



Adjustment Action Summit

October 18, 2006
Valhalla Inn
Thunder Bay, Ontario

Proceedings and Summary of Evaluations

November, 2006





Dear "Adjustment Summit" Delegates:

Our vision for the Adjustment Action Summit was to plan and host a forum in which all parties – industry, government, communities, First Nations, business, unions, academia – could come together to discuss what can be done to "adjust" and move forward with a growth agenda for Northwestern Ontario. Could we organize an event that would inform and educate people and culminate in the development of action-oriented strategies to address the region's most pressing economic issues? The answer was a resounding "yes".

The underlying theme of the Summit was to determine how communities of Northwestern Ontario can work together on adjustment, recovery and diversification. Community leaders can no longer "wait and see" as they face unprecedented job losses across our region. Our knowledgeable and engaging keynote speakers and workshop presenters shed light on such important issues as Adjustment in Northern Ontario – services, successes and best practices; what works and what doesn't with Community Adjustment; options for a regional approach to economic diversification and sustainability and identifying specific activities that we can act upon to effect positive changes within our region.

Iain Angus was our Master of Ceremonies and did an outstanding job at keeping us on track and focused on accomplishing our goals for the day. Ron Trepanier, Partner, Whalebone Productions, came from British Columbia as one of our keynote speakers bringing with him a wealth of experience in strategic planning and community-based economic adjustment. Michael Atkins, President, Laurentian Media Group joined us from Sudbury and presented a thought provoking address on the concept of a new regional government for Northern Ontario. A special thanks to our steering committee members who worked so diligently and tirelessly to plan this event.

We hope that the Adjustment Action Summit helped to provide you with the tools you need to successfully address the complex and challenging issues facing us all in Northwestern Ontario.

North Superior Training Board of Directors

Adjustment Action Summit

October 18, 2006
8:30 a.m. - 5:00 p.m.
Valhalla Inn
Thunder Bay, Ontario

TABLE OF CONTENTS

1. <i>Opening Keynote Presentation:</i> Community Engagement: A Catalyst for Economic Adjustment RON TREPANIER, Partner, Whalebone Productions	3-6
2. <i>Workshop A: Adjustment in Northern Ontario</i> <i>Services, Successes and Best Practices</i>	7-13
3. <i>Workshops B) and F):</i> Success Stories and Visions for the Future – Panel	14-22
4. <i>Workshop C:</i> Community/Labour Adjustment Initiatives <i>What Works and What Doesn't</i>	23-25
5. <i>Workshop D:</i> Impacts & Implications of Closures and Layoffs	26-28
6. <i>Luncheon Keynote Presentation:</i> What is Wrong With This Picture? MICHAEL ATKINS, President, Laurentian Media Group	29-34
7. <i>Workshop E:</i> Diversification for Sustainability	35-40
8. <i>Workshop G:</i> Small Business Opportunities and Challenges	41-47
9. <i>Workshop H:</i> Creating Opportunities for the Aboriginal Workforce	48-49
10. <i>Closing Plenary Panel:</i> Visions of the North	50-63
11. Executive Summary	64-65
12. Summary of Evaluations	66
13. Our Thanks	67

Opening Keynote Presentation:

Community Engagement: *A Catalyst for Economic Adjustment*

RON TREPANIER,
Partner, Whalebone Productions

Community-based economic adjustment in Canada emerged with the appearance of successive recessions in the early 1980s. Factors such as fluctuating dollar values, changing markets, the introduction of new technologies, etc. led to what were not the typical "boom or bust" cycles we were used to, but to a total restructuring of our economy. And this restructuring was not confined solely to the private sector but impacted all levels of government, health and educational institutions, as well as business. The downsizing that occurred meant fewer resources were available for assistance and new approaches to community development were needed.

Until that time, community development in Canada had, for the most part, been accomplished using short term projects such as those offered through Canada Works, LIP, etc. which utilized Unemployment Insurance funds to provide the unemployed some work. The format was generally 8 to 12 week community projects which failed to provide much in the way of long-term impact or sustainability. There was a need to rethink "community development".

In the early 1980s, recognizing that new approaches to community development were needed, the federal government looked to engage Canadians in the process of economic renewal. What emerged was a more self-reliant attitude and approach to local development. The focus was now on empowering community members to take an active role in community economic development (CED). The aim was to build community capacity to deal with economic change & adjustment. This new approach to local development was embodied in the Community Futures Program which was launched in 1985.

The Community Futures model incorporated two main elements: support for small business development, and the promotion of strategic planning at the local level involving community participation and an emphasis on the development of partnerships. Key elements of the Community Futures model were that it was locally-based and community driven with the help of non profit organizations governed by volunteer boards. It required multi-stakeholder collaboration on initiatives that were identified through local strategic planning.

Over the past 20 years, the Community Futures Development Corporations (CFDCs) in British Columbia have demonstrated incredible success with their small business development efforts. Understanding that social, cultural and environmental issues are intertwined with our economic well being, the CFDCs recognized the importance of paying attention to issues beyond the purely economic in order to create healthy, vibrant local economies. As such they also have been successful in their community economic development activities, having undertaken a wide range of local and regional initiatives that have focused on social, cultural and environmental concerns impacting their local communities. Given this successful track record, taking a community-based approach to dealing with declines in the fisheries and forestry sectors in BC and involving the CFDCs in a focused approach to rural economic renewal was seen as a logical thing to do.

The Community Economic Adjustment Initiative and the Softwood Industry Community Economic Adjustment Initiative are examples of successful federal responses to the adjustment and transition needs of rural communities in British Columbia that were spearheaded by the Community Futures network. From a policy perspective, these models reflect the shifts in government thinking around community and economic development that have brought about a new focus based on long-term economic viability. The initiatives represent a move away from subsidizing declining sectors to an approach that is based on strategic investments in new opportunities. They offer a framework that directly supports enterprise development and focus on capitalizing on local advantages as a means of building on competitive strengths and generating wealth. They also promote an increased reliance on partnerships between the public and private sectors.

The key attributes of these models are that decision making is devolved to a stakeholder group. Partnerships are promoted which enables the leveraging of additional resources and facilitates achieving community consensus on adjustment priorities. In addition, community-based delivery capacity is built since the program and its projects are delivered and administered through community-based delivery agents. And, they offer flexible and responsive funding including non-repayable contributions to non-profit projects and repayable contributions to for-profit projects with an opportunity to flow "repayables" back into impacted communities.

The environment in the 1990s was one of dramatic change for the fishing industry. The Community Economic Adjustment Initiative (CEAI) was established to deal with community adjustment needs brought about as a result of a significant downturn in the west coast fisheries.

Factors that impacted the industry included:

- Increase in salmon supply worldwide
- Removal of trade barriers (GATT and Free Trade Agreement)
- Technology change (vessels and processing plants)
- Declines in west coast salmon stocks
- Focus on conservation and regulation

The CEAI was part of the federal government's \$400 million Pacific Fisheries Adjustment and Restructuring Initiative announced in January 1999 that provided \$ 20.3 million in federal funding to support community adjustment projects and an additional \$ 5 million to support Western Economic Diversification's efforts to coordinate CED, community "outreach" and entrepreneurial development in B.C.'s coastal communities.

The initiative provided repayable (for commercial ventures) and non-repayable (for non-profit projects) contributions up to \$250,000. Investments were strategically directed to local projects that encouraged long-term sustainable economic development and diversification in coastal communities affected by changes in the salmon fishery.

The main objective of the initiative was to build community capacity through investments aimed at:

- Diversification within the traditional fishing industry
- Diversification into new opportunities (outside the fishery).
- Investments in strategic infrastructure to help realize an economic opportunity
- Special consideration was given to Aboriginal communities and to remote and "hard-hit" communities

The initiative employed a unique partnership between the Union of BC Municipalities, Aboriginal Capital Corporations, coastal Community Futures Development Corporations and the federal government (e.g., WD, HRDC, FOC, INAC). Eligible projects required community support and broad endorsement, as well as additional funding support from other sources. Screening of proposals was done at the provincial level by a Project Steering Committee.

Achievements of the Community Economic Adjustment Initiative include:

- 101 community economic diversification projects funded
- \$20 million federal investments leveraged \$50 million in additional local, municipal, provincial and federal monies
- Created or maintained more than 2,300 temporary and full-time jobs in coastal communities
- 55% of funding was directed to small, hard-hit communities while 65% went to Aboriginal projects

Some successes of CEAI include the relocation and restoration of original First Nations houses; the renovation and modernization of an historic hotel; the revitalization of a fish processing company; the establishment of a water quality testing facility; and the rebuilding of a wharf facility in a remote and isolated community.

The Softwood Industry Community Economic Adjustment Initiative (SICEAI) was established in 2002 to help B.C.'s forest-dependent communities impacted by the U.S. tariffs to create opportunities for economic development in order to stimulate investment in job creation. The initiative received \$50 million of funding as part of the \$246.5 million allocated under the national softwood lumber adjustment package.

The SICEAI provided non-repayable contributions (for non-profit projects) up to \$3 million – not to exceed 50% of the project's value. Similar in approach to the CEAI – SICEAI was a community driven model delivered by the CFDCs. Repayable contributions (for commercial ventures) were delivered by Western Economic Diversification. The program's key objective was to support community driven initiatives that enabled communities to branch out and diversify their economies. Successful applicants demonstrated that they had strong community support, as well as confirmed financial support from other partners.

Five key priority areas were identified for the initiative:

- Innovative and value-added forestry
- Capacity building in small communities
- Economic diversification: especially in the areas of tourism, film and television production
- Infrastructure that encourages economic growth
- First Nations participation

SICEAI achievements include:

- 145 community economic diversification projects funded
- \$50 million federal investments leveraged \$95 million in additional local, municipal, provincial and federal monies
- 2,500 direct full-time jobs created or maintained
- 60% of funding was directed to small, hard-hit communities while 32% went to Aboriginal-led projects

Some examples from British Columbia of successful community adjustment initiatives include Premium Pallet in Vanderhoof, the Penticton Wine Information Centre, the Sea to Sky Adventure Centre in Squamish, the container port facility in Prince Rupert (shaving three days off Asian shipping times to Vancouver), the Walk of Stars in Merritt, and the Slocan Valley Aircraft Manufacturer in the Kootenay region (utilizing Sitka Spruce).

The following community benefits were realized through the CEAI and SICEAI programs:

- Clients were satisfied with the delivery of the program
- Diverse community interests were required to work together to conceive, design and implement a project
- Resulting projects provided role models, built confidence and were a focal point of community pride
- Helped focus assistance on "hardest hit" communities
- The CFDCs built capacity within their network

Communities can effect change. Transition is not a new phenomenon. Communities have the capacity to redefine themselves. What are needed are a shared vision, strong collaboration, and the strategic application of resources to targeted objectives. *Remember, we're all in this together.*

Workshop A:

Adjustment in Northern Ontario *- Services, Successes and Best Practices*

SHERRY HOGAN,
Northern District Manager, Ministry of Training Colleges and Universities (MTCU)

a) THE NEW MTCU:

- Labour Market and Training Division
 - You are probably aware of the new Labour Market Development Agreement signed in November 2005.
 - With the increase of programs and human resources from the Federal Government to the Province, staff will be more than doubled to provide training and employment services to Ontarians.

b) VISION: Ontario has a vision to create the best training and employment system in North America, in order to build the province's competitive advantage.

The LMDA agreement allows Ontario to build an integrated, one-stop training and employment system, to improve labour market outcomes for Ontarians and to implement a rapid re-employment system.

c) PRESENT STRUCTURE:

There are two levels of Government delivering labour market programs in Ontario (Federal and Provincial), and this results in:

- Inefficiencies
- Confusion for Ontarians seeking services: Who provides services and how to access services? Different service providers offer different information.
- Duplication and overlap of services.
- Inconsistent service across the province.

d) PRINCIPLES FOR CLIENT SERVICE: Accessibility (services available in many different ways and more areas):

- Client centered (meet the needs of Ontarians based on changing expectations and needs)
- Accountable
- Flexible
- Results based

e) HOW WILL ONTARIO'S LABOUR MARKET SERVICES CHANGE?

- There will be no disruption of services for Ontarians during the transition. Business continuity is the priority.
- There will be improved access to program information and referrals to services across the province.
- Increased capacity by telephone.
- Access to services in English and French.
- Multi-lingual information support.
- Enhanced information and referral.
- New Ontario-branded employment and training services.

f) MTCU WILL PROVIDE:

- Service to 900,000 clients annually.
- Information about services in both official languages as well as 19 other languages and three Aboriginal languages.
- New programs to address employer needs and impacts of economic changes.
- Continued coordination and work with several other partners.

g) CLIENTS WILL BE ABLE TO ACCESS INFORMATION ABOUT PROVINCIAL PROGRAMMING AND TRANSFERRED FEDERAL PROGRAMMING:

There will be improved service coordination across the province by providing:

- Consistent information
- Service providers with the same information
- Improved access and increased resources to training and employment programs/services/supports/information and referral

h) THIS WILL RESULT IN CLIENTS BEING ABLE TO:

- Efficiently and effectively access relevant labour market and training information through assistance of Ministry staff, third party delivery, partner Ministries, delivery sites and self directed pathways such as the website or hotline.
- Better understand relevant training and employment services available to them in their community and across the province.
- Be referred to the most appropriate employment or training program or service in their community.

i) FEDERAL PROGRAMS:

There will be a transfer of federal programs, activities funds and human resources that support skills training and employment programs. The specific federal programs to be transferred are:

- Employment assistance programs
- Job creation partnerships
- Labour market partnerships

- Self-employment benefits
- Skills development
- Targeted wage subsidy
- Access to Federal Job Bank

Clients want a "one door" access program. They are not concerned at what level of government the programs are available – only that they need assistance or information. They want to learn how to access this in just one stop and not be directed and re-directed to many different levels.

The following programs will remain with the Federal Government:

- Benefits: E.I. and Pensions
- Employment and Social programs
- Passport Receiving Agent
- Canada Revenue
- Transport Canada Pleasure Craft Licenses
- Seniors Portal/Canada on-line with Veteran's Affairs
- SIN rapid access

j) ORGANIZATIONAL STRUCTURE:

- The organizational structure has been re-vamped at the corporate level, resulting in a regionally-led, rather than a Provincially-led structure.
- There are four Regional Offices, located in Toronto, Ottawa, London and Sudbury. Each Regional Office will oversee direct and third party delivery of programs and services in the region.
- The NEW integrated training and employment system will help Ontarians find the skills training and employment programs they need, through integrated services and streamlined program delivery.
- The NEW organization has branches focusing on functions rather than programs. This will enable seamless and efficient client services, moving from a program delivery model.

k) A TRANSITION MANAGEMENT OFFICE:

This office has been in place for the better part of a year and it has been tasked with working on the myriad of details and project charters that will form a successful new organization.

l) APPROACH TO IMPLEMENTATION:

- We expect to implement the new organization model in phases to be fully functioning over the next year.
- The Ministry priority is to ensure business continuity. We will all work to ensure programs and services continue to be delivered seamlessly during the transition. Existing staff and third-party agencies will continue to deliver services in the same way initially.

m) ONE STOP/NO WRONG DOOR

Client services will begin at the door closest to them, or with which they are most comfortable. Ultimately clients should be able to walk into any of our offices and ask for any services related to their needs of training and employment.

