



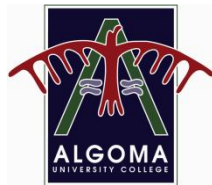
Community Resilience Sault Ste. Marie

Build on strengths, Create a Vital, Sustainable Community

Final Report

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Ministry of
Agriculture, Food and
Rural Affairs

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Algoma Health Unit
Algoma University
Arts Council of Sault Ste. Marie and District
Community Artist representative
Community Quality Improvement
Destiny Sault Ste. Marie
Garden River Economic Development Corporation
Garden River First Nation
John Howard Society
Lake Superior Conservancy & Watershed Council
Ministry of Community and Social Service, Ministry of Children and Youth
Ministry of Culture and Immigration
NORDIK Institute
Northern Credit Union
Réseau de développement économique et d'employabilité (RDÉE)
Sault College of Applied Arts and Technology
Sault College Native Training and Education
Sault College/Job Connect
Sault Ste. Marie Economic Development Corporation
Sault Ste. Marie Enterprise Centre
Sault Ste. Marie and District Labour Council
Small business representative
Sault Youth Council
United Steelworkers (USW)
United Way of Sault Ste. Marie

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The final report summary does not necessarily reflect the views of funding agencies, NORDIK Institute nor Algoma University.

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Community Resilience Sault Ste. Marie

Community Resilience refers to a community's capacity to adapt, transition and thrive when faced with significant change while retaining core values (Centre for Community Enterprise, 2000; Torjman, 2007).

1.0 Background and Context

Northern Ontario's communities, from regional urban centres to rural areas and First Nation communities, are experiencing social and economic destabilization. Their economies, based on resource-extraction – primarily forestry and mining – have resulted in single industry towns whose health and well-being has been reliant on externally owned corporations that answer to distant shareholders. Recent changes in the global economy have hit Northern Ontario communities particularly hard, with estimated losses in the forestry industry alone reaching as high as 30,000 people.

In 2003 Sault Ste. Marie was once again confronting high unemployment levels due to its heavy dependence on the steel industry as a major economic driver, and the fluctuating demand for steel in the global marketplace. It was clear that the City needed to explore ways of developing a more sustainable economy. In other words, Sault Ste. Marie, in common with other Northern Ontario communities, need to become more *resilient*, i.e., to develop strategies that would help its citizens cope with the numerous major economic transitions it faced.

To become resilient and move toward sustainable place-based economies, the community itself must become the organizing principle, and the development of local assets (e.g., people, financial, natural, cultural, and historical) is paramount.

Through the creative capitalization of locally made products, experiences and services, 'place' can be transformed from a geographical location into a community with a distinct identity that may be strategically marketed to attract and retain citizens and investment, and to promote tourism. Key to successful transitioning to place-based economies is an understanding of place as the relationships and connectedness between and among citizens, the built environment and the land. Communities with cultures, attitudes, beliefs and expectations that are supportive of inclusive processes and practices have greater resilience due to their capacity to engage their citizens and develop social capital, holistic community plans and resources (Colussi, 2000). Resiliency encourages self-reliance, independence and sustainable community vibrancy resulting in greater control over its own future.

Research has indicated that resilient communities have similar attributes or characteristics which enable them to overcome barriers and grow successfully. Resiliency includes both economic and social characteristics and there is an increasing awareness that social cohesion and social capital have an impact on the economic well-being and health of communities.

Thus the key principles informing the Community Resilience Sault Ste. Marie project encompassed the following:

- Raising awareness of community resilience
- Partnership development, community capacity building and generation of social capital
- Inclusive, cross-sectoral approaches to community development
- Holistic community planning

2.0 Project Mandate

In June 2003, external factors such as industry changes and demographic shifts were contributing to the decline of the local economy and inhibiting Sault Ste. Marie's growth. To provide an opportunity for the community to discuss the situation and the recently released Sault Ste. Marie Economic Diversification Strategy (Destiny Sault Ste. Marie), a forum, "Moving Forward: Beyond Job Losses", was held at Algoma University. The forum was organized by the Sault and District Labour Council, Algoma University's Community Economic and Social Development program (CESD) and Tony Martin, then the local MPP. 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 concurred that conducting a community resilience study (based on the Centre for Community Enterprise's Community Resilience Model) would support, complement and build on community projects and earlier planning initiatives, such as, R.A.P.I.D.S. (Research, Action, Promote, Infrastructure, Delegate, Support), Building an Extraordinary Community (BEC), Destiny SSM and Community Quality Initiative (CQI). The forum and current literature suggested the Community Resilience Model to be an effective approach to take in strengthening community resources and supporting economic diversification.

Sault Ste. Marie's most recent projects had focused primarily on economic development and diversification strategies. A community resiliency study, including a focus on social vitality, had

never been conducted and would be a way of assessing SSM's social capital, the "networks within a community and the level of trust, mutual support and participation by people within the community in activities that strengthen the sense of social belonging and community well-being" (Strengthening Communities Unit 2000 p. 9).

