERN	Arts Council CQI	CQI UW-Social Devlp Council	CQI	CDC CQI Chmbr. of Commerce Destiny SSM NORDIC SSMEDC
Creation of/support for CESD orgs			AUC-CESD		AUC-CESD CDC Enterprise Centre SSM SSMEDC SSM Innovation Centre
Early warning systems			Canadian Red Cross		
Emergency Relief			City –Emerge Response Sault Search & Rescue		

CESD Function: **Planning Research and Advocacy (con't)**					
Planning, Research, Advocacy	**Environment**	**Culture**	**Social**	**Gov**	**Economic**
Advocacy	Ducks Unlimited Clean North Friends of Lake Superior Prov Park Great Lakes Heritage Coast Lake Superior Watershed Alliance Sault Cycling Club Saulteaux Voyageurs Trail Club St. Mary's Basin Bi-National Public Advocacy Committee SSM North Planning Boards	Arts Council Cultural Advisory Board Min. of Culture, Immigrat'n	Algo.Com. Legal Clinic Children's Aid Society Community Living Algo Ont. Health Coalition Phoenix Rising Unions Unity and Diversity Women In Crisis		Destiny SSM SAFE Communities
Other					

CESD Function: **Human Resource Development**

Human Resource Development	Environment	Culture	Social	Gov	Economic
Job readiness including professional development	Clean North	Algoma Arts Festival Assoc Algoma Conservatory Concerts Algoma Faculty Series Art Gallery of Algoma Arts Council Family Life Theatre Musical Comedy Guild Sault Symphony Orchestra Sault Theatre Workshop	Algo Wk Force Invest Com Batch. Employment/Train CQI Family Life Theatre Indian Friendship Centre Métis Nation Ontario OMAA Ont. March Dimes Employ		CDC Ontario Works Job Connect Sault Career Centre
Job search and placement			AUC Indian Friendship Centre Lake Superior State U OMAA Ont. March of Dimes Sault College		Employment/Job Connect HRSDC Job Connect John Howard Society Ontario Works Sault Career Centre
Job training and retraining	Algoma University Sault College	Algo. Conservatory School of Music AUC Sault College	ADSB-Adult Ed AUC HSCDSB Indian Friendship Centre Lake Superior State U Sault College		AUC LSSU Sault College
Leadership Development		Various arts, & recreation orgs	AUC-CESD CQI Indian Friendship Centre Sault College UW-Volunteer SSM YMCA		

63

CESD Function: <u>Human Resource Development</u>

Human Resource Development	Environment	Culture	Social	Gov	Economic
Entrepreneurial assessment			ADSC-Adult Alternative		CDC Enterprise Centre SSM John Howard Society SSM Innovation Centre
Entrepreneurial training			AUC Sault College		
Business planning	ULERN	AUC			CDC
		Lake Superior State University OMAA Sault College			Enterprise Centre SSM FedNor MNMD SSMEDC
Network facilitation, mentoring	Clean North	Arts Council Art Gallery of Algoma			
Business incubator services			The Practice Firm		Enterprise Centre SSM
Succession planning for businesses					SSM Innovation Centre SSMEDC

CESD Function: Credit

Credit	Environment	Culture	Social	Gov	Economic
Community Development loan Fund					Anishinabek Nation CU CDC Community First CU Northern Credit Union
Community revolving loan fund **Comprehensive development finance operation** **Micro enterprise loan fund** **Loan Guarantees**					Anishinabek Nation CU CDC Community First CU Northern Credit Union
Grants		City Cultural Financial Assistance			
Private donations	Some organizations	Some organizations	Some organizations		

CESD Function: **Equity**					
Equity	**Environment**	**Culture**	**Social**	**Gov**	**Economic**
Equity matching					
Community owned venture development					
Joint venturing					SSMEDC
Community owned resource Cooperative Worker owned company			AUC's CESD		SSMEDC
Other- Charitable financing			Service Clubs United Way		

CESD Function: Infrastructure

Infrastructure	Environment	Culture	Social	Gov	Economic
Waste management plan, maintenance	Clean North				City Public Works Dept City Public Utilities Commission
Water management plan, maintenance	Bi-National Public Advocacy Committee Great Lakes Heritage Coast Lk Superior Watershed All'nce Min. of Environment Public Utilities Commission SSM Region Conservation				City Public Works Dept City Public Utilities Commission
Beautification		City Parks Dept. Communities in Bloom			
Zoning, streets, etc. **Land use planning**	Ont. Ministry Natural Resources Great Lakes Heritage Coast Lk Superior Watershed All'nce Ont. Ministry Natural Res. SSM Conservation Authority St. Mary's Basin Bi-National Public Advocacy Comm			City City	
Sector-specific infrastructure	Clean North Ducks Unlimited Organizations' Offices	<u>Parks, Beaches</u> Batch Bay Prov Park City: Bell, Pt de Chen, Wish Hiawatha Conservation Area	<u>Food</u> Algoma Farmers Market Com. Supported Agric.		