The new process will mean:

- Overlaps and duplication eliminated.
- Increased access and points of contact across the province.
- Provincial response to layoffs, training needs and economic changes very rapid.

n) ADJUSTMENT IN THE FUTURE

Adjustment Services will:

- Become a more robust program with more connections and resources available.
- Provide a rapid re-employment service that is able to meet the needs of communities, employers, and sectors.

TERRY WALKER,

Adjustment Advisor, MTCU

a) MANDATE OF ADJUSTMENT ADVISORY PROGRAM:

- Supports the development of a highly skilled and employable workforce in Ontario by helping employers, workers, communities and industry sectors adapt to and manage labour market change.

b) WHAT IS ADJUSTMENT?

- CHANGE/TRANSITION IN:
 - The workplace;
 - Organizations;
 - Communities;
 - Sectors.

Transition change has to be related to labour market change.

c) LABOUR ADJUSTMENT: AAP PROVIDES ADVISORY ASSISTANCE AND FINANCIAL SUPPORT TO AFFECTED WORKERS TO DEVELOP KNOWLEDGE AND SKILLS NECESSARY TO COPE WITH LABOUR MARKET CHANGE.

Process is delivered through the formation of a labour adjustment committee comprised of members affected and government resources, and/or action centre services. The Adjustment is very client focused:

- Assessment helps determine future direction – re-employment, retirement, self-employment, career changes, relocation. The Adjustment is to help people make the changes they will need for the future after a job loss.

d) LABOUR ADJUSTMENT STEPS:

- Notification of lay-off
- Initial contact and agreement of contract.
- Formation of Labour Adjustment Committee, selection of Chairperson/Coordinator, committee training
- Group meeting with affected workers to determine:
 - a. Job placement activities
 - Activity Centre
 - Advocacy
 - Social events
 - Employee Resource Centre Services

The Committee co-ordinates and directly provides ongoing contact and communication.

- b. The Committee co-ordinates and hires professionals to provide the following:
 - Retraining
 - Vocational planning
 - Personal and financial counselling
 - Advice on starting a small business
 - Job search assistance.
- c. Employee needs assessment and individual action planning:
 - The Committee ensures ongoing follow-up through counsellors, peer helpers, Action Centre staff.
 - Committee winds down.
 - OUTCOMES:
 - Job
 - Full time school retraining
 - Self employment
 - Relocation
 - Retirement / Other

e) COMMUNITY AND SECTOR ADJUSTMENT – (CAC, SAC)

- AAP PROVIDES ADVISORY ASSISTANCE AND FINANCIAL SUPPORT TO COMMUNITIES AND INDUSTRY SECTORS EXPERIENCING LAY-OFFS AND/OR CLOSURES – TO HELP THEM ADJUST TO SIGNIFICANT CHANGES, WHILE ADDRESSING FUTURE SUSTAINABILITY FOR THE AREA.

- AAP COMMITTEE DEVELOPS A MULTIFUNCTIONAL ACTION PLAN FOR THE BROADER COMMUNITY – BEYOND THE WORKERS NEEDS, AND COULD INCLUDE ECONOMIC NEEDS, SOCIAL DEVELOPMENT, LABOUR FORCE DEVELOPMENT, BUSINESS RETENTION/EXPANSION, EDUCATIONAL AND TRAINING DEVELOPMENT AND OTHERS (UNIQUE TO EVERY COMMUNITY).
- Consistent With Every Committee
 - Identify need for CAC – (in Northwest – downsizing of major employer in remote, single industry communities) – makes sure the Adjustment is consistent through all communities.
 - Partnership development
 - Action Plan definition
 - Plan implementation
 - Monitor, evaluate, determine next steps
- Unique to Every Committee
 - Geographic location
 - Access to programs and services
 - Composition – industry, stakeholders
 - Demographics
 - Interests
 - Outcomes, deliverables
 - Community preparedness
 - Severity of lay-off (how many are affected: 20 or 2,000?)
 - Type of industry

f) FLOW CHART - Community Sector Adjustment

- Contact with AAP
- Proposal Development / Proposal Assessment
- Committee Formation
- Select Chair
- Orient Members
- Committee Meets
 - Identify Problems
 - Form Action Plan
 - Form sub Committees
 - Subcommittee Activity (reports back)
- Committee reviews, evaluates and recommends

g) CONCLUSION:

- Adjustment is the catalyst that starts a process of providing tools to future decision making for workers and/or their communities.
- Leveraging of other advisory and financial resources is constant throughout a committee's time period.
- One size does NOT fit all, even though some experiences should be shared. You have to be involved in a community process to understand fully why each is unique.

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Success Stories and Visions for the Future - Panel

DAN HUNT,

Campus Vice Dean, Northern Ontario School of Medicine

The new Northern Ontario School of Medicine (NOSM) reflects the image of what I think this conference is all about – finding innovative solutions.

My family spent some time overseas in Islamic countries and in Malaysia I took this photo of the rosette pattern of boats (shows image) that I use in my talks because while at the time it was pleasing to my eye I now find it very symbolic of the work that is going on in communities to build this new medical school. Notice how the tide in this picture is going out and it exposes the big blocks of cement and the muddy silty bottom. You never see one of these fishing boats tied up alone because when the tide goes out, the boats end up perched on this rough surface. Now what you cannot see is that the keel of each boat is very thick and stiff while the sides are very fragile and were a boat to lean over on its side on this rocky bottom it would be damaged. But by having them tied close together like this photo, they all go down together and support each other so they don't expose the weaker part of the boat to the rough bottom. So as I began my journey here to the north to help build Canada's first new medical school in over 35 years, I began to realize that this photo was a good reminder to us that in order to pull this off, we all have to work together to make it happen. We are building a medical school in an environment where basically no North American medical school has gone before. Simply put, medical schools are not usually built in smaller communities but instead are in larger urban settings surrounded by many scientists and physician specialists. As you know, this medical school is being built in your community which does not have the traditional medical resources that one would expect to train physicians if one used the traditional way of doing things. That is why this medical school story is about a community partnership of engaging others outside of the usual academic health science center and using a curriculum design that maximizes the wealth of resources that are here. This basically is the theme that I would share with you and to update you on the progress of how this new school is coming along.

This is a story of building a medical school where we don't have the big urban centre with the specialized biochemists and cardiothoracic surgeons. We had the advantage of having three years of planning before taking in our first class in 2005 and, while we are the second new medical school in all of North America, in a way we are the first.

While there was a medical school in Tallahassee, Florida that started up about six years ago, unfortunately they did not have much planning time and had to put things together very quickly. We, on the other hand have had time to review the literature and understand what is the best way to teach adult learners and to prepare them for high quality health care work in Northern Ontario.

To keep one's perspective, it is true that all over Canada there is a shortage of physicians but in addition, like almost every other country in the world, the physicians trained in the large urban medical schools tend to stay in those cities when they set up practice and so a common problem across the world is that the smaller communities are often underserved.

So, while we are all at a disadvantage by not having enough physicians in Northern Ontario; we are actually in the same situation in many many countries of the choices that health care providers make on working in large urban centersWHERE THEY TRAINED.

That is why it is so important about what is happening here and the importance is not just to Northern Ontario but to many people around the world who are looking for an answer on how to get health care providers prepared and wanting to stay in smaller communities. This is that social accountability mandate that NOSM is founded upon. There are also other social accountability issues such as trying to ensure that the health care work force reflects the population that it is being trained to deliver care to. So, trying to increase the number of qualified Aboriginal applicants and francophone applicants applying to medicine is very important.

Take a look at the box in this slide that sits on top of the social accountability illustration. It describes the integrated approach that we are using to convey the information to our students. Rather than isolated courses or clinical placements called clerkships, we have no courses. Instead, we have these five themes that play out over the four years and the material to be learned by the students is conveyed in cases and lectures in an integrated fashion. For those of you interested in how adult learners acquire information best, you may want to spend some additional time on this topic at another setting, but to put it in a short nutshell, the information that we need to remember is much better assimilated when it is presented in an integrated context and with active learning on the part of the learner and that is what is going on for these students in the first two years.

We are now in our second year of this curriculum and the students are doing very well. We have also had numerous visits by teams from the accreditation body that certifies new medical schools and they are very pleased with how things are going. To go back to the fishing boat image that I started with, I would just like to mention that long before any students stepped into the medical school, we consulted many people from different types of communities in our preparation for this and we asked physicians in rural settings, along with Aboriginal people and francophone people, "What is it that these physicians need to know?" As an example of what we heard, and how we then put it into action, people from the smaller communities in the North and Aboriginal peoples told us that it is not enough to teach about what our lives and our towns and reserves are like, but more important is that these students need to live with us and allow them to learn directly from us. That is why you will see in this slide that we have three times in the first two years that the students live in different communities for one month at a time while continuing their regular lectures and small group sessions. These are called Integrated Community Experiences (ICE). For example, in May of this year, our chartered class students were sent in groups of two to 28 remote or rural Aboriginal reserves across northern Ontario. During the month that they lived there, they spent time in the community to better understand the lifestyle there. In the second year, students spend a month (November and February) in one of 28 rural communities with population up to 5,000 people like Marathon or Espanola. While it is not unusual for a students to go to different communities during their training, it is unique to have this as a graduation requirement AND that while they are there to continue the regular curriculum exactly as if they were in Sudbury or Thunder Bay. This was for many of these students that did the first Aboriginal placement a life transforming experience.

Why is this important? Let me answer this question in relationship to the bottom line of wanting these students to return and practice in Northern Ontario. Let me give you my personal story. While I did do my medical school in New York City, I was actually quite connected to and came from a very rural community in Washington State. There, in New York, as all students do, I asked my teachers and my mentors about career choices and wondered with them what kind of

doctor should I be and where should I live? Well, as I did that, my teachers had all chosen to live in Manhattan, NY and were highly specialized and they never talked me out of living in a small community but all I ever heard were the reasons they had chosen an urban community. So this new medical school is seeing to it that when that student asks that question, they are getting all of the reasons that their teacher chose Thunder Bay or Dryden or Manitowadge. During the third year of these students' training, they will be placed in the next size community such as Fort Frances, Timmins, North Bay, etc. and this too in an integrated manner.

So we are a very new medical school that is embracing the concept of distributed learning and with the advantage of the good IT infrastructure in the North, we can continue the regular curriculum that would normally go on in a medical school. As an example of our distributed nature, I was recently at a conference in British Columbia and there a colleague from the West who was putting dots on a map to show where all the 17 medical schools are in Canada. She had to stop as she got to Ontario and she looked at me in the audience and then said that she had to apologize to Dr. Hunt and his colleagues because she didn't know where to put the dot for the Northern Ontario School of Medicine because they are everywhere in the North....and that is quite true.

Let me just tell you a little bit about admissions and as you can see in these slides, we are now in the process of selecting our third class and we are sorting through over 2,000 applicants each year. While it is gratifying to see all the applicants and it allows us to choose students with extraordinary backgrounds that we hope will be in the North when they set up practice, it is hardly an "admissions committee" but rather more of an "exclusion committee. It is sad to not be able to take more of these very qualified people who would like to be trained as physicians. I know there are many that we cannot bring in that would be excellent doctors. We interview around 400 and then select each class of 56 based on grades, where they are from, essays and interviews. It is an interesting interview experience and we use over 50 volunteers from the community of Thunder Bay and 50 volunteers from the community of Sudbury to help us with this process.

We offered acceptance to 77 applicants the first year to fill our class of 56 and that is the lowest offer to acceptance ratio in Ontario. The average age is older than the southern medical schools with their average age being 23 and ours being 26-28 years old at the time of entry. There is a higher percentage of female students in the applicant pool and so too in the two classes that we have thus far. Our charter class had 11% Aboriginal students but dropped some in the next class. This is indicative that there just are not enough Aboriginal people getting through university and applying to medical schools. The francophone percentages are holding up. We have no quotas and the standards are the same for everyone. As you can see, in our second class there were 50% of the students that came from a rural background and 78% in the first year and 89% in the second year had spent at least 10 years in northern Ontario. We do give extra weight to someone from Northern Ontario because the literature tells us that people with that background are more likely to return to these communities when they are done.

In closing I want to thank you for your time and to alert you to this very exciting activity that is going on in your communities. When these students are in your town, seek them out and let them feel welcome and help us keep them here in the North. They are also great ambassadors to other youth to encourage them to stay in school and pursue careers in health care.

Finally, our formula: we believe that if we choose people who have a love and an understanding of the communities in the North, if we expose them to good role models who have made the choice to live in the North and we provide them with the skills to practice in the North, then we will meet our mandate of keeping them in the North.

ROSIE MOSQUITO,
Executive Director, Oshki-Pimache-O-Win

The first time I did this talk I was concerned about the future of Thunder Bay. We hear about the population declining, mill closures and job losses so with a shrinking job market it is becoming a concern as the overall economy is struggling.

When I was asked to speak about what was in our future in Thunder Bay I decided to speak to the whole issue of human rights. We do have opportunities as a First Nations people and together with our neighbours, we can seize the opportunities that are out there.

I am from Bearskin Lake First Nation, a member of NAN, the Nishnawbe Aski Nation. There are 49 First Nations in NAN and 134 First Nations in Ontario of which NAN is the largest. We have the largest political group in the north that was established in the early 1970's. Now when we talk about human rights, you probably hear terms such as self determination, self reliance, self government, and probably wonder what that means. We all have human rights that state that all people have the right of self determination by virtue of self government – a right to Canadian social and cultural development. I see this as a part of community development: the ability to make their own decisions and to implement those decisions.

People often wonder what treaty rights mean. Treaties are agreements that were signed between our ancestors and basically they form one of the building blocks of Canada. They are constitutionally enshrined and they are valid. Some people think that treaties are not worth anything these days but would you like me to tell you that the deed to your house does not mean anything? It has legal standing. With the treaties that were negotiated Canadians really are the winners of the negotiations with First Nations. Just yesterday there was a federal announcement issue by the national Ombudsman that incarceration of Aboriginals continues to climb. We hear stories every day. There are negative stories about the First Nations people having special rights and why are they treated differently – but when you look at those rights you will see that essentially all Canadians have those same rights. Look at, for example, medical care. First Nations were promised medical care. Now today all Canadians have medical care. What is unique about that? First Nations were promised education and today education is accessible to all. In times of famine, First Nations were promised help – and this became welfare. And today welfare is available to all Canadians. And so really the true spirit of the treaties was to enable our peoples to live together, share the land and grow together and benefit.

Throughout the presentation there may be some comments that I will make that may be provocative, I do that to challenge your thinking so that we can find ways of thinking outside the box.

There are many First Nations organizations in Thunder Bay because they are centrally located and easily accessible especially to the communities of Nishnawbe Aski Nation First Nation. The different organizations are located from the Quebec border to the Manitoba border and many of these organizations have different mandates: economic development, child and family welfare, policing, legal, social services, health, education, etc. That is just within the Nishnawbe Aski Nation First Nation alone. There are about 40 or more Aboriginal organizations throughout the city that are pretty significant.