Dr. Linda Savory Gordon of Algoma University volunteered to lead the research. The project was envisioned in four phases;

Phase One: The Portrait (The Community Profile)

Phase Two: Analysis of the Portrait

Phase Three: Priorities and Actions, and;

Phase Four: Implementation

In March 2004 the Community Resilience Sault Ste. Marie (CRSSM) project received funding from Service Canada (formerly Human Resources Skills Development). A research team comprised of Jude Ortiz as project coordinator, Jody Rebek and Jeffery Waytowich were hired to collect the data. Funding for other phases of the project were generously provided by Ministry of Agriculture, Food and Rural Affairs (OMAFRA), Rural Economic Development Program, FedNor, NORDIK Institute and community partners, SSM Economic Development Corporation, Northern Credit Union and United Way Sault Ste. Marie. The project ended March 31, 2011.

3.0 Activities

Over the life of the project CRSSM focused on increasing organizational and community resilience locally and regionally.

CRSSM's goal:

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

CRSSM's role:

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

The project produced two reports, *Interim Report* and *Portrait of Community Resilience of Sault Ste. Marie*, a Resilience Plan for Sault Ste. Marie and delivered a number of activities including

Community Leaders' Forums; pilot projects; guest speakers; workshops; presentations at academic, community economic and social development conferences and events and ministerial conferences and consultations; and support and training for researchers, organizations, and communities.

CRSSM assisted a variety of community organizations as well as other Northern communities interested in launching resilience projects and resilience planning of their own (e.g. Hearst). Some initiatives CRSSM informed have blossomed into stand-alone non-profit organizations, for example the Coalition for Algoma Passenger Train (CAPT). Other projects have supported further development in the same sector, for example, the culture sector.

3.1 Cross-Sectoral Oversight Committee

One of the first activities of the CRSSM project was the formation of an Oversight Committee (OC), a committee of community partners, to manage the project. To create cross-sector learning and information sharing, organizations representing the various sectors (economic, social, environmental and cultural) were brought together. Representatives were sought who were decision-makers to facilitate and implement change within their organizations which would then spill over in to the broader community. The committee was comprised of representatives from organizations in each sector with some organizations participating over the life of the project and others during specific phases. Many Oversight Committee members met for several years, fostering new partnerships and greater understanding of how planning in one sector impacted others. Resilience principles were implemented in some of the organizations' operations while resilience thinking was carried over to other platforms and meetings. For a listing of organizations, please see Acknowledgements (page 2).

4.0 Knowledge Dissemination

Learnings from the project were disseminated broadly across and within the community, as well as at regional, provincial and national academic and community conferences and workshops and through electronic means. Formal reports, high-profile guest speakers, media releases, and a well-developed electronic database ensured broad distribution of the project's learnings and activities. The impact on Northern Ontario as a whole became evident in the latter years of the project as Dr. Linda Savory-Gordon, Jude Ortiz, Project Coordinator and Dr. Gayle Broad, Director of NORDIK have increasingly been invited to speak on the topic of community resilience in a wide variety of venues in Northern Ontario (e.g., Hearst, Thunder Bay, Timmins and Manitoulin Island).

4.1 Project Reports

The project produced three reports; The Interim Report (2005); The Portrait of Community Resilience of Sault Ste. Marie (2006), and; this Final Report. The Interim Report outlines the CRSSM project and summarizes the qualitative findings of the community resilience portrait. The Portrait of Community Resilience Report adds the quantitative data to the Interim Report and views both sets of findings in terms of SSM's resiliency characteristics. Please see Appendix I for SSM's Resilience Characteristics; Appendix II for the Summary of SSM's Strengths Themes and Appendix III for a summary of SSM's Strengths, Gaps and Weaknesses.

4.2 Community Leaders' Forums

During the development of the Portrait a series of three Community Leaders Forums were held providing opportunities for representatives to contribute to the study of SSM's resilience and inform leaders about CRSSM's progress and development. The Community Forums were well attended with representation from the various sectors providing opportunities for intra-sector and cross-sector exchanges critical to staying informed and understanding sector successes, issues and ways decisions in one sector impact others.

Forum schedule:

The Interim Report, Sept. 21, 2005:

Dr. Lockhart Dr. Sandy Lockhart, of the Centre for Community Enterprise (CCE), an expert in community resilience and qualitative research reviewed the document and stated that CRSSM's methodology was impeccable and had gathered a significant amount of research that had captured a broad spectrum of the community.

The Portrait Analysis, Feb. 22, 2006:

The Centre for Community Enterprise's analysis of The Portrait's findings was discussed in terms of resilience characteristics.

Priorities and Actions, May 24, 2006:

Based on The Portrait, community leaders were charged with the challenge of planning holistically to increase SSM's resilience. When the break-out groups reported back to the entire forum, two of the six groups had enhanced the Hiawatha Highlands/Kinsmen Park a local environmental and recreational gem within City limits; two had enhanced the Downtown core with an Arts/Culture Plan; one planned around increasing the resilience characteristics of "Pride" in SSM; and, the other group, led by Denis Turcott

(then CEO of Algoma Steel) with the assistance of Bruce Strapp, (then ED of SSM Economic Development Corp.), Dan Holligsworth (FedNor) and Max Liedke (then Acting President and Chief Financial Officer of Sault College), along with other leaders, presented a Process Plan with the goal of being the formal adoption of the community resilience framework by the City.