CESD Function: **Infrastructure** (con.'t)					
Infrastructure	**Environment**	**Culture**	**Social**	**Gov**	**Economic**
Sector-specific infrastructure con't		Kinsmen Hiawatha Park Lake Superior Prov. Park Ojibway Park SSM Conservation Area Libraries SSM Public Libraries-(3) AUC-Whishart Library Sault College library Museums Norgoma-Marine Museum Royal Canadian Legion SSM Museum Heritage Sites Canadian Bushplane Heritage Ctr Ermatinger/Clergue .Ntl Hist Site Parks Canada Canal Galleries Art Gallery of Algoma Civic Display Gallery Theatres KC Theatre Centre Recreation facilities/centres City: 3	Transit City Public bus Food Banks Soup Kitchen Comm. Ctr Salvation Army Food Bank Soc. St. Vincent de Paul Hospitals, Care Facilities Algo Res Com Hospice Group Health Centre Sault Area Hospital		

CESD Function: Infrastructure (cont't)					
Infrastructure	**Environment**	**Culture**	**Social**	**Gov**	**Economic**
Sector-specific infrastructure con't		McMeeken, Memorial. Pee Wee Roberta Bondar Tent Pavilion Trails Saulteaux Voyageurs Trail Club Sault Trails & Rec. (STAR) Searchmont Ski Resort Gros Cap Conservation Area SSM City Boardwalk Greenhouses Bellevue Pk Greenhouse Marinas Bellevue Marina Roberta Bondar Trans Marina			

69

APPENDIX C
ORGANIZATIONAL RELATIONSHIP (Mapping)

Resilience Characteristic: 11
Organizations in the community have developed partnerships and collaborative working relationships.

(Partial List)

Environmental Organizational Partnerships
Clean North; PUC; City; Naturally Green; Northwatch (Northern Ont); Ont. Environment Network
Ducks Unlimited; National organization; St. Mary's Bi-National Watershed Alliance
Friends of Lake Superior Provincial Park; Lake Superior Watershed Alliance
Great Lakes Forestry Centre; AUC; science entreprise Algoma
Great Lakes Heritage Coast Ministry of Natural Resources
NORDIC; AUC-CESD; SSMEDC; Destiny SSM
Ont. Forestry Research Institute (OFRI); Federal Gov't; Lake Superior Conservancy and Watershed Council
Ont. Ministry Natural Resources; Provincial Gov't; Great Lakes Heritage Coast; Sault Ste. Marie Region Conservation Authority
Sault Cycling Club; Hub Trail; City
science enterprise Algoma ; Great Lakes Forestry Centre; CQI; SSMEDC
SSM Innovation Centre; SSMEDC; AUC
SSM Region Conservation Authority; Ministry of Natural Resources; School Boards; City; Prince Twp
St. Mary's Basin Bi-National Public Advisory Council; ULERN
Great Lakes Forestry Centre; CQI

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Cultural Organizational Partnerships

Algoma Conservatory School of Music, and Concerts; AUC; Sault Symphony Orchestra; Kiwanis Music Festival

Algoma Arts Festival Assoc; Tourism SSM; Algoma International Films; Art Gallery of Algoma

AUC; Sault College; LSSU; Art Gallery of Algoma; Arts Council

Art Gallery of Algoma; 4- Culture; ADSC; HSCSB; Arts Council; City

Arts Council; Algoma Arts Society; Parks and Recreation Dept; Art Gallery of Algoma; Soothfest

Canadian Bushplane Heritage Centre; 4- Culture; City

City Parks & Recreation; Arts Council; various cultural and sports organizations; Communities in Bloom

Communities in Bloom; City; national organization

Cultural Advisory Board; City; Kiwanis Community Theatre Centre;