Nishnawbe Aski Nation as a political organization has established specific organizations to deal with legal issues of development with mandates to provide education to all of our communities.

That is our mandate but our doors are open to other First Nations. In fact, we also have some of these students enrolled into some of the programs that we offer.

This is a large economic engine: all the employees who pay taxes own property and support education. This includes people who turn to Thunder Bay for work, education and medical services.

The increase in the number of AGM's, other meetings and conferences held in Thunder Bay increases the support business needed to look after the people coming into the City. As we look at this I can only see more people coming and a shift of more Aboriginal people coming to Thunder Bay as more offices open and current organizations continue to grow. There might be out migration of Thunder Bay, but there will be many more seeking to come in. You will probably see the color of Thunder Bay changing. What I see will be a browning of the population and I think that once we see that and realize that we can truly benefit from the many benefits to Thunder Bay and the region.

Some of the specific opportunities that we can look at are in the whole issue of human Rights. Canada is the center of human rights and economic development for all the parts of the world. If you fold the map of Canada in half you would have Thunder Bay in the centre. First Nations do contribute to the economy of Thunder Bay and it has the potential for more growth in the future.

The Chiefs of Ontario of the Nishnawbe Aski Nation once a year post their meetings to take place in Thunder Bay. When there is a meeting in the City you will easily find about 200 more people in town to boost the economy. Thunder Bay has never hosted a national assembly of the 163 Assembly of First Nations because it doesn't have the capacity. Many times the delegates end up going to Vancouver, which is very costly for us. I think Thunder Bay can challenge B.C. in many ways. The land is beautiful. We even have our own little mountain and if we had the convention centre located by the water with the Sleeping Giant in view, it would be outstanding. Perhaps if the First Nations were brought into planning and organizing of such a resource centre, it would be more successful.

There is an enormous opportunity for education and training even with the university and college campus. There was report done and it was found that there are about 7% of Aboriginal people from the south who have their university education. Possibly 1% of that is Aboriginals from the north. From that same report it was found that Aboriginals from the north have lesser education than those from the south. So there is a huge opportunity for education and training here.

Many of these organizations already have partnering opportunities. From these varying skills there are a whole lot of opportunities for partnerships. How the medical school came into being is an excellent example of a partnership. We know that the city of Thunder Bay lobbied for a medical school for several years and there was no such mandate that came down from the province. It was only when the First Nations became involved in the lobbying effort and negotiations and the Nishnawbe Aski Nation got on board along with other First Nations is when there was a change and the province agreed that a school would be good in Thunder Bay. That is the power of partnerships and how it can do great things.

In conclusion there are so many opportunities with the medical school and there are many more others that can be executed together that would offer great benefits and it would be a wonderful situation for everyone.

JUDY SANDER,

Business Advisor/Manager, Northwestern Ontario Technology Centre

The Northwestern Ontario Technology Centre (NOTC) was created to diversify the regional economy by supporting new technology innovation companies and to support the environment of innovation in Northwestern Ontario. What I want to do is expand on some of what Dr. Hunt and Rosie Mosquito talked about. I would also like to talk about the successes that you don't hear about all the time and some of the opportunities and some of the future involving innovative development.

One of the inspiring success stories of the new economy is the Lake Superior Regenerative Medicine Centre. That whole development started with a bio-tech start up technology company. The need for a tissue bank in Northern Ontario was identified because of the shortage of tissue and struggles of sourcing tissue and the requirement to end up using lesser quality, less expensive bone for hip replacement. A group of community people thought that it was a good idea to look at stem cell possibility and school research and hospital development. All of this came together in a three-year feasibility study and a business plan and the group eventually formed the Lake Superior Regenerative Medicine organization as phase one of the Tissue Bank Centre opening in May 2007. It will be for bone, then skin and then heart and whatever else involved in the processing and distribution of this for first and foremost the physicians in the north.

The second phase would be research surrounding regenerative medicine. We found there was a great deal of interest in this subject and it was looked at for mothers to donate cells from umbilical cords for research and public banking in the region. This ties well with bio technology and health sciences in those areas. This whole idea has a community ownership to it.

What I do every day is work with businesses that have new technology or ideas/innovations that they want to get going. There is a group in our building who have a piece of software that is a management learning software system. It has a big market for distributed learning and it has a greater influence in outside markets instead of locally. They are an example of a couple of people who were laid off from an IT firm. So they formed this company and hired staff (local university and community personnel). Their clients are from all over the U.S.

There is another story of a couple of men who were laid off when the economy changed and they decided to stay in Thunder Bay. They started a business called Infinity Profile and Design in a small garage. They are now in a 5,000 sq. ft. facility, expanding their staff and equipment so they can design products and make prototypes with small production runs. They not only have their own products but they also help local businesses who don't want big production runs from China but need to do it here locally. This company very much believes they can do it here in the north instead of moving away. The last time I was in contact with them they were very much overwhelmed with too many sales. They are moving forward.

Another success is our Biz-Kids Camps that we introduced a few years ago. We started by offering four week-long camps. We added a fifth and sixth week and had a waiting list for every week. Since then it has been expanded to Atikokan and Kenora and we now have the advanced summer camp for the second year. We had an MBA Biz Kids with a farm challenge where they had to sell corn on the cob for the Belluz farm. The challenge was who could sell the most corn on the street in two hours. They had lots of fun. We also did a strawberry challenge and last summer they did a lemonade challenge out in front of the hospital for charity. At the end of the week they sell

their products, using a small loan to get started and sometimes the loans officer helps. It shows that parents and kids are recognizing that we have to change our culture – they have to be entrepreneurial. Seeing this program gain success gives me hope of getting this type of program going in the high school and university about getting cross-disciplinary entrepreneurial

Another success is the Genesis Geonomics. They are probably the only main bio-tech spin off Lakehead University has ever produced and hopefully more will come. They are looking at 40-stage cancer mutation by looking at the DNA. It is pretty high-tech stuff. They have a world-class lab. They have a micro lab facility that they share with the DNA lab and they have got young people that would have left our community who are staying because they want to be here and they just need these kinds of jobs to stay and be here. So it's exciting. They have just opened an office in the United Kingdom and are introducing their new products and finding a lot of financing. One of the things I need to mention is that Genesis was able to attract local "angel" investors into that business when it was first starting. We have always had this problem about financing new technology companies and I have lost more than one because they go to where the money is and the money wants them close to where they can monitor and make sure they survive. Genesis had a real commitment to stay in the community and they managed to attract local people to invest in it at a very early stage – called angel investors. That was really great to see. What is even better this year is that 14 angel investors have formalized and formed a capital network which I can take my companies to when they are ready. And most of these investors have not made their money in technology, bio-technology or information technology. They have made their money in resources and land development. Genesis led the charge on this by getting the investors. So there are 14 of them now who are looking for deals. That's pretty exciting because we have not had that local source of risk capital when the government funders are slow to come to the table. But these guys are quick to react – they can put \$100,000 into a business if they see that it looks viable.

Where do I see the opportunities? That is where I want to talk about the angels. We talk about the medical school, we talk about the brain power coming in, we talk about the Aboriginals coming in – those people are going to drive the change in our communities and we have to enable them in any way that we can and recognize that that is the way to make things happen. It is the relationships that they bring with them and the networks that come with them. The opportunity to do something in our community is that the people like to be here because of the quality of the life that we have and the natural resources that are so close. I can be in Quetico in two hours, and in rural communities it is even less time than that. I know business people who go and ski for an hour on their lunch and then are back at work. We take that for granted, but as we look at this for attracting people into our community, it's not hard to do when you look at what we have to offer. I think it all builds around people, innovation and ideas and that is where we have to put our support.

We will soon be changing our name to the Northwestern Ontario Innovation Centre. We will be introducing some new programs and better support for innovation for new companies and existing companies to encourage them to see innovation as the next place for growth and sustainability. I just read a statistic that 40% of overall sales of products are from new products that were introduced in the last four years. Think about that! If you're in business and you're not introducing something new and innovative, you are losing 40% of your sales possibilities. That is how fast things are changing. So people and businesses have to grasp that we have to innovate and we are seeing that in a lot of sectors right now. Bombardier has gotten that contract and everyone went "phew". But,

the interesting thing behind this whole TCC subway train is a whole new project that will go on at Lakehead University : a world-wide company will work on crash management, asking how will we absorb the energy from a train crash to make passengers as safe as they can be. That is where the demand is in the marketplace, but research can also happen here, for example by using Confederation College to figure out how they can get better efficiencies in the product design phase. In each and every contract, about 40% of the products have to be custom designed. That has a lot of possibilities. It is really exciting to see how we take a really big player like Bombardier and see what Bombardier's doing and transfer it to the smaller sized manufacturers in the community and they are working on that right now.

Another innovation you may have heard about is the Molecular Medicine Research Centre that is going to be housed in the old Cancer Centre on Monroe Street. There will also be a regenerative medicine centre and we are just waiting for the renovations to be complete. That brain power sitting in that centre will have a spin off that only time will tell. However, some people say bio-tech is just some sort of thing for the future. Well I think it's a great future but it is only one component of where we are going. We are going to still harvest wood and mine things, but if we can be innovative and add value and look at new products we can change that component of our economy and it can be a wealth creator.

With our Idea Factory Challenge, we supported a forestry component and found a group of people making a component from tamarack which is an underutilized species in the forest. They are trying to say we can add value to an underutilized species if we add certain qualities. We need more innovation around that area.

We see a lot of innovative ideas around such areas as our typical core industrial areas. Those blue collar workers fiddle in their garages and they come up with great ideas. They also do a lot of recreation and they come up with a lot of good recreation ideas. We are supporting a man who now has come up with a new kayak product that he is trying to get going. We are in the prototype development stage. The first prototype has some work that needs to be done, but we are coming along.

This next story is typical of a community that is in an adjustment phase. We were approached by a man who had invented a tool. He made a series of prototypes. A few of them blew up but he got one that works. He said to me, "If I'm not successful with this new product then we will be a one-car family instead of a two-car family because the forestry sector is never going to be the same again and I have to look at innovation as being a way that I can create wealth for my family". It is very micro scale. He is willing to risk some money. He has just sold to Bombardier and I think that he just got the deal for a sale to Inco and he is out there creating those new markets and those new deals. That is where we are going to see not only bio-tech innovation, but innovation with new tools such as this.

In summary, I think there is lots of potential in our region because we have people that are very committed to our region. We have lots of people that have left with talent and we are bringing new people with talent and brains into our community all the time. We have a lifestyle that is second to none that can keep and bring the people here. We are extremely innovative. We did a survey using a student from Lakehead University who looked into innovations that have come out of the Northwest. I couldn't believe it. There was a list that was a mile long with patents and everything. But very few of them made it big in the marketplace. We are good at innovating, but we need to

support getting it from the garage onto the shelf and into the world market. We need to keep supporting anything that we can that makes that happen. So it has to be locally driven but it has to have the support behind it so we can actually implement it. It is sort of like the medical school. It was a great idea, but now with the implementation it will make it a great innovative product that has a responsive community and that's where I think our potential lies. There are lots of opportunities out there.

Community/Labour Adjustment Initiatives - *What Works and What Doesn't*

SEAN IRWIN

Community Adjustment Coordinator, Schreiber and Terrace Bay Community Adjustment Partnership

Three hundred forestry jobs (10%) have been lost in the area since September 2005, and this does not include the spin-off jobs in the community. In response to this crisis in community sustainability, the provincial government made funding available for the towns of Terrace Bay and Schreiber (with the Province in partnership) to form a committee to explore options for maintaining viable communities.

Staff was hired and the 20-person committee was established, comprised of local and regional stakeholders. The very first step was to collect local statistics and also to analyze any previous studies or reports available on the area. The public forum process was widely attended, producing a list of potential opportunities; and seven volunteer sub-committees were formed to identify, research and evaluate possible projects, and report back to the Committee, which then reported back to the town councils. To date, three public forums have been conducted to provide input and feedback.

The seven volunteer sub-committees targeted: Community Enhancement, Lifestyle Development, Health, Workforce Development, Industry Attraction, Energy, and Marketing. Over 550 volunteer hours were given in a four month period.

A Community Adjustment Plan was designed to guide project implementation; then application was made for funding. Five projects have been funded and have resulted in positive feedback from the communities: Economic Development Training, a Real Estate Information session (NCIR), the creation of a Real Estate Inventory and Map Digitalization, the Schreiber Active Living 2006 Project, and a Health Professional Recruitment tour.

A priority was to market local real estate outside the region and to educate residents on selling tools or vehicles available, most particularly the internet. The inventory was created to assist potential investors in assessing opportunities.

The Healthy Living project was designed to help reduce community stress related to the adjustment. Trainers were hired to conduct free public workshops targeting specific groups: seniors, women, youth, adult males, etc. With only three doctors working in the region, recruiting health care professionals is essential to protect the services available within the community.

A short term action plan was produced, with proposed projects including: a Land Use Study for Hays Lake; the Terrace Bay Regional Gateway project; a Feasibility Study on the area's potential for wind power; energy audits on municipal buildings; support for energy efficiency workshops; and the targeting of attractive manufacturing partnerships.

Other proposed projects include a Business Retention and Expansion study; a Community Greeting Handbook/Group; targeting the European tourism market through international marketing groups; a "Four Season Best Picture" Competition resulting in a digital image database; producing 5-10 marketing videos (2 1/2 minutes each) to attract tourism, investment and labour; redesign of the

township websites and assistance with health professional recruitment.

The Committee is currently waiting on funding partners for development of a one-year "project-based" implementation team to leverage other federal and/or provincial funding. Signs of economic recovery are slowly becoming apparent with the creation of Terrace Bay Pulp Inc.

DAVID G. FARRELL,

Labour Representative, North Superior Training Board

Employees being displaced by industry obsolescence is a growing concern here in Northwestern Ontario, as indicated by the T.O.P.S. Report on community labour markets; and a larger regional voice is necessary to get federal or provincial funding. This in turn is providing the impetus for communities to join together and share information and utilize existing resources.

The following is a list of reports which take concepts to tangible deliverables:

- Minister's Council on Forest Sector Competitiveness (May 2005)
- TOPS – A Community Action Plan (NSTB, January 2006)
- An Economic Impact Analysis of the NWO Forestry Sector (NOFC 2006)
- Impact of Closures & Layoffs in the District of Thunder Bay (NSTB, June 2006)
- Strategies for Developing a Broadly Based Regional Knowledge Economy in NWO (NSTB, September 2006)
- Regional Recovery Plan (NOMA current)
- Adjustment Action Summit (NSTB October 2006)
- Proposed Pan Northern Conference (NOACC 2007-2008?)

What works is sharing information, benchmarking and toolkits; development funding, and community engagement. Cultivating the entrepreneurial spirit, including youth, is empowering to communities, making them less vulnerable than communities reliant on a single employer.