4.3 Guest Speaker Series

The guest speaker forums highlighted and explored key areas of resilience thinking. Some were standalone CRSSM events while others were co-hosted which contributed to high attendance, cross-sectoral interest and further partnership development. High-profile speakers from Northern Ontario and across the country attracted representatives from a variety of organizations from diverse sectors. Every forum was well attended.

Prior to the launch of CRSSM there had been little (if any) opportunity for community leaders to gather cross-sectorally. The forums provided the space to enable discussions and stimulate understanding and knowledge around common concerns i.e. ways to effectively address change in the local and global economy, transition to the new realities and how to improve community well-being. Many new relationships were developed as a result of meeting at forums providing support for new ways of thinking and approaching community development.

Following is the forum schedule:

October 6, 2006: Collaborating for Impact

Guest Speaker -Paul Born, Tamarack, An Institute for Community Engagement

January 23 & 24, 2009: Algoma University Teach-In: Understanding the 'Economic Crisis': Alternatives and Responses

Oct 30, 2009: Northern Ontario Regional Arts Network Development Forum: *Building Resilience Through the Arts*

November 10, 2010: Transitioning to Resilience: *Building Sustainability*

Guest Speaker: Dr. Buzz Holling

Feb 2, 2011: Transitioning to Resilience: What can forestry and mining communities learn from Social Innovation?

Guest speakers: Dr. David Robinson, Kristen Robinson, Ryan Bullock

4.4 Reaching Rural and Remote Areas

Technology was utilized throughout the project to enable greater participation and broader dissemination. The guest speaker forums (with the exception of 2006) were webcast (live streaming) and video recorded for later posting on NORDIK's website. On-line participants were from across Ontario and Canada with a few international locations (e.g. USA and Australia).

Requests for resource materials and presentations were sent electronically, with a note to access more information through NORDIK's website, specifically, the dedicated CRSSM page.

4.5 Post-Secondary Education and Research

CRSSM contributed to the development of post-secondary education curricula and a research agenda.

4.5.1 Algoma University

Concepts of community resilience, the principles of resilience thinking and the four pillars of sustainability (i.e., economically viable; socially equitable; environmentally responsible; and, culturally vital) have been embedded into Algoma University's Community Economic and Social Development (CESD) programs and NORDIK Institute. In 2010 the program introduced a course, Environment and Community Resilience which contextualizes the environment within a resilience framework. This course is required for both the three year BA in Community Development and the four year BA in CESD.

Both NORDIK and the CESD program greatly impacted the dissemination of resilience by providing research support and training to a number of undergraduate, graduates and post-graduate students. NORDIK researchers and CESD students work with community partners, generating new knowledge and further learning. When NORDIK researchers carry on with their careers and students graduate they carry resilience knowledge with them into these new fora benefiting the broader community.

4.5.2. Community-University Research Alliance Application

NORDIK Institute was the lead on submitting a Community-University Research Alliance (CURA) application to the Social Sciences and Humanities Research Council (SSHRC) for a project entitled, Northern Communities Transitioning to Resilience:

Reworking Policies and Practices towards the Post-Carbon Era. The proposal built on the CRSSM project and contributed further to resilience research.

Development of the proposal NORDIK drew on past relationships, but many of the partners had never worked together before. The process contributed to building a research network across Northern Ontario with researchers who were interested in resilience. The partners were three Northern universities (Lakehead, Laurentian and Algoma), one First Nations research institute, Keewaytinook Okimakanak (KORI), Lakehead's Food Security Research Network, and Laurentian's Institute for Northern Development (INORD). Although the project was not successful in being funded, the network has been established and partners' understanding of resilience was strengthened.

To facilitate the CURA application development process a blog was established to enable sharing resilience research and ideas.

5.0 CRSSM's Resilience Plan

The Oversight Committee incorporated the outcomes from the Priorities and Action Forum into a Resilience Plan. Representatives of the CRSSM project met with then Mayor John Rowsell on August 17, 2006 gaining his endorsement for the Plan and for CRSSM to take the lead in developing the culture sector and conducting planning around Hiawatha Highlands. Please see Appendix IV for Resilience Plan.

6.0 Pilot Projects

Based on discussions at the Community Leaders' Forums it was decided that pilot projects should be launched to demonstrate community resilience planning principles. The projects raised the awareness of community resilience and developed partnerships, generated social capital and built capacity. Some pilots illustrated inclusive cross-sectoral approaches to community development while others focused on a holistic community planning approach. The projects assisted in shifting individual and community perceptions around ways community

development can be implemented, linking economic and social plans and raising the awareness of the value of local assets and the importance of developing them in meeting local and global demand. For a list of CRSSM's pilot project partners see Appendix VI and Appendix VII for maps depicting their locations.