Ermatinger/Clergue National Historic Site; 4-Culture; Federal gov't

Family Life Theatre; Arts Council; Sault Theatre Workshop

Historic Sties Board; City

Ministry of Culture and Immigration; Provincial Government

Musical Comedy Guild; AUC; Arts Council; Family Life Theatre; Sault Theatre Workshop

</div>

Cultural Organizational Partnerships con't

Sault College; AUC; LSSU; Arts Council; Art Gallery of Algoma

Sault Symphony Orchestra; Arts Council; Algoma Conservatory of Music

Sault Theatre Workshop; Arts Council; Family Life Theatre

SSM Public Libraries; City

SSM Municipal Heritage Commission; City

SSM Museum; 4-Culture; City

SSM Sports Council; City; multiple sport associations

Social Organizational Partnerships

ADSB; Provincial government; Art Gallery; City; HSCDSB

Algoma Residential Community Hospice; Group Health; SAH

Algoma Work Force Investment Committee; Sault College; AUC; City

Algoma Community Legal Clinic; Various social organizations

Algoma Council on Domestic Violence; Various social organizations i.e. Women in Crisis; CAS

Algoma Farmers Market; City; Community Supported Agriculture Group

Algoma University College; Sault College; LSSU; Arts Council; Art Gallery of Algoma; CQI; SSMEDC; OMAA; Destiny SSM; CAS; Community Supported Agriculture

Batchewana Employment and Training; Service Canada

Canadian Red Cross; Sault Search and Rescue; City-Emergency Response

Children's Aid Society; United Way; AUC's CESD; Women in Crisis

City-Emergency Response; Canadian Red Cross

Community Supported Agriculture; Farmer's Market; AUC's CESD; Clean North

Community Living Algoma; Various social organizations

CQI; City; SSMEDC; Destiny SSM; AUC; National org. FedNor; SSM Innovation Centre

Social Organizational Partnerships (con't)

Emergency Measures Organizations; Provincial organization; City.

Family Life Theatre; Canadian Mental Health Assoc.

Group Health Centre; SAH; City

HSCDSB; Art Gallery of Algoma; AUC; ADSB

Indian Friendship Centre; Neech-de-wehn Homes; Waabinong Head Start; North Shore Tribal Council; OMAA; Métis Nation of Ontario

Métis Nation Ontario; Indian Friendship Centre; Service Canada; Safe Communities; Homelessness Initiative; Healthy Babies

Ont. Health Coalition; Various social organizations

Ont. March of Dimes Employ Services; Various employment agencies i.e. The Practice Firm; Ontario Works

OMAA; Friendship Centre; Neech-de-wehn Homes; Waabinong Head Start; North Shore Tribal Council; Congress of Aboriginal People

Phoenix Rising; Various social originations i.e. Victim Crisis; Children's Aid Society

Safe Communities; CQI, City; Canadian Metal Health Assoc; OMAA; Métis Nation of Ontario

Salvation Army Food Bank; Salvation Army; United Way

Sault Area Hospital; Group Health; CQI; City; Rotary Club of SSM

Social Organizational Partnerships (con't)
Sault College; AUC; LSSU; Art Gallery; FedNor; CQI; Algoma Workforce Investment Committee
Sault Search & Rescue; Canadian Red Cross; Rotary Club of SSM; City; RCMP
Society of St. Vincent de Paul; Various social organizations i.e. United Way
Soup Kitchen Community Centre; United Way; AUC-CESD
SSM Innovation Centre; City; SSMEDC; CDC
The Practice Firm; Employment services orgs i.e. Ontario Works; Acclaim Ability; Canadian Hearing Society; Ont. March of Dimes
Unions
United Way; National org; Social Development Council; Volunteer SSM; many local social organizations
Unity and Diversity; National organization, AUC
Women In Crisis; Various social originations i.e. Victim Crisis; Children's Aid Society
YMCA; National org; HRSDC; Job Connect

Regional Partner Organizations

UNIVERSITY OF SASKATCHEWAN

Centre for the Study
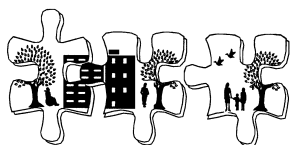of Co-operatives

Community-University Institute
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Community Economic and Social Development Unit
Algoma University College

Winnipeg Inner-City Research Alliance

Project Funding