Creating centres of excellence for standards and best practices, research and development is valuable to the community, but also attracts population to the region. Maintaining infrastructure, especially in education, is essential; but also in energy (regional pricing is key), tax incentive zones, transportation, and communication. A strong social support system is needed to protect our quality of life during these transitions.

What also works: alternate delivery in workforce training and education. Workplaces can contract to train others in addition to in-house training for their own staff. We need more apprenticeship programs sponsored; more incentives for small business start-ups and more information made available on succession planning.

What doesn't work: the current energy policy, remaining in uncompetitive markets, not attracting immigration to the region, and not maximizing research and development. Most social support systems are too confusing and need reform and educational reforms need to be accelerated and should include the mature student along with youth at risk.

We are blessed with a quality of life and standard of living in the region which is second to none in the world. To protect our way of life we need to realize that resource industry and the knowledge economy are compatible. It would only take a lower Canadian dollar for Northwestern Ontario to become as great a boom area as Alberta.

TOM WILSON,

Chair/Coordinator, The Land of Nipigon Community Adjustment Committee

Community Capacity Assessments were conducted in five communities, applying current standards and practices to study successes and failures. Resilient communities are thought to have 23 characteristics; so a community audit was created and performed on each of the affected communities, with controversial results. Local surveys focussed on what people think about their own communities, and customer/consumer expenditures and expectations give a valuable "snapshot" or "portrait" of a community. Though initially the response was mixed, after one year the process was more valued by the community members.

\$40 million is leaving these communities, as most economic activity is conducted by international or national corporations. Citizens need to be educated and motivated towards small business initiatives, keeping people and money in the community.

There are "thresholds" in community viability: critical population levels leading to the loss of health and education infrastructure funding. We don't have to keep describing the process. What is needed is targeting and meeting critical thresholds required to maintain existing infrastructure. The future of your community is in your own hands. Perhaps too much prosperity in the past has eroded initiative, cultivating dependency on outside agencies.

The Council for Community Development is a multi-jurisdictional forum: a coordinating "action" committee. Its main objectives are to organize, mobilize, and empower change in communities from single industry economies to a more sustainable multi-resource economy. The first year the provincial government provided 100% of the Council's funding; the second year only 50% was funded. Currently, federal funding has increased capacity. Projects or programs to date include a two year testing and study on wind power to establish a potential site for development. Provincial programs include studies on wind and co-generation capabilities.

Impacts & Implications of Closures and Layoffs

GAIL LAWRENCE,

Owner/operator, TrendLine Consulting

- ◆ Background – Purpose of study commissioned by North Superior Training Board:

Impacts and Implications of Closings and Layoffs:

- To identify the general impact of economic changes in the North and the associated impact on community programs, services and agencies

Findings:

- Employment level is declining, at first slowly but now it has a huge impact on the Northern Communities
- We needed to find out how people are responding and what their needs are
- There are fears and concerns throughout the region
- Thunder Bay is not yet feeling the impact as much as the outside smaller communities – it is akin to a ripple effect
- The closure of the Terrace Bay Mill impacted other communities
- People are moving to Alberta – younger people with younger families, which has an effect on school population and community programs
- People want re-training and skill upgrading
- Usage of food banks is up 20% & the donations are down
- More awareness in the community is needed

MADGE RICHARDSON,

Co-Chair, Business, North Superior Training Board

- ◆ Layoffs

- Here are the numbers that were reported up to June 2006

- Dorion - 50 job losses
- Manitowadge - 215 job losses
- Red Rock - 150 job losses
- Terrace Bay - 550 job losses
- Thunder Bay - Bowater - 280 job losses
- - Cascades - 525 job losses
- - Great West - 100 job losses

Total = - 1870 job losses in Northern Ontario

- There are adjustments that need to be made with the number of jobs that are lost
- It has been like a rippling affect on all Northern communities
- The rippling effect from Greenstone is starting to effect all other communities in the North now

- Buchanan Forest Products Ltd is now operating the Terrace Bay mill and this has been a great relief to the employees
- The after effects with the layoffs and closures of these companies can take years to materialize and now it has come time to address these problems for our communities

FRANCIS M. BELL,

Co-Chair, Labour, North Superior Training Board

- ◆ There are many challenges ahead
 - The challenges we are facing now are much bigger than in the past
 - There are always adjustments that follow the announcements of company closures or layoffs
 - The announcement is always the first step. The larger employers usually pre-notify their employees.
 - The key issue in labour matters is how long the process takes to put packages in place
 - Unionized workers normally have severance packages; however, the non-unionized do not
 - The first response is always a negative reaction
 - A minority of workers have a particular challenge - 30% of employees do not have grade 12
 - Training should be brought to the people
 - Change – people are afraid to leave
 - They face denial – they don't believe it happen
 - Counseling and support programs need to be put in place

MARY LUCAS,

General Manager, District of Thunder Bay Social Services Department

- ◆ Social Relationships
 - Unemployment results in a loss of social contacts with friends at work
 - There are feelings of discomfort, depression or shame at being in the presence of the unemployed
 - Unemployment on average has a negative impact on the psychological and physical wellbeing of an individual
 - Strain on marriages or partner relationships is a frequent result of job loss
 - Men may feel the loss of the breadwinner role, and women may feel less secure and a loss of independence
 - Children may also be concerned about the family's security and worry about loss of the family home, the need to move away from family and friends and possible relocation to a different community
 - Friends may defer social invitations thinking they are placing less financial strain on those laid off, but this can be interpreted as abandonment
- ◆ Health Factors
 - Job loss is seen by the mental health professionals as a traumatic event, with many of the same post-event consequences

- Physical and behavioral symptoms will occur including:
 - Loss of appetite, forgetfulness, problem sleeping, sleeping excessively, lack of concentration, anxiety attacks, migraine headaches, dizziness, heart palpitations, fatigue
- ◆ Uncertainty itself is a critical element
 - Emotional reactions may be irritability/anger, rage, a heightened level of suspicion; losing trust in those previously trusted, anxiety, feeling of hopelessness, denial and feelings of futility for the future
 - Blaming others; negativity magnified, catastrophic thinking, poor attention, concentration and memory and difficulty making decisions or solving problems are other reactions
 - Withdrawal, avoidance, emotional outbursts, suspiciousness and an increase in alcohol or drug consumption, pacing and immobilization can occur
- ◆ Age and Gender
 - Older individuals who desire employment may face real or perceived job discrimination/possibility attached to skills
 - Older individuals are better able to accept disappointment and maximize their positive affect
 - Older individuals face higher risks from other life events such as poor physical health
 - Older workers may relapse into smoking
 - Older workers have larger losses
- ◆ Marital Status/Education/ Marketable Skills
 - Spousal abuse may be triggered
 - Intact families have a better survival mechanism
- ◆ Process of Downsizing or Reorganization
 - If layoffs are mismanaged, the organization may lose a sizable portion of the savings it hoped to achieve
 - The longer the process, the greater the anxiety
 - The more clear and adequate the explanations, the greater the perceived fairness
- ◆ Social Costs
 - Increased use of health care, social services and involvement with criminal justice system
 - Economic downturns are frequent as a result of mass layoffs, especially in smaller towns
 - Retail spending typically drops, even among those not affected by job loss due to a sense of insecurity
 - Durable goods are often hardest hit (appliances, cars and furniture)
- ◆ Possible Solutions
 - Employment protection – more generous unemployment benefits for a long time in order to allow employees to search for the best fit in a new job.
 - Government policies need to be put in place to provide full insurance coverage against job losses.

Luncheon Keynote Address:

What is Wrong with this Picture?

MICHAEL ATKINS,

President, Laurentian Media Group

It is a pleasure to be back in Thunder Bay where my Northern Ontario life began so many years ago as a refugee from Don Mills Ontario. I spent my early years in Thunder Bay eating potatoes at the Hoito restaurant and getting fired from various local institutions (including the federal government and the Fort William Times Journal) for an assortment of indiscretions most of which had to do with insubordination.

Happily, all of that led me to come to the clear conclusion I needed to get myself self-employed which I managed to do years later and I have been in business one way or another in Northern Ontario for more than 30 years.

We live in dangerous and difficult times in Northern Ontario.

It is the best of times and the worst of times.

The mining community is booming, the forestry communities are gasping for air.

The Northern Ontario Medical School is up and running, yet the number of doctors continues to decline.

The economics of municipalities in Northern Ontario remain ridiculous.

We are living in a region that is moving from challenging times to metrics that would be terminal if these communities were businesses.

The disappearance of taxpayers, the deterioration of Municipal and provincial infrastructure, the continuing decline of almost every social indicator of our communities from the education levels to the incidence of poverty and cancer rates is shocking. The downloading of provincial responsibility to municipalities without the resources to fund them is not sustainable. Property taxes are too high and yet they are not high enough to do what is required. The demographics of an aging population do not bode well for the plumbing of our communities, from finding hockey coaches to finding kids to actually play hockey.

People, and particularly our most educated people, are voting with their feet.

The point I make here today is not that many good things haven't been done to try to improve our lot. The point is that we are living in an emergency and it is being treated like an annual physical check up.....that is if you are lucky enough to have your own doctor.

I don't say these things lightly. I am an investor in Northern Ontario.

I say these things from the point of view of a businessman who has owned businesses in Ignace, Thunder Bay, Nipigon, Terrace Bay, Schreiber, Little Current, Sudbury, North Bay, Sturgeon Falls, and, yes, Parry Sound. We own Northern Ontario Business newspaper and Sudbury Mining Solutions Journal.

Northern Ontario's economic health is critical to my own economic health.

As a businessperson, I am used to taking stock of my market circumstances to assess my prospects going forward. Here is my businessman's take on Northern Ontario.

Reality # 1

We live in something of a third world economy in Northern Ontario. We have very little official sovereignty over our community or regional affairs. The people in this audience know that more than anyone else in Northern Ontario. Most of our senior business, academic, labour and political leaders report to someone somewhere else. They may make their money in Northern Ontario but they get their marching orders from Toronto, New York or Montreal.

The unions are national or international; the major resource companies are headquartered in Toronto or New York; the Universities and colleges take their direction from a provincial formula conjured up in Toronto; the big box stores do business according to blueprints honed and debugged in such places as Bentonville, Arkansas and their local managers wake up to an inventory control system that has nothing to do with Northern Ontario, its suppliers or needs.

When you look around the North and see what we are actually in charge of, it isn't much. We are a well-paid colony, but even that is changing with the exchange of high paying resource jobs for lower paying call centre jobs. With the exception of Municipal governments, which are under funded and generally distracted with housekeeping activities, there is no one seriously focused on creating wealth in the Northern Ontario. It is a disorganized, dysfunctional patchwork.

Reality # 2

Our population base is shrinking and southern Ontario's is exploding. Whatever political power we have is diminishing and it will not change until we change our attitudes and adjust our strategies. Only courageous and creative thinking and relentless execution will even up the influence game in this province, particularly as Toronto begins to flex its considerable muscle.

Reality # 3

The forces of consolidation that push our consumer dollars through fewer and fewer big box stores, that force our Boards of Education and Social service agencies to cover larger and larger territories, that force our government departments to downsize and downsize again (a game, of course, at which we never win), and force our unions to affiliate with national and or international associations, do nothing to improve our quality of life, except perhaps to reduce price points on selected merchandise. We become a jurisdiction of managers not owners, and the culture morphs accordingly.

Reality # 4

The capitalization and rationalization of the resource sector, which will continue to squeeze out high paying jobs as our major companies become ever more productive and adjust to new operating realities in Northern Ontario.

Reality # 5

The exploding cost of energy is either the death knell for much of our resource sector employment (from Falconbridge to Abitibi) or the harbinger of a new dawn as we set about creating renewable energy ourselves. I don't need to talk to you about energy up here. You have more than you can use. You just can't control its distribution or its price to the detriment of your economy.

Reality # 6

We are not alone. We are not doing something wrong. The world is changing. Rural areas across our country and around the world are emptying out to large urban centres. Our youngest and brightest are the first to go...and why not? They have the skills, and the Golden Horseshoe has the time and the money. This is not unique, and being obsessed by it is a waste of time. What is missing is creative employment. When that is corrected, the drain will reverse.

Reality # 7

People don't generally get fired up about the economy until it touches them directly, which of course is too late. The time to be urgent is now. Actually the time to be urgent was 25 years ago. It is hard to stay urgent all the time. That is something we need to practice. The greatest risk to change in these parts is the current high price of commodities, which has our mining communities feeling pretty good these days. This stuff is transitory and cyclical. When prices recede, as they inevitably will, the doldrums return.

And it is fair to ask the question in this room, "Where have you been?" What has happened was eminently predictable and only now as the moving vans head west are we meeting to see what went wrong and what might we do to try to lock the barn door. The problem is that we have no capacity or budget to look forward. It is not our nature.

Reality #8

We are aging quickly and an entire generation has gone missing in Northern Ontario. Every year there is a smaller demographic base to build on and that small demographic leaves town in the main. Worse still, however, are the number of locally owned firms that are owned by people between the ages of 55 and 70. Will these companies be sold to distant corporations who will move the brain power and creative work to another jurisdiction or will they be sold to local managers, sons and daughters or local investors? Municipalities must take an active interest in the succession planning of their local manufacturing businesses or the last life preserver will be gone. In fact, investment in succession planning is probably the most important investment that can be made.

Reality # 9

Canada is growing through immigration. Northern Ontario is receiving almost no new immigration from other countries, it has no serious strategies to attract immigrants, and in many cases, because of the scarcity mentality of a declining economy, immigrants are often unwelcome in Northern Ontario for fear they will steal work from someone already working here.

Reality # 10

We are often focused on the wrong things. Municipalities spend more time on capital projects (like sewer and water) than on human capital, which pays a much higher dividend. Resource companies spend more time on cost reduction than getting serious about value added products. We forget that the only way to grow an economy is to have smart people engaged in productive work.

Reality # 11

We have a minority government in Ottawa. They are on record as opposing regional development although in order to be reelected they will probably do what they have done with the

Kyoto Accord. They will neither cancel it nor support it. Depending on the outcome of the next election, a huge net investor in Northern Ontario (FedNor) could be gone, which would have significant impact on Northern Ontario.

Reality # 12

We are actively mismanaging our resource policy and have done so for years. The forestry industry is in disarray, and in many cases the companies and the government can't even agree on what is left. The parallels with the mismanagement of the fisheries on the east coast are obvious.

The most obvious comparison with resource management is to compare ourselves to Alberta. They are rich and we are not. The reason is that they have been paid royalties on their resource and most of the money stays where it is made.....and when they were attacked by the federal government they fought them off with a vengeance. What has happened here is a crime.

Over the years, I have written about sovereignty, about thinking and acting like a city state, not a municipal jurisdiction, about education policy, knowledge assets and technology, about thinking globally and acting locally, about adopting a rigorous sectoral focus, about the importance of a database of ideas and people, and the importance of realizing intellectual capital is more important than infrastructure capital.

I've talked about the overwhelming importance of community culture as a predictor of success. It is the willingness of people to trust one another, the ability to avoid turf wars and work for the common good that produces results. Politicians need to be entrepreneurs and entrepreneurs need to be interested in public policy.