In 2006 CRSSM began with pilots around Hiawatha Highlands (Kinsmen Park) and the culture sector. While work within the culture sector progressed well, the pilot project in the Hiawatha Highlands floundered after initial planning could not obtain support and buy-in from decision-makers. In 2007, two additional projects were initiated by Drs. Linda Savory-Gordon and Gayle Broad - The Coalition for Algoma Passenger Trains (CAPT) and the Algoma Food Network – and although neither of these were officially under the banner of CRSSM, both initiatives followed the CRSSM principles and were informed by the research and other activities of the project.

6.1 Inclusive, Cross-sectoral Approaches to Community Development

CAPT (Coalition for Algoma Passenger Trains) and development of the agriculture and culture sectors incorporated an inclusive cross-sector, cross-cultural approach to development resulting in strong local and regional networks, both within and across sectors and increased understanding of sector issues, impacting perspectives around the value of natural, cultural, historical and existing assets. This has resulted in greater individual and community capacity to develop micro-entrepreneurships and niche markets to meet regional and global demands and stronger alliances in gaining more control over resources. These projects have contributed to increased social cohesion and social equity, new locally owned businesses and cooperatives leading to more control over the area's future.

6.1.1 Coalition for Algoma Passenger Trains (CAPT)

Through strategic partnerships with municipal governments and First Nation communities and tourism, recreational and environmental organizations and businesses CAPT has successfully forged a strong inclusive network in raising the awareness of and impacting policy discussions around rail transportation infrastructure.

The success of CAPT's Group of Seven and Glenn Gould Train Event underscores the importance of passenger rail service while highlighting the Group of Seven's use of the Algoma Central Railway's (ACR) box cars to access the area's rugged wilderness. Although the Algoma region is known for being the painting ground, and thus instrumental in defining the Group's distinctive 'Canadian style' of landscape painting as the first Canadian genre, setting themselves apart

from American/European approaches, there was no local initiative to preserve and/or celebrate the contribution of the painters' nation-building. Launched in 2007 as a one day event with passengers embarking on a short rail ride to Searchmont Resort north of Sault Ste. Marie to enjoy a day of arts and culture activities it quickly expanded to a two-day excursion that involved riding the rails through the wilderness accessed by the Group to Wawa where Glenn Gould spent time composing. CAPT notes, everyone, artists, organizers and participants, seemed to 'get it' in terms of the importance of building on the historical use of culture in the development of the region and its potential use¹. Furthermore, this cross-sectoral initiative has spurred a number of other economic development activities that capitalize upon the area's connection to the Group of Seven, offering ecotourism products in meeting this growing facet of the tourism sector.

6.1.2 Algoma Food Network

The Community Supported Agriculture (CSA) initiative led by faculty from Algoma University's Community Economic and Social Development program and community partners revitalized the Algoma Farmers' Market, a heritage market located in Sault Ste. Marie, and spurred the creation of the Algoma Food Network (AFN). The AFN has facilitated connecting link-minded individuals and groups interested in community-led action related to food security in the region. It serves as an umbrella organization to work with and link consumers, producers, distributors and processors in an open and meaningful way. Connectivity has: built stronger connections between farmers, businesses, institutions and consumers; increased awareness between health, environment and food choices by improving access to affordable, safe and health food; and, strengthened the area's local food supply and security. It has resulted in increased sustainable agricultural-based livelihoods and the development of a localized economy.

6.1.3 Culture Sector Development

CRSSM has played an important role to foster the development of relationships between and among the sectors, generating new social capital and strengthening existing networks throughout the community. The cultural sector in particular has benefitted from this role, with new and/or strengthened relationships emerging between the culture and economic sectors,

¹ Linda Savory Gordon, CAPT Board member, NORDIK research meeting.

youth, emerging artists, Indigenous participation in various arts fora, and building networks between local, regional, provincial and national organizations.

6.1.3.1 Culture, Creativity and the Arts

In 2006 the Arts Council of Sault Ste. Marie and District (Arts Council) contracted Algoma University's CESD Program to conduct a socio-economic impact study of the arts on the economy of Sault Ste. Marie. The report, *Culture, Creativity and the Arts: Achieving Community Resilience and Sustainability through the Arts in Sault Ste. Marie* (Ortiz & Broad, 2007) identified and made the links between culture and the economy visible to the sector and decision-makers within the community by placing culture within a resilience framework. The study resulted in the development of a new framework for understanding the arts contribution to building healthy communities within emerging urban economies, i.e. the Creative Economy; Industry Clusters; Place-Marketing; and, a Home Grown Economy.

A significant amount of community building occurred during the development of the report particularly through the identification of organizations cited to take a lead role in specific areas of sector development (e.g., the Youth Association, Arts Council, Chamber of Commerce, Tourism SSM, etc.). City Council endorsed the report February 11, 2008 which included a recommendation that CRSSM facilitate further development to ensure community support and ownership of the plan.

6.1.3.2 Regional Cultural Development

In 2008 NORDIK began developing the culture sector on a regional basis. Each project presented culture sector development within a community resilience framework, i.e., the contribution of the arts in developing healthy resilient communities and place-based economies. The focus is creating sustainable livelihoods.

Key development areas were: community-level relationship building across artistic disciplines and community sectors; finding ways of working together to market work individually or collectively; the creation of artist-led strategic plans that identified goals, strengths and priorities thereby providing decision-makers a framework for authentic development; cultural mapping identifying individual artists, organizations and arts-related businesses; professional development workshop to raise technical proficiency; opportunities to exhibit and market craft work; regional forums to expand networks, share and generate knowledge and reflect on the Northern context and what it means to be a Northern artist, and a Canadian Conference for the Arts policy workshop.

6.1.3.3 Growth in the Film Industry

The cross-sectoral networking, and the emergence of the cultural sector as an economic driver, has played a role in growing a local film industry. Networks established through CRSSM provided support for the development of a proposal to the Economic Development Corporation for the development of a resource directory specifically for film-makers. Initially rejected, the proposal eventually became the cornerstone for a highly successful strategy to attract film-makers to Sault Ste. Marie and other Northern communities.

6.2 Holistic Community Planning

CRSSM facilitated the Hiawatha Area Planning Initiative (HAPI) process utilizing a holistic community planning approach in addressing common needs. The process began with the formation of a steering committee representing stakeholders: land owners; land user interest groups; non-profit organizations; the Sault Ste. Marie Conservation Authority (SSMCA) and, the City.

The committee first established a set of project principles grounding awareness of community resilience and facilitating understanding stakeholders' positions. This process assisted in bridging and strengthening relations between and among the complex mix of stakeholders. Next they developed a vision for the area and identified mutually advantageous partnerships which became the foundation of the sustainable resilience plan. To gain broader input and feedback a draft plan was presented at a number of stakeholders' organization meetings and a community wide open house was held.

7.0 Conclusion

Since Community Resilience Sault Ste. Marie (CRSSM) was launched in 2004, Community Resilience (CR) has become a movement. Sault Ste. Marie was the first community in Canada with a population larger than 10,000 to implement a CR project. This necessitated adapting the model to meet local needs, i.e. an urban community within Northern Ontario rural setting, thus further contributing to understanding CR. A summary of Results and Performance Measures appears in Appendix V.

The project significantly assisted in the culture and agriculture sectors' development, and impacted rail transportation infrastructure. It created cross-sectoral and cross-cultural partnerships that built local capacity, leadership and social capital while demonstrating the effectiveness of holistic community planning at organizational, community and regional levels.

The pilot projects assisted in shifting individual and community perceptions of ways community development can be implemented, linking economic and social plans and raising the awareness of the value of local assets and the importance of developing them. It supported the development of micro-entrepreneurship and niche markets to meet regional and global demands, and, stronger alliances in gaining more control over resources. This has led to increased social cohesion and social equity, new locally owned businesses and cooperatives leading to more control over the area's future.

Strategic partnerships have been forged that have engaged First Nation communities, tourism operators and businesses, recreation, environmental, cultural and agricultural organizations. Further, numerous partnerships with local, regional, provincial and national organizations have contributed to building the capacity of Sault Ste. Marie and the Algoma region.

Community Resilience principles are embedded in post-secondary education through Algoma University's Community Economic and Social Development (CESD) program as well as NORDIK Institute. NORDIK researchers and CESD students work with community partners generating new knowledge and further learning. When NORDIK researchers carry on with their careers and students graduate they carry resilience knowledge with them into their employment, thereby benefiting the broader community. For example one of researchers CRSSM hired in Phase One, upon completing her work became the Executive Director of Community Quality Improvement and later was the Executive Director of Destiny SSM, Sault Ste. Marie's Economic Diversification Strategy. As well the CRSSM project supported two NORDIK researchers in their post-graduate studies.

In sum, the Community Resilience Sault Ste. Marie project and the knowledge mobilized through it, have contributed to supporting Northern Ontario as it shifts from a resource-extractive economy, to one that is more diversified. The dissemination of the research findings continues and extends to students, business people, policy-makers and communities as project staff, Community Economic and Social Development graduates and NORDIK researchers participate in community development across the region.

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Appendix I: SSM's 23 Resilience Characteristics

People

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 all education at all levels.

Organizations

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.

Community Process

12. 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).
13. The community is involved in the creation and implementation of the community vision and goals.
14. There is ongoing action toward achieving the goals in the holistic development plan.
15. There is regular evaluation of progress against the community's strategic goals.
16. Organizations use the holistic development plan to guide their actions.
17. The community adopts a development approach that encompasses all segments of the population.