I believe that there is only one antidote to the overwhelming systemic disadvantage of this resource-based economy. The antidote is a highly motivated, well funded, well organized, well informed citizenry that gathers around an enlightened City administration that sees its primary function as expanding the community's economic footprint.

This change in focus comes from the simplest of calculations. Fewer taxpayers beget fewer services. This spiral reduces our capacity to live an enriched and prosperous life. Ergo, the most important job of a Municipal administration in Northern Ontario is to take on the job of creating wealth. The rest, with the possible exception of health and safety issues, is window dressing.

We are making progress but it is glacial. Currently there are two important Municipal initiatives in play. The first is the "Northern Ontario Large Urban Mayors" work group. As you know, they have recently published a report called "Creating Our Future".

The second group includes smaller communities called the North East Superior Mayors group.

What is clear to anyone in public life in Northern Ontario is this: Northern Ontario does not work in Ontario. It is broken. It is wounded. It is sitting on a political gurney in the hallway of an Ontario emergency ward and there is no clear indication it will get out of the hall before it dies.

The Large Urban Mayors report is a start. It is a short list of areas of concern. I won't quibble with the contents.

The report enumerates the importance of investment in hospitals, telecommunications, road, water and sewers. It covers the impossibility of the provinces downloading policies; it touches on the importance of immigration and wants some money to build a Northern Ontario brand. It identifies the need for centers of excellence at our two universities and the importance of addressing educational opportunity gaps.

The weakness of the report is the weakness of our circumstance. We are making recommendations. We are in the position of making up a to-do list for what must be 15 or 20 ministries of government both federal and provincial. In short, we have no authority.

What is disheartening is that the problem statement and the areas of focus in the report, with the possible exception of immigration, are no different than they were 30 years ago. The difference is that that was billions of dollars of resource exports ago. When I co-chaired the economic self-help group Sudbury 2001 nearly 30 years ago, sustainable development and alternative energy production was at the core of our thinking.

For many people back then, the only sensible way to correct systemic problems was to have regional autonomy. Although it was certainly not their intent, I believe the Large Urban Mayors report on Creating Our Future makes the point elegantly. Almost nothing of importance in the report has jurisdiction in the North. The Mayors have come together to fill the vacuum. The vacuum is the utter and abject failure of the status quo. We are organized for failure.

We need what Toronto is about to get. In the same way Toronto must have a revised City of Toronto Act, we need a Region of Northern Ontario Act. This new act should contain provisions to allow us to manage much more of our important business. It must allow us to tax resource industries, to fund our unique educational requirements, to refocus our efforts onto the creation of value added products, to investigate and act on our own energy needs, to set up our own immigration department and completely re-orient the funding of these new responsibilities through income taxes and sales taxes, not property taxes. This would require the province to withdraw from certain funding arrangements and give up tax points to the north.

The Mayors, by coming together, have really taken the first step in establishing the idea of a regional government from the ground up instead of the top down. They haven't done this because they have extra time on their hands. They have done it because they know they cannot survive without working together.

This kind of thinking is to be encouraged. We either demand a stake in our future or give it up. Many of our best and brightest are giving up anyway. We have to move from making endless recommendations to taking responsibility for outcomes.

Here is how it might look and I realize in recommending a new layer of government in these turbulent times may have the appearance of suicidal tendencies but hear me out.

We would elect a Mayor-At-Large across the north and two councillors for each urban center, along with an At-Large Representation from the more rural areas of the north.

This Council would have taxing powers, or revenue sharing agreements with the province and the federal government, and it would take over responsibility for a host of service deliverables including, but not limited to, education, immigration, infrastructure investments, natural resource management, tourism and economic development. The Ministry of Northern Development and Mines and FedNor would be rolled into this new administration, as would various elements of a number of Ministries.

The goal is establish accountability where it belongs....the taxpayers of Northern Ontario.

I have no idea if a regional administration would do any better. I do know I would know whom to blame if it didn't. I also know it would transform Northerners from people who make recommendations to people who deliver solutions.

What is required is fundamental, radical change. Having watched some six or seven provincial governments of all political stripes grapple with Northern issues for 30 years and having watched the discussion become repetitive to the point of distraction, I believe it is time to change the management structure, not just the ideas. It is no different than running a business. If it doesn't work, you deconstruct it and start again. At minimum it strikes me this is as good place as any to have those discussions.

Thank you and good luck in your deliberations.

Diversification for Sustainability

DR. LIVIO DI MATTEO,

Professor, Department of Economics, Lakehead University

Creating a Regional Knowledge Economy in Northwestern Ontario

Introduction:

- North Superior Training Board (NSTB) commissioned a study to examine potential strategies for a transitioning economy
- Board was seeking strategies for developing a broadly based regional knowledge economy in Northwestern Ontario
- Northwestern Ontario is in the midst of economic change
- Knowledge economy is the best tool for development of sustainable future
- Strategies need to foster continued growth in this sector

Background to Crisis:

- From 2003 to 2005, the average monthly employment dropped 8%, from 116,525 to 107,575
- Nearly 20% of manufacturing jobs have disappeared (mainly in forest sector)
- Population is declining (1950 – 1970 saw the fastest growth rates)

Economic Growth and Knowledge Economy: Principles and Examples

- Export-led growth
- Neoclassical growth (supply side model)
- Tiebout model (fiscal federalism)
- Creative class (attract knowledge workers)

Current Dimensions of Knowledge Sector Economy in Northwestern Ontario

- Richard Florida type measures for Northwestern Ontario economy show that Northwestern Ontario relative to Ontario is less diverse in terms of recent migration (reflects migration of the 1950's) and has:
 - Smaller employment shares in science and cultural employment
 - Lower population share with university degree

Knowledge Sector Growth to Date

- Knowledge sector has been growing in region
- Growth has not been enough to offset job losses in traditional industries.

Summary of Employment Changes for Northwestern Ontario: 1988 – 2005

Year	Average Total Employment	Average Core Knowledge Sector Employment	Average Augmented Core Knowledge Employment	Average Broad Knowledge Sector Employment
1988	112,367	13,300	20,780	47,510
2005	108,783	16,429	23,129	56,200
% Change	-3.2	23.5	11.3	18.3
Jobs Created	-3584	3129	2349	8690

Strategies for Fostering a Knowledge Economy: Basic Principles

- Focus on the "hard" rather than the "soft" end of the knowledge economy
- Boost the supply of knowledge workers and regional knowledge creation
- Create new institutions and networks
- Lead a coherent regional strategy to retain and recruit knowledge workers

Strategy 1: Ensuring that students in the education system are trained to a high degree of literacy and learn problem-solving skills.

Strategy 2: Embark on strategies designed to create a "networked regional economy" by capitalizing on our location strengths in research, labour force and lifestyle.

Strategy 3: Encourage more participation in post-secondary education and training.

Strategy 4: Incentives to attract and retain knowledge workers.

Strategy 5: Provide economic incentives for knowledge sector development. "Creating a special tax region" – particularly useful in health industry.

Strategy 6: Innovative municipal strategies for providing knowledge sector location incentives.

Strategy 7: Resource and transportation sector knowledge creation via a Northwestern Ontario resources and transportation research institute.

Strategy 8: Attraction of additional tele-service industries to Northwestern Ontario (knowledge transaction industries) particularly in the public sector area.

Next Steps:

- Regional leaders need to examine strategies
- Prioritize strategies
- Select strategies for implementation
- Obtain resources

DON BERNOSKY,

Executive Director, Innovation and Skills Development, Confederation College

The Challenge:

- How do we remain competitive in a knowledge-based economy? What are our competitive advantages?
- How do we do more and how do we do it faster?
- How do we capitalize on our successes today and in the future?

The Solutions:

- Support large and small businesses that are capturing new markets with innovative products and services
- Support our traditional manufacturing and natural resource industries competing in a global market
- Attract world class expertise and entrepreneurial talent
- Support research and development at a local level
- Build consensus among business, industry, labour and government

Strategic Directions 2006-2009

- Successful learners with diverse learning pathways
 - Diverse learners have knowledge, skill and attitudes for life-long learning and career success
- Productive employees and employers
 - Businesses, industries and organizations have a productive, adaptable, ethical workforce enabling them to compete in a rapidly changing environment
- Community development and capacity
 - Our diverse communities experience socio-economic well-being as a result of our contributions

Leading in New Global Economy

- Resource sector impacted by globalization
- Trend cannot be reversed
- To stay competitive we have to be innovative
- In the face of economic downturn we have to lead in technological innovation
- Investment in research and development, the stimulation of education and business is the basis of our future leadership
- Energy Connections is a prime example of an innovative approach

Knowledge Based Economy and Knowledge Networks

- Knowledge is our competitive advantage
- New dimension in knowledge transfer
- Integrated vision: collaborative networks
- Knowledge to leverage knowledge
- Development of knowledge-based economy for Northern Ontario

Collaboration with School Boards

Articulation Agreements:

- Lakehead Public Schools (signed)
- Keewatin Patricia District School Board (signed)
- Greenstone District School Board (in progress)
- Thunder Bay Catholic District School Board (signed)
- Kenora Catholic School Board (signed)
- Rainy River District School Board (signed)
- French High School (in progress)
- Not all the same – particular focus

Community Based BScN Program

Partners:

- Lakehead University, Confederation College
- Cities of Dryden, Kenora, Fort Frances, Ear Falls
- Lake of the Woods Hospital
- Dryden Regional Health Centre
- Sioux Lookout Meno Ya Win Health Centre
- FedNor
- Ministry of Training, Colleges and Universities (Pilot funding)
- Students learning at a distance in Dryden, Kenora, Sioux Lookout and Fort Frances

Energy Connections Project

First of several sector-specific projects intended to strengthen employability pathways for youth and adult learners by providing support programs and educational opportunities to meet the unique objectives of communities and employers in Northwestern Ontario.

- Applies proven best practices in education in a technologically sophisticated environment.
- Industry: Union Gas, Hydro One, Weyerhaeuser
- Funding: Northern Ontario Heritage, FedNor, Duke Energy
- Education: Lakehead School Boards, College, University
- First Nations: Fort William, Mattawa

Mining Sector

Creation of the Federated School of Mines:

- Confederation, Northern, Cambrian and College Boréal and Laurentian University
- An opportunity to position the resource sector and northern communities as a leader in a knowledge-based economy
- Bring expertise to Northwestern Ontario

Opportunities to change careers from forestry to mining within same trades:

- Foundation Programs: Basic Line Cutting, Introduction to Prospecting, Geophysical, Diamond Drilling

Forestry Sector

- Virtual Data Warehouse
- Bio-Mass Project
- Weyerhaeuser Skilled Trades Training Centre (multi-million \$ facility)
- First Nations Natural Resources Youth Employment Program (grades 11 and 12 students to forestry sector)
- Value-added

Environmental/Water/Waste Water Project

- Extension of existing expertise and investment in process control technology and environmental technology program
- Three water treatment pilot plant systems:
 - dual media filtration plant
 - membrane filtration plant
 - slow-sand filtration plant
- Working with City of Thunder Bay on training – transferable to region

Health and Bio-Tech Sector

- Regional Hospital and Medical School drivers
- Cancer care excellence
- Bio-tech successes – Genesis Genomics
- University and College support
- Research possibilities
- College working with Michener Institute and hospital to bring diagnostic imaging, lab technicians and other support to health and research activities – new opportunities
- Regional service focus – not just Thunder Bay

"Think of Thunder Bay as as an International Education Centre-a College Town "

YVES FRICOT,

Vice President and General Counsel, Buchanan Forest Products

In the last five years, we have been in a crisis. On a very practical level, we are going through change. People hope that change won't happen, that somehow things will go back to the way they were. However, it is clearly time to face the need to make decisions regarding where we're going.

We need to find a way to diversify. We seem to have the time to think about it, but not the time to do it. An example is when truck drivers are needed. The company that needs them goes to New Brunswick and hires them rather than training their unemployed workers.

Perspectives:

1. Incredibly resource rich – if we're smart.
2. A very small population. Need solution – 1 big city, lots of small communities and First Nations.

We need a networked regional economy. Instead of just looking at the town we're in, look at it for Northwestern Ontario. We manage our businesses very differently today vs. 10 years ago. An example is the forestry sector. Today summer wood is from one place, winter wood from another. We have supplies coming in from the whole of Northwestern Ontario.

The U.S. market, our biggest market, is risky and we don't take advantage of our own market. Technical, research and development are not done here. We have the incredible ability be experts here in what we do and we need to tap into that. For example, there is no training for the business of saw milling or pulp mills here.

We need to recognize the differences and also the potential partnerships between the city and our outlying communities. We think too often, "That's a First Nations problem." We need to start thinking of First Nations as business partners throughout the North. No one wants to move to Nakina or go 100 miles north of Nakina to harvest trees. Who's going to do it? The only people up there are First Nations.

Growth and stability are needed through city planning. It is essential that we all work together and get things done really, really quickly.

A large percentage of our workforce isn't educated. There is the need to put courses in school that will give students apprenticeships so that they can stay in that town and work. We also need to change mind-set of workers. Consider the younger guy just educated and more knowledgeable than the 50+-age worker. How can we get the younger guy in a position he has been trained for so that he can use his skills and not move away?

Let's look at the future. We're going to see places shut down. We need increasingly to rely on ourselves. People of Northwestern Ontario need to start now on making decisions on their own future. We need to make decisions here that we have control of and encourage people to take risks, taking money out of their own pockets, putting it on the table and seeing if it works.

Find a way to give businesses a base where it's going to work in Northwestern Ontario. This is a really hard mind-set to go through and it will take time.

Where are we going to go? Let's go now. But with a different vision.

Workshop F: Crystal Ball Session (Repeat of Workshop B)

Workshop G:

Small Business Opportunities and Challenges

PROF. KEN HARTVIKSEN,

Faculty of Business Administration, Lakehead University

Prof. Hartviksen began by referring back to the focus of the workshop: the two questions of how the region's small business operators can become more prosperous and how to encourage new business start-ups. He emphasized that the second question should really be how to encourage "successful" start-ups.

He noted that in the past year there has been a 25% reduction in pulp sales, and a 12% reduction in paper, leading to management changes, lay-offs, and significant fall-out on other areas of the local economy. He argued though that the traditional economic base, including forestry, tourism, transportation and mining, still exists, and can still provide many opportunities. He also noted that anything which brings outside dollars into the community will translate into increased prosperity for local small business operators. As well, any growth in existing sectors of the economic base, especially in the M.U.S.H. sector (municipalities, universities, schools and hospitals), combined with support for ongoing innovation and improvement, can also provide opportunities for local small business.

With regard to encouraging more small business start-ups, Prof. Hartviksen recommended reducing dependency on employment within the local economy, and encouraging creative thinking. Historically, the Northwestern Ontario economy has been based on mega-projects and outside capital providing jobs, but in the current climate it is essential to cultivate an environment where "entrepreneur" is a viable career option. He described organizing a workshop to stimulate creative thinking on small business ideas which was cancelled due to lack of attendance.