Resources

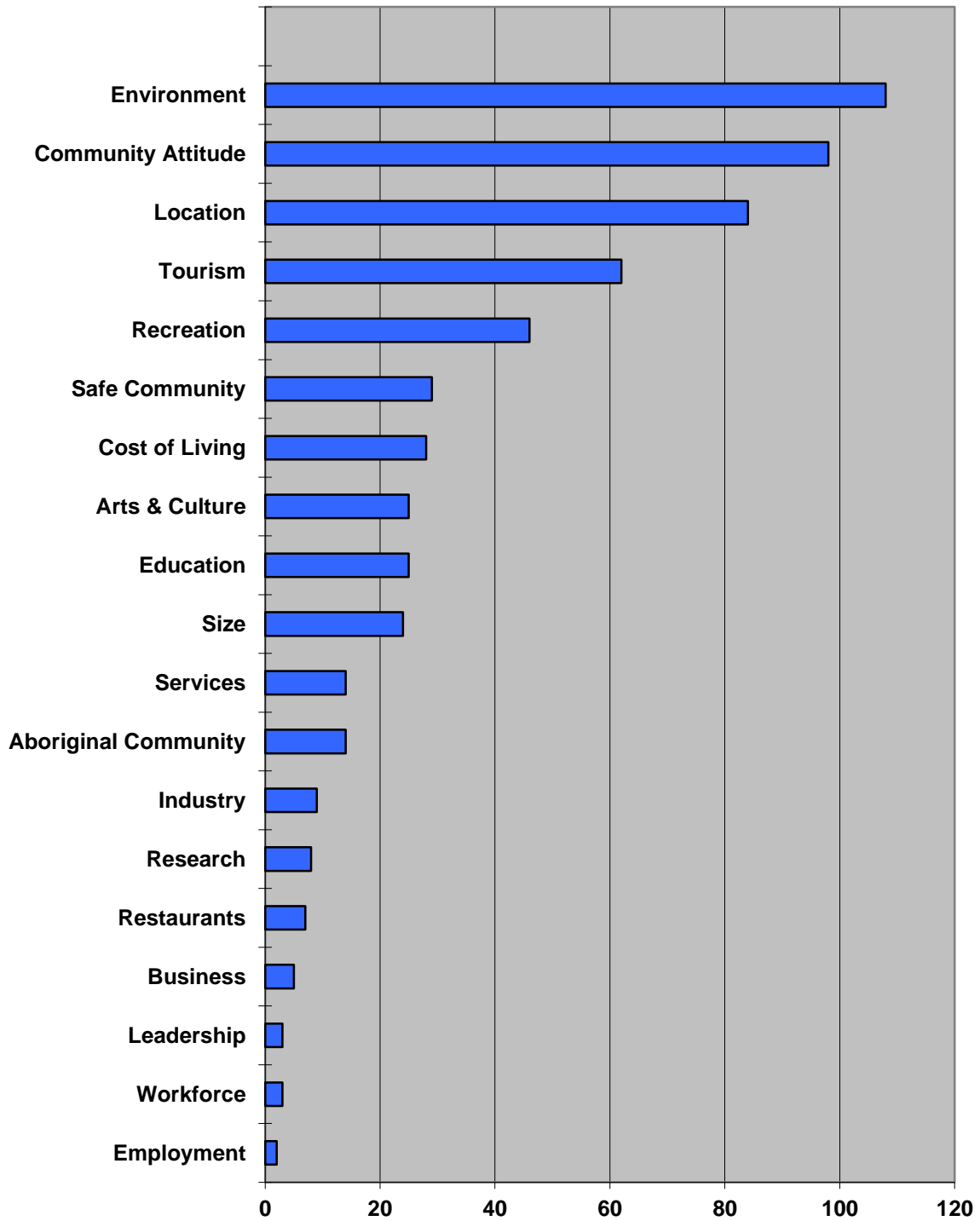
18. Employment is diversified beyond a single, large employer.
19. Major employers in the community are locally owned.
20. The community has a strategy for increasing independent, local ownership.
21. There is an openness to alternative ways of earning a living and economic activity.
22. The community looks outside itself to seek and secure resources (skills, expertise, finance) that will address identified areas of weakness.
23. Emerging markets have been identified and strategies have been developed.

Appendix II: SSM's Strengths/Gaps Summary Chart of Resilience Characteristics (2006)

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

Characteristic	Strengths			Gaps
	Small	Med	Large	
People				
1. Leadership: diversified, representative	X			
2. Leadership: visionary, shares power, consensus	X			
3. Community: involved in decisions, inclusive	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 ed. needed)			X	
Organizations				
10. Organizations for CESD functions (may overlap)		X		
11. Organizations partnerships/collaboration		X		
Resources				
12. Employment beyond single large employer	X			
13. Major employers are locally owned	X			
14. Has strategy for increasing local ownership	X			
15 Alternative economic activity--community owns a major asset (now, not historically)	X			
16. Looks outside itself to secure resources	X			
17. Emerging markets been identified	X			
Community Process				
18. Have holistic development plan				X
19. Community involved in 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				X
23. Adopts development plan for all segments of pop.				X

Appendix III: SSM's Strength Themes



Appendix IV: SSM Resilience Plan

July 2006

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

Communications 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

Integration of Resilience Framework into City's Official Plan

Continue to work with City Planning and other City departments to encourage the integration of a resilience framework into the Official Plan

Resilience Gap Analysis

Work with City Planning and community planning organizations to create and periodically update an inventory of community projects/initiatives
Review projects collectively to assess overall areas of community resilience strengths/weaknesses/gaps and individually to recommend ways of increasing resilience

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 i.e. Kinsmen Hiawatha/Landslide Park

Community Collaborations / Mentoring / Facilitation

Assist in community planning and/or initial development upon request
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

Appendix V: Detailed Results and Performance Measures

<i>Project Deliverables</i>	<i>Short-Term Results or Outcomes</i>	<i>Long-Term Results or Outcomes</i>
<i>Number of jobs created, retained or upgraded</i>	5 FTE (includes Project Coordinator, summer students, interns and contract staff)	Multiplier effect calculated at 2:1 = 10 FTE Built capacity in community to create jobs particularly in culture and agriculture sector Research capacity across region has grown – contributed to 3 post-graduate degree completions
<i>Amount of new investment in the community and/or the Ontario business climate</i>	Approximately \$100K	Supported the development of regional networks in the culture, rail and agriculture sectors – agriculture alone is valued at over \$33 m. in the Algoma District
<i>Contributed to <u>revitalized community</u> or downtown</i>	Increased City of Sault Ste. Marie and business community's recognition of importance of Culture sector and commitment to further development Community Support Agriculture development; revitalized Farmers Markets in SSM and Desbarats Social cohesion; retention of family farms	Culture sector development; Improved health and well-being: Opportunities to purchase local pesticide free agricultural products Cultural retention of cultural history/traditions and increased engagement and expression; Development of cultural tourism sector
<i>Contributes to skills training and/or enhancement</i>	Training of researchers and community partners in facilitation, strategic planning, strengths identification and holistic, cross-sector planning; leadership development; entrepreneurial skills (see details in narrative report)	Research capacity across region has grown – contributed to 3 post-graduate degree completions; built research capacity within local First Nations communities
<i>Number of new alliances and/or partnerships</i>	75 new alliances and/or partnerships, representing local, regional, provincial and national level relations.	Local, regional, provincial and national networks Competitive advantage: Identification of resources for local development-local control over future; targeted investment plans; Efficient use of resources; planned allocation; Sector development ; place-based economies; Development of regional presence

<i>Project Deliverables</i>	<i>Short-Term Results or Outcomes</i>	<i>Long-Term Results or Outcomes</i>
		Retention of knowledge and generation of new knowledge Quality of life Attraction and retention of leaders, youth, investment and skilled labour including immigrants
<i>Number of community groups involved or benefiting from your project</i>	Direct: 71 Indirect: 142 (multiplier effect of 2:1)	Same as above
<i>Number of innovative products/services or technologies for rural Ontario</i>	Mapping of local agriculture producers and points of sale	
<i>Number of tools, information and/or resources for rural economic development</i>	CRSSM page on NORDIK site; CAPT eco- tourism brochures	Further building of networks, capacity and awareness of local resources
<i>Number of barriers to economic development overcome</i>	Overcame geographic distances through webcasting; meetings held in rural areas- local organizing--inclusion and access to info/ resources. Began process of breaking down barriers between rural/urban; First Nations and settler communities; silos between sectors (and thus innovation)	Innovation in Northern Ontario Increased social capital within the region and with external groups

Appendix VI: List of CRSSM Partners

Algoma Food Network

Partner

Algoma Food Network (Local)
 Algoma Farmers' Market
 Johnson Township Farmers' Market
 Algoma Marketing Alliance (Local)
 Penokean Hills Farms
 Algoma Cattlemen's Association (Local)
 Algoma Cooperative Livestock Sales (Local)
 Ontario Cattlemen's Association (Provincial)
 Township of Johnson
 On-Coop (Provincial)
 Sustain Ontario (Provincial)
 Algoma Soil and Crop Improvement Association (Local)
 Algoma Sheep and Lamb Producers Association (Local)
 Northern Quality Meats
 Northern Ontario Agri-food Education and Marketing (Regional)
 Algoma Federation of Agriculture (Local)
 Slow Food Sault Ste. Marie (Local)
 Algoma Public Health
 Economic Development Corp.
 CDC of SSM
 East Algoma CFDC
 Algoma 4-H Association (Local)

Location

Sault Ste. Marie
 Sault Ste. Marie
 Desbarats
 Desbarats
 Echo Bay
 Poplar Dale
 Thessalon
 Guelph
 Desbarats
 Guelph
 Toronto
 Thessalon
 Echo Bay
 Desbarats
 Wahnapiatae
 Poplar Dale
 Sault Ste. Marie
 Sault Ste. Marie
 Sault Ste. Marie
 Sault Ste. Marie
 Blind River
 Richards Landing

Coalition for Algoma Passenger Trains (CAPT)