He also discounted the myth that the biggest focus for small business operators needs to be on acquiring capital: partnering with others can also produce significant results. He described a University of Calgary initiative where groups of executives and community leaders held entrepreneurial workshops to share joint venture opportunities and broker ideas.

The need for succession planning is extremely important for small businesses, as much for the local economy as for the entrepreneur. Too many small businesses are sold or dissolved upon the retirement or death of the business owner[s]. He noted as an example of loss to the community the sale of Kakabeka Timber to Korean interests, which could not compete in the changing market.

Out-migration of our youth usually occurs within one year after graduation. Prof. Hartviksen recommended the creation of transition programs and supports for youth/student entrepreneurs to counter this trend. The A.C.E. program (Advancing Canadian Entrepreneurship Inc.) with its student entrepreneurship program, Lakehead's Innovation Management Office for science and technology research, the recent introduction of the Entrepreneur Certificate program by the Faculty of Business Administration, and the Shad Valley entrepreneurship program in science and technology for secondary school students are examples of incentives to encourage new business startups.

The recruitment of full-time students into the community also acts as a stimulus to the local economy. Mr. Hartviksen summed up: "The future is our youth".

BRUCE HYER,

Owner/Operator, Wabakimi Wilderness

I am a biologist and forester and businessperson. Here in Thunder Bay, WildWaters Canoes & Kayaks offers retail, rentals, courses, and ecotours. In Armstrong and the Wabakimi Wilderness Park area, we offer nature tours, canoe and kayak trips (both guided and self-guided), and remote outposts for naturalists, families, and fishing. I began running wilderness. We have run wilderness adventure and nature tours in Quebec, Labrador, the Northwest Territories, Yukon, and Alaska since 1965. I do international consulting on protected areas and ecotourism, most recently in Japan and Mexico.

My role here today is to identify and comment upon some of the challenges to present or potential eco-tourism and resource-based tourism in northern Ontario. I would rather talk about the strengths and opportunities, because they are incredible up here in northwestern Ontario, but there are some tough existing issues to be dealt with first. So, what are they? I have grouped them under the headings of infrastructure, matters involving investor confidence, quality assurance, Ontario Parks, and MNR.

- Infrastructure: Ontario has, over the last 100-200 years, benefited mightily from the resources of northern Ontario. From our area have flowed furs and fish, timber and pulp, metals and minerals, and hydroelectric power. They have helped to create wealth in southern Ontario and in Ottawa. That is the natural capital that has been converted to dollar capital in our provincial and national capitals, Now that raw resources have become to be perceived as less valuable in relative terms, there is now a need to re-invest in northern Ontario as it shifts to a tourism and service economy. One large one is that our Trans Canada Highway is about half the quality, size and safety of your average Minnesota county road and I hope some day that we're proud enough as Canadians to do something about that.
- Another is adequate funding for regional tourism marketing

The solution on how a politically weak region can get Toronto and Ottawa to care and invest is... elusive! In many ways, we might be more logically aligned with the interests of Manitoba!

Investor Confidence: While some brave or foolish entrepreneurs (including myself) have invested in Northwestern Ontario tourism for several decades, there are definite and significant obstacles to deter a prudent investor from investing in tourism here, including:

- Tourism has no legal standing on the land base, unlike the forest industry and the mining industry, which have clear rights to land tenure and the resources on that land. Tourism, when it is noticed at all, has been often seen as a pesky constraint on the rights of the resource extraction industries.
- There is no real licensing system for tourism, and the \$20 license is dependent only upon having accommodation (with no option at all for license for eco-tourism that has no roofed accommodations). We need a real licensing system for northern resource-based tourism operators.
- The Ministry of Tourism and "the hyphen-ministry of the month" are small, weak, under-funded and politically almost invisible. What MTour resources do exist make it mostly the Ministry of "Southern Ontario Tourism". We need a Ministry of Resource-based Tourism, which has a critical

mass, and the funds and the political support of Ontario. Then it becomes a real force to represent itself and more importantly to represent tourist operators and tourism potential.

- There are serious problems with access to capital. While commercial banks usually loan money to people or businesses who don't really need it, the problem is particularly acute in northern Ontario. Some bankers have confided privately that there is a "loan blacklist" on our region, where loans are discouraged, unless secured with at least 4-5 times the amount of the loan applied for. It is very hard to get money if you are a tourist operator in northern Ontario. We have to solve that problem. If we don't solve that problem, we're just going to have only rich multinational corporations from away investing here, if even that!
- Most tourism businesses are small. Collectively they are important. They are easily intimidated or ignored by governments and large resource extraction industries. We've lost about half of our wilderness tourism businesses in the last twenty-five years, due to loss of remoteness.
- There is basically no packaging or wholesaling of tourism in northern Ontario, due to bizarre wholesaling legislation in Canada and Ontario. We've got to learn to package our services. We must cut through the red tape. We have amazing landscapes and present or potential products in the North. The critical mass is small, and international marketing is expensive.
- The margins for tourism are small; having to compete with incompetent or unethical competitors, due to the lack of standards or licensing exacerbates this. It's very hard to access professional development in Ontario in the tourism business in general but particularly eco-tourism business. There are very few certification opportunities nationally or provincially but on top of that there's no incentive to go after those because it really doesn't make any difference anyway. You have to sink to that lowest common denominator in an unregulated economic and business competitive model. Poor operators drag down the quality and ROI. It's a race to the bottom!
- There's not a whole lot of park planning going on now. We have some park supervisors who supervise 15 parks with no staff or resources. Ontario Parks tries to do a lot but with not a lot of resources. And it operates within a bigger Ministry that likes to reflect the parks glory, but it doesn't really give it the resources and the authority to make some of its own decision that would lead to a really dynamic Ministry of Ontario Parks. There is an inherent conflict of interest within MNR between its forestry mandate and all of its other responsibilities. We need to remove Ontario Parks, and Fish and Wildlife from MNR. Perhaps it should go to a new Ministry of Parks, Recreation, Fish and Wildlife, and Resource-based Tourism.

Here is a summary of concerns and solutions, in tabular form:

Topic	Weakness	Solution
Infrastructure	Trans-Canada Highway	Four-lane it!
	Thunder Bay Waterfront	Tourism Core and Focus
Investor Confidence	No Tourism Legal Standing On the land base	New Outdoor Tourism Act
	Land Tenure problems	New Ministries (see below)
	Tourism License virtually meaningless	Real Licensing System for Resource-based Tourism

Topic	Weakness	Solution
	MTour is small, weak and under-funded; Southern Ontario oriented	New Ministries (see below)
	Access to capital	Northern Ontario Tourism Development Fund
	Many small businesses (little political clout)	Strong Tourism Associations w/real \$'s
	Few packaging opportunities (e.g. tour wholesalers and retailers)	1) New Wholesaler Rules 2) Regional leadership for packages
	Narrow margins	a) Protection from non-residents "do-it-yourselfers" b) Licensing/Quality assurance
	MNR and Ontario Parks Anti-Tourism Cultures	New Ministries
	No Tourism Zones as were promised by MNR... Unresolved land use issues	New Ministries
	Regional Marketing Grossly Under-funded	1) Properly fund NOTAP's 2) Mantario Tourism Marketing Co-op.
Quality Assurance	No Standards	1) Licensing for Outdoor Tourism 2) Industry standards 3) NOTO lead?
	No licensing for eco-tourism	"
	No requirement for Insurance, GST, PST #, etc.	"
	Few professional development opportunities	"
	Few Certification Opportunities /Little incentive	"
Ontario Parks	Under-funded	
	Has large responsibility with little authority or resources	New Ministry of Parks, Recreation, Fish & Wildlife, and Resource-based Tourism
	Little park planning	"
	Few meaningful advisory committees	"
	Run from S. Ontario	"

Topic	Weakness	Solution
	OLL Signature Sites and EMA's little meaning	"
	MNR uses NAFTA as excuse to cave in to USA interests	Stand up for Canadian & Ontario interests in tourism
	Caters to US outfitters and non-resident "do-it-yourselfers"	"
MNR	No Tourism Zones or Sub-Regional Planning as promised in OLL	Ministerial Re-organization
	Tourism seen as a constraint against logging.	"
	MNR uses NAFTA as excuse to cave in to USA interests	"
	MNR no tourism expertise or personnel or mandate	Tourism Ombudsperson in each MNR District and Regional Office
	Fish and Wildlife Low Priority	\$'s and Commitment for: 1) Research 2) Management 3) Enforcement
	Inherent Conflict of Interest Between Timber Extraction and all other Values (Crown Land Recreation, Tourism, Fish and Wildlife, Biodiversity, Land Use Planning)	New Ministries: 1) Parks, Recreation, Fish & Wildlife, & Resource-based Tourism 2) Northern Development? (Land Use)? 3) Regional Government?

MIRIAM WALL,

Program Coordinator, Faculty of International Business, Confederation College

Expanding into larger markets and taking advantage of international opportunities can increase prosperity and small business profitability. It's not easy in Northwestern Ontario, as we do not have as strong an entrepreneurial culture as other countries nor a history of small businesses actively exporting. Exporting is a "slice of the pie" that businesses have not considered in the past, but presents an opportunity which can be the saving grace for some businesses. There is money to be made, and we in the Thunder Bay region are lucky because of our proximity to the huge U.S. market.

Ms. Wall recommended two online resources to explore and assess global opportunities, utilizing on-line trade statistics. She used vinyl windows as an example for a product search. One

resource, Canada's business portal Strategis (@ <http://strategis.gc.ca>) can provide statistics to answer the questions: Where are the markets? What is the demand? Is demand growing or not? Strategis's Trade Data Online can display where Canada (or any province) exports vinyl windows and whether these markets have been growing or declining in recent years.

The second resource, Team Canada's ExportSource (@ <http://exportsource.ca>) is a diagnostic tool to assess how "export ready" your company is. Although somewhat generic in nature, the diagnostic can be completed in about an hour and can provide some useful suggestions for improvement: export requirements for specific countries, pricing strategies, marketing plan requirements, or business infrastructure. You can also register with the Virtual Trade Commissioner here (or go directly to the trade site of Canada's Trade Commissioner Services @ <http://www.infoexport.gc.ca>) to stay current of sector-specific events in key markets. General and industry market information, access to business opportunities, and key contacts in Canada's consulates and embassies abroad are available at this site. It also registers your company with the Trade Commissioner Service, providing information on the nature of your products and services, the export markets you are interested in, and your export objectives. It also ensures that you are advised of activities or events in these markets that may be of specific interest to you.

Whether product or service, these three steps can tell you what needs to be considered if looking to expand your market internationally.

MARY LONG-IRWIN,

Chief Operating Officer, Northwestern Ontario Associated Chambers of Commerce (NOACC)

Ms. Long-Irwin began by stating that there are existing opportunities, which can increase prosperity and business start-ups in Thunder Bay and Northwestern Ontario. The Ontario Forestry Coalition (OFC) with their grass roots campaign to lower electricity rates has the potential to positively impact the regional economy. Thunder Bay is already host to a strong knowledge base in forestry: a valuable resource for the industry but also a hothouse of opportunity for increased prosperity and small business start-ups.

She also recommended expanding partnerships within domestic markets: a small business can stay here in Thunder Bay, but produce product for businesses in more prosperous areas, such as the Alberta oil sands. Websites such as Innovative Canadian Oil Sands Manufacturing Opportunities (@ www.icosmo.ca) aim to link Alberta businesses with Canadian suppliers, ultimately creating growth opportunities within the local economy.

She encouraged participants to "look outside." There are many opportunities for partnering, which can keep people and earnings within the region: for example, Bombardier gaining the Toronto Transit Commission contracts. Another example is partnering with First Nations communities to access resources, such as the Musselwhite Mine providing both payments for resource access, as well as jobs to remote Aboriginal communities.

Thunder Bay also cultivates home-based partnerships, with the Northwestern Ontario Technology Centre providing an incubation environment where young technology-based businesses are provided with flexible lease arrangements, access to equipment and state-of-the-art infrastructure, as well as expertise and resources from both the university and the college, and

interaction with other businesses in the building. NOTC also provides innovation support and entrepreneurship education.

Customer needs should be looked at. The local forest environment can provide the raw materials for a variety of products which can be produced by small businesses, such as creams, lotions, jams and jellies, or eco-tourism packages which can be marketed locally or internationally, online or on-site.

We need to encourage business leaders as mentors, and we need to encourage youth to pursue entrepreneurial careers. She shared a story about her daughter designing a scuba wet suit, and using interest in the design to leverage funding for a franchise opportunity. The Northern Ontario Heritage Fund will provide young entrepreneurs with up to \$25,000 in start-up grants, and also sponsors venture capital for job-creation in the region, as well as the Infrastructure and Community Development Program, which encourages businesses, economic sectors and communities to form partnerships to find effective ways to create jobs and improve economic prospects in Northern Ontario.

There are ways to address the challenges of succession planning. A Saskatchewan program fast tracks opportunities by matching business owners wanting to retire with immigrants who have the appropriate experience and sufficient financial resources.

Ms. Long-Irwin finished with two quotes: "If you can dream it, you can do it." "Turn obstacles into opportunities."

Creating Opportunities for the Aboriginal Workforce

DAVID ISHERWOOD,

Student Success Coordinator, Lakehead District School Board

- ◆ Dropouts face bleak job future
 - Tough curriculum leaves many without diploma making more than minimum wage all but impossible
- ◆ What will bring Aboriginal students to University?
 - Ontario has named a high profile committee to find ways to recruit more students to become the first in their family to pursue higher learning – and pledged \$55 million over the next three years to put their suggestions to work
 - What are the barriers? Is it lack of awareness? A need for more mentoring? More resources?
 - Because reports suggest that 70% of all new jobs will require some post-secondary education or training, but only 40% of Ontario's 18 to 24 year olds attend post-secondary institutions, there is a campaign underway to figure out ways to recruit more “first-generation” students, students whose parents did not attend College or University.
- ◆ The Alan King Report
 - According to a report prepared for the provincial government by Queen’s University, the rate of students who failed to complete high school has hit record levels. A projected 48,000 students didn’t have enough credits to graduate in 2003
- ◆ A look at the data:
 - 0-3% absenteeism – 86%
 - 4-6% absenteeism – 76%
 - 7-10% absenteeism – 67%
 - 11-13% absenteeism – 52%
- ◆ An emerging profile of early school leavers
 - About one half of the early leavers are achieving a B average
 - A higher proportion of the dropouts are male
 - Students are dropping out for school-related reasons
 - 63% of male dropouts report that many things they were learning in school were useless
- ◆ Quote by Saint-Exupery
 - "If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea."
- ◆ Aboriginal Education Advisory Committee
 - They have set up
 - After school programs, Youth Outreach Workers, In-School Support, Summer Programs and Food Security

- ◆ 6 Ways: Transforming High School in Ontario
 - Student Success Teams
 - Expanded Co-op Credit
 - Specialist High Skills Major
 - Dual Credit Program
 - Lighthouse Projects
 - Grade 8-9 Transition

MICHAEL FOX,

Resource Sectoral Specialist, Nishnawbe Aski Development Fund

- ◆ First Nations Economic Challenges
 - Railways/forestry/mining exploration/renewal of energy
 - Skilled trades jobs are increasing in northern sites to give the students the opportunities
 - Trying to deal with training the Aboriginal people who are there and who know the land
 - Future projects are there but we need to promote and get them out to the communities
 - There is potential in the energy sector
 - Initial studies have just been started
 - In Ontario – 8000 skilled worker will need to be hired by 2020 to accommodate the North
 - In the skilled trades – most workers are 50+ and 7% are under 30

ROBIN RANGER,

Employment and Training Counsellor, Fort William First Nation

- ◆ Urban Aboriginal growth is wide in Thunder Bay and it is only going to keep growing
 - The board of the Aboriginal Council has recognized and is responding and moving ahead
 - Looking at successful partnerships
 - Need to start networking

"Visions of the North"

STAN BEARDY,

Grand Chief, Nishnawbe Aski Nation

Nishnawbe Aski Nation is comprised of 50 First Nations throughout Northern Ontario.

Our territory covers 2/3rds of the Province of Ontario and is larger than Newfoundland, Nova Scotia, New Brunswick and Prince Edward Island combined. Our land represents 6% of the land mass of Canada. As recognized in Dr. Di Matteo's articles, our territory is a storehouse of resources prized by Canada and the world: diamonds, gold, silver and many other valuable minerals; timber for saw logs and fibre for pulp mills, sources of electric power such as hydro, wind and biomass; fresh water in the estimated 200,000 lakes and connecting rivers and untouched wilderness that draws tourists from all over the world. Before the current mining boom, it was estimated that at least \$20 billion was removed annually from Northern Ontario in raw materials and the proceeds of tourism. An economic study that we have just completed indicates that that figure will grow very rapidly as available world resources diminish and transportation infrastructure is built beyond the 50th parallel.

There is ever-increasing pressure from the private sector and governments to develop the vast portion of our territory that is relatively untouched. Great caution should be taken by governments to see that our rights as clearly outlined in the Mikisew Case are observed by all who would come to our territory in search of fortune. The piece of land that gave rise to the events of this summer in Caledonia, Mohawk territory, is very small, the size of a football field, relative to 2/3rds of Ontario. There are 55 million hectares to be addressed in dealing with our people.

Our position is that the wealth in our lands is the foundation on which we will build a thriving economy within the borders of the Nishnawbe Aski Territory. I agree with Dr. Matteo. It is time for the Canadian Federation to mature to allow recognition of need and resources beyond the boundaries of the original provinces and the demands of the city states. The place of the Nishnawbe Aski people and territory within the Canadian Federation should more appropriately be that of the Northwest Territories, Nunavut and the Yukon. Ideally, we seek a Nishnawbe Aski Territory with inclusive governance, based on the wealth of the land and the values that have allowed us to survive in our lands for thousands of years. I believe Dr. Di Matteo missed that particular possibility in his latest paper in which he addressed the possibilities for Northwestern Ontario. I also disagree with his characterization of our homeland as the hinterland of Ontario. This land stands on its own and contains all that is needed for our survival and prosperity, and we do intend to survive and prosper. After all, what are the alternatives? But there is more than enough to share for those who would partner with us in its sustainable development.

This year, we marked the 100th anniversary of signing of Treaty #9, the James Bay Treaty. We had hoped that our Treaty partnerships would lead to a better future for all the people who live in our lands. Rather than being an engine for the creation of health, wealth and prosperity, the Treaty has been a failure of drastic proportions.

The first 75 years of the Treaty were marked by paternalistic governmental oppression and assaults on culture, religion and language. Families and communities were torn apart by the Residential School System and the wholesale removal of children in the sixties. The undermining of our governance, through instruments such as the Indian Act, was a clear attempt to acculturate our people and destroy our way of life. Yet we are still treated in this paternalistic way under a bureaucracy that the Auditor General has pointed out is unable to perform because it is conflicted in its mandate to uphold the fiduciary responsibility of the federal government under our treaty while protecting the political and financial interests of that same federal government.

It is a testament to the strength of our culture that we continue to survive as a people and as a Nation. Perhaps this oppressive century has made us stronger. Certainly it has tested our mettle.

Only in the past 25 years have we seen any attempt on the part of governments to address their fiduciary responsibility under the Treaties. We had thought that the provision of health, education and housing services were in response to treaty responsibility but we have come to see that these services are universal. Perhaps as much as 80% of the financial support provided to our people is nothing more than the duty that the province or the federal government would have to any citizen of Canada. The funds expended are a very small part of the monies that have been extracted from our lands over the past 100 years.

Despite some 350 programs provided by 34 different government agencies, housing, health care, education and economic opportunity are still sadly lacking. Many of our people still live in abject poverty. Our communities have the highest known suicide rate in the world. Sadly, most of these suicides occur among our young people.

It is not clear what the causes of suicide are, but I can tell you that our young people are frustrated, angry and desperate. They want jobs, housing and the same chance to provide for themselves and their families that young people in the rest of Canada enjoy. My young people are demanding that there be substantive change to give them access to the opportunities our land and resources can provide. They are bright, better educated and driven by need, and they refuse to accept the status quo!

The reserves set aside to sustain us have become the mechanisms for our dissipation and destruction. To correct this situation, government to government negotiations leading to appropriate changes in policy and enabling legislation are essential. In an attempt to move toward a new government to government dialogue, Nishnawbe Aski Nation and the Government of Ontario are exploring a "Northern Table" to deal with the issues faced by Nishnawbe Aski Nations in their territories. In order to avoid difficult and potentially violent confrontation, such as occurred this year in K.I., our aboriginal and Treaty rights must be recognized and honoured. Once there is a clear demonstration of respect, understanding and political will, we can establish an equitable partnership for governance, and, on that stable platform, the sustainable development of our lands. Stable governance is necessary to attract the long term investment needed for sustainable development.

Our proposed Nishnawbe Aski Territory would require an amendment to the Constitution of Canada. Many people believe that the Canadian Confederation must change if the country is to hold together as it matures. We now have cities proposing themselves as provinces, and territories having provincial like powers devolved, while looking to the future when they will be full participants in Confederation. We believe Mr. Atkins' proposal for a Northern Ontario Act is

premature and his article proposing such an act and governing council sadly lacked any discussion or notice of our presence or participation.

But we do not overlook the presence and importance of our northern municipalities. Our intent to develop new governmental relationships is not limited to Canada and Ontario. We have been developing working relationships with municipalities in Northern Ontario for a number of years. We have been very aware of the concern and unrest as local economies stagnate while wealth is drawn off to corporations in the south or in foreign lands. We realize that capital investment requires a return, however if the wealth created does not benefit and sustain the people of the region, we will disappear along with the trees. Our homes will stand empty like the abandoned head frames that dot our landscape as stark reminders of fickle nature of development for profit alone.

The politicians present here today share a dilemma: how to change what seems to be the inevitable path of big government. Big government, much like big everything, works to a common denominator: the best effect for the greatest number. In that mix, we in northern Ontario will never be part of the equation. We need a new equation built upon the concept of sustainability and equitable participation in the economic benefits generated by our region, in our region. I am not much interested in paying for the new Spadina Subway. In spite of the government's glowing promotion, I do not believe there will ever be a stop in Muskrat Dam or Thunder Bay. No, let's keep our money here where we can see it doing some good for our people, your people and my people here in Northern Ontario.

Solutions to our problems will not be found in further exploitation of our resources without our consent, participation or ongoing benefit. It is time to break the cycle of boom and bust, clear cut and run. We are here for the long run and we intend to make certain that our resources are utilized in a sustainable and beneficial manner that ensures the orderly development of the region. No other approach is acceptable.

We challenge the federal and provincial governments to open a new chapter by seeing that our interests and those of all citizens of northern Ontario are fairly championed. We challenge them to become partners with us in developing the north in a way that will see it emerge as a vibrant, thriving full and independent participant in the confederation that is Canada.

We have worked with municipal governments to build understanding because we share the land and we share the challenges of developing its potential, while sustaining the resources and the communities and people of the north. We invite you to help us convince Canada and Ontario to work with us to create a modern agreement among us as a blueprint for the next 100 years based on respect, integrity, and mutual benefit from the lands and resources. If we deal fairly and honestly with each other, this last vast territory will be treated as it should, as the Creator intended, as a resource to last for all time for all the people who live here.

Meegwetch.

ANNE KRASSILOWSKY,
Mayor, Township of Dryden

Thank you to all of you for giving me this opportunity of being here today. I think this is wonderful that we all get to learn about each others' thoughts, challenges and success stories from community to community because that is very important and that is why we are such an outstanding region. We are our own champions and that is where we will see growth with the added strength of everyone.

Most of you know by now that Dryden in July of 2003 was hit with an 870 job loss in our community. As you can well imagine, that was a devastating event in our history. Almost everyone had mothers, dads, brothers, uncles, aunts and siblings who had walked across the bridge carrying a lunch pail. The belief was always, "You can get a job anytime at any age." And then the gravy train stopped.

We knew that the forest industry had to restructure. We now know what it took and what the effect was on our community. We moved ahead immediately to the formation of the key Adjustment Partnership involving Provincial, Federal and Municipal governments, industry, labor and the many, many volunteers who stepped up to the plate. This provided a tremendous level of assistance for the affected workers and it led to an economic impact analysis for our community. The analysis looked at the direct jobs and the indirect jobs that were affected and while the total impacts are still not known in the community, we know that the impact will be huge.

The process began in July of 2003 and here we are in 2006 and now we can clearly see the actual impact of that first decision. Now we see the empty houses. We recognize and remember the good people who have left our community. But we also have the opportunity to welcome and celebrate the new people who have come to stay. The fact that new people are still viewing our community as a good place to live is because we are stubborn, we are determined and because we are not going away, on the Ontario Forestry Coalition side, from the NOMA side to the NOACC side. Many people in this room are members of those organizations and they are not going away. They are going to continue to work in bringing the north back to its full capability.

The Partnership is now dissolved, having run its course and we are down to the OPTU or the economic advisory/diversification advisory committee. These are great people, working hard and we now have a new economic development officer to complement and support their efforts.

We are challenged like every one of us in this room. But yet we also share the sense of excitement that comes from the knowledge that we are able to move the north forward. It is the best and most significant reason to think outside the box and to take a calculated, educated yet somewhat risky journey that will result in a win-win project. We don't have to look at all the disadvantages. We need to recognize them but at the same time we need to make them work for us. I see this as an opportunity just as I would in my own business and it means survival and success for every one of us. It means that Mayors, councillors, leaders, communities, businesses powers and the like must produce.

It is nice to have money in reserves, but for what? I know that we are encouraged to put money to reserves but I think if we had a natural disaster the first thing I would do is call the province and the federal government and say, "Help us out here". I want those dollars in reserve to work for the community and to work for the region because if we increase the jobs in each of our communities we increase the wealth of the region. I can tell you that not all of my council totally agrees with me on that point and that's ok.

We were comfortable when we knew we could get a job at the mill but now come the challenging times. The challenge is not how we can do it or not can we do it but how can we do it and how soon can we create what we need to do? All the while, we need to be lobbying for support of the forest industry and solutions to our state of crisis. We need to recruit new businesses and support the existing businesses that we have and the families they support because once again those affect direct and indirect jobs. In truth, we have no time for whining. Job losses mean empty houses and lost families. They are our biggest incentive and inspiration to reach the goals that we need to achieve.

Today, with the help of our new economic development officer, the EDAC, municipalities, our neighbors, and led by our Aboriginal neighbors we have been in the process of putting a project together that hopefully help to redefine our community. It's exciting, it's new and most importantly of all it is led by our First Nations neighbors.

I cannot disclose all the details at this time but I can tell you a little bit about the project, the Northern Forest Values Capital. This is a First Nations led partnership supporting vibrant northern forest communities and being empowered by networks of cross-cultural cooperation, sustaining and sustained by healthy landscapes that will provide the basis for a strong diversified value-added workable economy. These are exciting ideas but the bottom line is that they will ultimately mean jobs and advantages. There are lots of goals and lots of objectives but ultimately there will be new jobs and our communities will be sustained and supported.

My vision for the north it is that we recognize the potential of what we have. We look at the land masses and the many advantages. We look at the partnerships and the potential if all of us work together. With the input from people like you here in this room, we can make this work.

Thank you very much for this opportunity. I will look forward to listening to the rest of the speakers.

DON McARTHUR,
Mayor, Township of Schreiber

Thank you all for the opportunity to be here today.

I'll assume that most of you know a little bit about what has been going on in Terrace Bay and Schreiber this past year. We have been very fortunate over the last year with both our Labour Adjustment Committees and our Community Adjustment Committees. The Labour Adjustment Committee has just concluded its work and some say all it did was find jobs for people in Alberta and Southern Ontario and help them move out of our communities. And there is some truth in that. But having people hang around your communities that are not productive and don't have jobs is a recipe for disaster. But as well as doing that our Labour Adjustment Committee team also found a few gems. There are people who are starting new initiatives using those skills that they acquired over the years.

Our Community Adjustment initiative after one year is really flourishing. Sean Irwin has led a grass roots movement that has developed a number of strong programs and they are chomping at the bit to implement those in the second year. Surprisingly out of the process there has been an identification of health care and active living and those types of things. Whereas I thought that the process would focus on economic development, one of the messages is that we have to have

communities that people want to live in. As a result, our Community Adjustment committee is not only going to look at the economic opportunities but also improving the quality of life for the people who are here.

We have had a very trying year. Our adjustment programs were set up to deal with the loss of 160 jobs. Not too many months ago, the situation in Terrace Bay looked very bleak. The re-opening has given our communities the second chance, but we still have 200 fewer jobs than just 24 months ago. That re-opening was a collective effort of private investment on the part of Ken Buchanan and the cooperation of all areas of government. Mr. Ramsey and Michael Gravelle were keys to this success story. I have often heard people say that we are long forgotten by Queen's Park but I have no doubt that without the assistance of Queen's Park and the people who care deeply about the north that mill would not be open.

What I want to talk to you today is my vision for the North. To pick up on an idea that Michael Atkins has been talking about for quite awhile, I have a similar thoughts about regional government but not quite so grand a scale as Michael would like to see and maybe from a slightly less grumpy perspective.

Who speaks for Northwestern Ontario? The lack of a substantial regional government for the 200,000 people from White River to the Manitoba boarder means there isn't one elected voice for Northwestern Ontario. Michael Gravelle has been an excellent advocate for many of our issues and so has Howard Hampton but which one is the voice of the north? Mayor Peterson has done an incredible job for all of us, as has Mayor Power, Mayor Canfield and Mayor Krassilowsky. There are a lot of strong voices across the region for the north. But the lack of a regional government across the north means there is no one identifiable leader who is chosen by the people to represent our specific yet common goals.