Partner

Algoma University
Art Gallery of Algoma
NORDIK Institute
Municipality of Wawa

City of Sault Ste. Marie
Transport Action Canada (*national*)
Seniors Health Advisory Committee (*local*)
Accessibility Sault Ste. Marie
Searchmont Resort
Algoma University Student Union (AUSU)
Algoma District Board of Education
Naturally Superior Adventures & Rock Island Lodge
McGuffins
Island Wilderness
Tatnall Lodge

East Algoma Chiefs, Mayors and Reeves Council

Batchewana First Nation

Constance Lake First Nation
Garden River First Nation
Mississauga First Nation

Northshore Tribal Council

Sagamok Anishnawbek First Nation

Serpent River First Nation
Thessalon First Nation
Whitefish Lake First Nation

Location

Sault Ste. Marie
Sault Ste. Marie
Sault Ste. Marie
Wawa

Sault Ste. Marie
Ottawa
Sault Ste. Marie
Sault Ste. Marie
Searchmont
Sault Ste. Marie
Sault Ste. Marie

Wawa
Goulais River
Dubreuilville, ON

Municipalities

City of Elliot Lake
City of North Bay
City of Sault Ste. Marie
Greater City of Sudbury
Municipality of Huron Shores
Town of Blind River
Town of Bruce Mines
Town of Cochrane
Town of Espanola
Town of Hearst
Town of Spanish

Town of Thessalon
Township of Jocelyn
Township of Johnson
Township of Laird
Township of MacDonal, Meredith & Aberdeen Add'l
Township of Nairn & Hyman
Township of Plummer Additional
Township of Prince
Township of St. Joseph
Township of Sables, Spanish River
Twp. of Tarbutt & Tarbutt Add'l
Township of the North Shore
Village of Hilton Beach

Culture Sector Partners

Organizations

Aboriginal Art Works Group of Northern Ontario
A-Frame Artist Collective
Art Gallery of Algoma
Arts Council of Sault Ste. Marie and District
Arts Network of Children and Youth (ANCY) (National)
Bear Island First Nation
Canadian Conference for the Arts
CARFAC ON (Provincial)
Centre Culturel Louis-Hémon
City of Elliot Lake
City of Sault Ste. Marie
City of Sault Ste. Marie, Cultural Advisory Board
Community Arts Ontario
Conseil des Arts de Hearst
Debajehmujig Theater Group
Downtown Association
Fort Frances Museum
Kingfisher Lake First Nation
K-Net (regional)
Lake of the Woods Artist Collective
Ministry of Tourism and Culture (Provincial)
Ministry of Tourism and Culture (Provincial)
Mishkeegogaman First Nation
Municipal Cultural Planning Institute (Provincial)
Northern College
Ontario Arts Council (Provincial)
Ontario Crafts Council (Provincial)
Ontario Crafts Council (Provincial) Northeast Rep
Ontario Crafts Council (Provincial) Northwest Rep
Sault Ste. Marie Chamber of Commerce
Sault Ste. Marie Economic Development Corp.
Sault Ste. Marie Museum
Sault Ste. Marie Public Library
Sault Youth Association
Sioux Lookout Anti-Racist Committee (SLARC)
Sudbury Arts Council
Temagami Arts, Culture, and Heritage Committee
Thunder Bay Art Gallery
Organizations (continued)
Thunder Bay Potters Guild

Location

Thunder Bay
Sioux Lookout
Sault Se. Marie
Sault Se. Marie
Toronto
Bear Island
Ottawa
Toronto
Chapleau
Elliot Lake
Sault Se. Marie
Sault Se. Marie
Toronto
Hearst
Wikwemikong
Sault Se. Marie
Fort Frances
Kingfisher Lake
Thunder Bay and Sioux Lookout
Kenora
Toronto
Sault Se. Marie
Mishkeegogaman
Waterloo
Timmins
Toronto
Toronto
Thunder Bay
Sudbury
Sault Se. Marie
Sault Se. Marie
Sault Se. Marie
Sault Se. Marie
Sault Se. Marie
Sioux Lookout
Sudbury
Temagami
Thunder Bay
Location
Thunder Bay

Timmins Indian Friendship Centre
Timmins Museum
Town of Huntsville
White Water Gallery
Work in Culture (Provincial)

Timmins
Timmins
Huntsville
North Bay
Toronto

Advisory Committees (individual artists)

Ann Suzuki
Ashley Lange
Bernadette Shawanda
Bob Yellowhead
Catherine Cheechoo Gull
Cheryl Wilson Smith
Crystal Nielsen
Esther Osche
Jo-Anne Critchely Brown
Joanne Robertson
Kris Goold
Larry Beardy
Laurent Vaillancourt (2 committees)
Linda Finn
Lindsay Joy Hamilton
Mary Jane Metatawabin
Penny Couchie
Sherry Guppy
Tanya Elchuck

Location

Sudbury
Atikokan
Sault Se. Marie
Summer Beaver
Peawanuck
Red Lake
Thunder Bay
Birch Island
Matheson
Goulais River
Kenora
Sioux Lookout
Hearst
Elliot Lake
Fort Francis
Ft. Albany
North Bay
Temagami
Thunder Bay

Appendix VII: CRSSM Partners' Maps