I believe a government that brings decision making closer to those affected will make better decisions. The Thunder Bay DSSAB was a perfect example. The administration of social programs was forced upon a region full of different self-interests with unincorporated communities like Rosspport thrown together with the City of Thunder Bay. Seven years on, all the groups still agree that it is just a terrible way to do things but it does work better than previous methods. The programs offered are more relevant and effective than ever for their recipients and millions of tax payers' dollars have been saved. In my community, I can show you a day care service employing real people and positively affecting the lives of children and families that would not exist if social programs were still administered by the province.

This is where I believe our regional government could start. The challenges of the social and health care issues of northwestern Ontario could be directed by an elected body that would serve us better than we are being served now. The political boundaries of the three northwestern ridings are very similar to our new Local Health Integration Network (LHIN) board. LHIN is going to control huge amounts of health care spending in Northwestern Ontario. That board could report to a regional government. Social housing, training boards, land ambulance, and health units could all report directly to an elected government. Our regional government could also address common issues like energy and taxation and still allow individual communities to retain their identities and concentrate on their own issues.

Mayor Peterson didn't bore us at all this morning with her success stories in Thunder Bay. It is never boring to hear about success stories. We know in the region how important, strong and

vibrant Thunder Bay is. Our ability to attract residents to live in Schreiber depends on a strong and vibrant Thunder Bay. Lynn knows as well that a strong and vibrant region is critical to Thunder Bay's success. The closure and re-opening of the Terrace Bay paper mill was felt directly in this city. Some would have you believe that the distances between our communities and size differentials would make it all unworkable. I believe the opposite. Those distances and gaps will be dealt with in meaningful and practical way by northerners – because we understand them and the common issues will be dealt with more effectively. It may even be the opportunity to bring in our First Nations in a true partnership on social issues.

Community adjustment is a lot like this. I don't think an adjustment strategy for Thunder Bay would be relevant in Schreiber. The macro policies that encourage investments and attract business to Northwestern Ontario though, will benefit both Schreiber and Thunder Bay. And an adjustment strategy brought forward in the grass roots in each community will maximize the benefits for all of us. I believe there are many successful adjustment committees, but the macro economic development of policy is not working in the north. And that isn't just a failure of the Provincial government, it is the result of our failure to come together and truly unite. I believe that living in the strongest province in the greatest country in the world is truly a privilege but we have to take more responsibility for it if we want to see it grow and flourish again.

Thank you.

**DR. LIVIO DI MATTEO,
Chair, Faculty of Economics, Lakehead University**

Thank you to all of you for coming out this afternoon.

First, some background. We're all familiar with the broad parameters of this situation: we are in the midst of an economic crisis, one that we probably haven't faced since the Great Depression. Back then of course, the crisis was shared by the rest of the country, as well as other parts of the world. From 2003 to 2005 average monthly employment in this region has dropped 8%. We have lost thousands of jobs. Twenty percent of the manufacturing jobs in this region have disappeared, largely in our forest sector, which is much of our manufacturing base. And of course, as the last census revealed, our population is declining not only in absolute numbers but also in relative terms. The population of this region grew faster than Ontario up until the 1950's. Since then it has grown more slowly. We have now gone from 3.6% of Ontario's population at our peak in 1951 to about 2.1%. In the midst of all this, however, there has been some hope laid out recently. There has been of course the Buchanan group's effort to re-open the Terrace Bay pulp mill. There has been the successful lobbying for the Bombardier TTC contract and there has also been evidence that our knowledge sector has been growing. Jobs have been growing in the knowledge economy in Thunder Bay; however they have not yet been sufficient to overcome the job losses that have gone on in the other sectors.

What should an economic vision for the North be?

The north must create its own solution tailored to its own needs. We cannot be what other people have become. As I told the group that I spoke with earlier, you cannot be what you are not. In Northwestern Ontario we are not going to reinvent the Mayo Clinic or be another Silicon Valley. We have to be ourselves. Any solutions that we develop must build on our current economic base and opportunity.

So what should our vision be? Well, visions are complex things. One person's vision can be somebody else's nightmare. But at the same time, it is important to have a vision, because having a vision means saying "Yes" to the future. We want to say "Yes" to a north that dares to be successful. We want to say "Yes" to a north that takes responsibility for its future. We have grown used to having other people make our decisions for us whether they are in a corporate head office or a government legislature located far from this region. And of course we want to say "Yes" to a north as a master of its own economic destiny. Again, borrowing from another place, another time, another language, it is time for the north to become "maîtres chez nous."

Our vision should have five basic building blocks. The first is governance and autonomy. This is not a "let my people go" speech. Chief Stan Beardy has a much better claim to that territory than we do. However, this is a claim for greater regional government and autonomy. We have to find steps and ways to create a regional government that gives us the tools to implement solutions across the region rather than in a piecemeal fashion. As we approach the area north of 50, it is going to become very important to reach an agreement with the First Nations peoples of this region. We cannot do that on an ad hoc, case by case basis. We need policy platforms and we need rules. We need partnership, cooperation and agreements. One way to do that is through a regional government for this region that has jurisdiction over the basic tools of economic development whether they are lands, resources, transportation, or tourism. Only by using those tools will we be able to take steps to secure our own economic destiny. So governments and autonomy, which has to be discussed, is the first step.

Second - tax incentives. The northwest of Ontario should be declared a special tax region within Ontario. This basically involves a broad lowering of personal income, corporate and sales tax rates to reflect the fact that it is a depressed economic region. This should not trouble the rest of the province because the main reason for this is not to compete with southern Ontario but rather to deal with our major geographic competitors, which are of course Minnesota, the Dakotas and Manitoba.

Third - a knowledge economy initiative. The North Superior Training Board has commissioned a report that looks at broad strategies to expand the growth of the knowledge economy in the future. Again, it is time to take those strategies, prioritize them and run with them. But once again to do that on a regional basis requires regional coordination which brings us back to the issues of regional governance and autonomy.

Fourth - sector specific policies in forestry and mining, transportation and communication, tourism, health and education. Again I could describe these in detail but what I am looking for is essentially something to resolve the energy situation and the electricity cost situation. We need some type of procedure to access forest resources north of 50 and begin development. Mining is actually growing by leaps and bounds in this region. Mining is a very capital - and knowledge-intensive industry and not like the mining of a hundred years ago. There are many opportunities for further prospecting in the region north of 50 and ultimately economic development. There is also health and education research being brought about by the hospital, university and the medical school. There has been growth in the communications sector in the form of call centres. That's jobs. In terms of transportation it is time to four-lane the Trans Canada highway. Once the artery has been widened, then further commerce and commercial opportunities will flow.

The final thing that we need is a cultural shift in this region. We have for far too long had a culture of dependency. We have gotten used to other people making our decisions for us. We have

to make our decisions ourselves. We will make mistakes but we will learn from those mistakes. That is how we will learn to govern ourselves. As part of our cultural shift, I am not talking about becoming more positive or anything like that. That's not really what it's about. The general attitude here for the longest time has been to take what you can get and assume that being good enough is good enough. Well, good enough is no longer enough. We require a culture of excellence. We require a culture in which we strive to achieve more. We cannot be content with what we have. It is not enough to simply work your last deal and go back to sleep or wish that the world would go back to the way it was provided a couple of extra pulp mills stay open. That is no longer on the agenda. You are going to have to pedal harder than you have ever pedaled if you wish to get ahead in the 21st Century.

And so as part of that cultural shift let me finally offer you two regional themes to live by that are taken from our past - that build on what we are. We sometimes have such an inferiority complex and like to trash our own history and all that we have accomplished because somehow we think that it is not good enough. But if you reach back into the past and the building of this region there are two themes we can be proud of.

The first theme is perseverance, the motto of the Northwest Company, the private company that traversed this region and from its base here built a national economic empire. The idea of perseverance is that you are going to have to keep slugging through adversity to reach your goals. This is indeed a dark and dreary winter of economic depression, that I will grant you. However you must persevere and hope that one day this "100-year economic winter" will end and the spring of economic growth will return to our "Narnia". We have to persevere.

The second theme is the motto of the Fort William Collegiate Institute - "Let Us Do Better." That should be the underlying motto in every school, shop and business in the region. What can we do better? How can we do better? Let us do better because once you stop striving to do better then that's it, it is over.

That, ladies and gentlemen is what I have to offer in the way of vision.

Thank you.

RON TREPANIER, Partner, Whalebone Productions

I am going to keep my comments fairly brief so I won't use up my whole 10-minute allotment. I'll free it up so that we can hear a little bit of feedback from you and get you to tell us what you'd like to see happen in your area beyond today's forum.

What I have to offer is basically a variation on some themes that have already been addressed so far from the panel members, including Michael's presentation at lunch time. What I presented today was an approach that, as I explained, we have been using on the west coast of this country to work with our communities in dealing with situations that are not dissimilar to what you are dealing with here in northern Ontario. I am sure it was not lost on you that while I was emphasizing the notion that communities do need to come together, as others have reinforced, to move beyond their current difficulties, the process is one that requires resources. From my experience - as I have traveled across Canada and worked with rural communities in various regions - we are not adequately resourcing the community adjustment process in all regions of the country. Communities outside of the larger

metropolitan have helped make Canada what it is today. I think that we as a country are doing a disservice to ourselves to not ensure that the adjustment needs of these communities are properly addressed. The wealth that this country has been able to generate throughout its history has come from communities like the ones we find here in northwestern Ontario and, unfortunately, we haven't been able to find a formula that helps to ensure the healthy and sustainable development of these communities. I think we need to concentrate on that as a country. We are not broke by any means. We manage to produce enormous surpluses federally each year. What we need to understand is that a fair and equitable distribution of the resources that this country is generating is really in our best interest. How do we do that? Others on the panel today have proposed ways of going about it. I do understand it to be a very significant Canadian challenge – but one that is worth pursuing. Northern communities need to find a way of making their voice heard and making sure that the resources are properly allocated to ensure the healthy development of your communities.

I'll leave you on one last note – I am always impressed with the spirit that I find in northern Canada. You are very resilient people. You do have the capacity to deal with serious adversity and come through it in a positive way. And to echo what others have said here – yes there are significant challenges – but we have the ability to organize and to work collaboratively to see ourselves through these challenges and we need to do that. Good luck and God speed and thank you for allowing me in.

**MICHAEL ATKINS,
President, Laurentian Media Group**

I am actually going to give you a bit of a break as I spoke for a half hour earlier today and covered the waterfront.

When I think vision, I see enlightened communities acting as city states that take full responsibility for their economic future. I see a culture of enterprise replacing historical notions of entitlement and blaming. Often it takes an emergency to engender this kind of change and this is something we are not currently lacking. This kind of revelation has taken place in various communities across the north and across the country. The challenge is not to just take responsibility but to think differently.

Northern communities need to identify their clusters of competence and opportunity and involve the broader community in setting the economic direction.

They need to think globally and be powerful locally.

We need to spend significant amounts of money on human capital...at least 10 per cent of our capital budgets should be invested in finding and keeping the best people. It is people that create wealth and we need to reward people for their skills.

We need to become accustomed to planning our economic future. No one else is doing it. No one else is going to do it. As Ron said this morning, if 200 of us can plan to be at this meeting on time we can learn how to plan our economic future.

There are examples of this behaviour. Sudbury in the 1980's, Moncton in the 1980's and 90's, and the Northeast Superior Mayors group in the new millennium. The North East Mayors group

hired Laurentian University to help do its planning and thinking. It shared the expense between the Town of Chapleau, Township of Michipicoten, Town of Dubreuilville, Town of Hornpayne, Town of White River, and town of Manitowadge.

They made a joint decision, presented the proposal to six councils and had a project in place within four weeks and did it without funding from FedNor or Northern Ontario Heritage Fund.

This is unheard of.

As I said this morning, I think we need a regional government for Northern Ontario...not to bother with any Municipal work but to do the work that today falls to the federal and provincial governments that is not being done. That includes things like immigration policy, economic planning, natural resource management, overseeing a complete change in tax policy for the north which is not benefiting at from high commodity prices, and getting a look see into how to make northern education more relevant to the Northern experience and needs.

This need not involve hiring new people. It means redeploying people who already work for these levels of government and aligning them with Northern aspirations rather than squeezing into province wide assumptions that don't work.

And by the way, Livio's got my vote for the first regional chairman of Northwestern Ontario.

Stan is probably right, this is a little premature. I wouldn't dare suggest how we would get ourselves involved with Stan's level of government There is no need to. We can work collaboratively with our First Nations colleagues without getting any specific responsibility for such relationships. I think we need to stand along with the other Aboriginal nations to make it work. Let's not continue to abide by the politics of appeasement which is basically gratefully accepting grants ranging from snowmobile trails to the Northern Ontario School of Medicine.

We need to move from advocating pet projects to advocating substantial change in how and where decisions are made.

We are competing with the world. We are not competing down the road. Our competition is in Bangalore.

One of the things that destroys economic development or any community development is ego. It happens every day of the week because the people that are often drawn to saving their community are highly driven and competitive. Noses can be out of joint if they don't get credit from something or their ideas are not entirely accepted. They can be pushy and they want to get things done. They also want the credit. I have seen it for 30 years. Stamp it out early or it will infect everything you do.

The turf wars and politics can destroy you and so what you say before every meeting is that what we do together is far more important than what we do ourselves. Everything we do will be defined and characterized by how we conduct ourselves and whether we are prepared to trust one another.

I'll tell you the story of North Bay where there was a man who was President of the Airport Commission. They put up a million dollars to help bring in this big economic thing and six months later they'd blown it. The guys had flown the coop with the money. I was doing some research for a speech I was making in North Bay. I called around to 12 or 14 people to get a sense of what was going on in the community. Not one person was upset about that – not one person put down the chair of that committee, which was not a politician – just a volunteer. No one even did that little passive aggressive thing. "Well you know Bob's trying very hard and hadn't done quite

as well as we had liked". They all worked together. This man had the support of the community. They went to court and this man got his money back. There was no back biting which can completely demoralize any group of people.

There are two last things that I'll suggest. Don't be afraid to think big. I'm thrilled to be the chair of the Northern Center for Advanced Technology in Sudbury. We are doing the unthinkable there. It has nothing to do with me. It has to do with one guy. We have a million dollar contract with NASA to take materials handling technology out of the mining sector and prepare it for the moon. Twenty-five years ago people would laugh about the astronauts going to Sudbury to test inhospitable terrain. Today we commercializing original research and design and some of the top space people in world come to Sudbury to talk about intellectual property to rocks. You can do anything. So think big.

So then finally I have seen no reference to this so I raise it as a point of order here. Nobody should have a meeting like this, unless there is a "To Do" list and unless there is a bunch of people to manage that list. Otherwise, your meeting is pretty much wasted because you haven't taken all the collected knowledge, all the new ideas and all the next things you are going to do to make something out of it. A lot of people have taken time out of their lives and have spent money to get here so somebody should be picking up the kernels of what's been learned and say "What do we do with it?" Never ever have a meeting that doesn't have a conclusion that says, "Now this is what we're going to do because of what we've just learned".

I'm delighted there is some interest in a regional government. Many speakers have commented on the idea, some pro, some con.

The key is to try to understand how we got to where we are and discern what needs to change to improve our circumstance. I think a local government managing some of the provincial and federal mandates in this region will play an important part in revitalizing a culture that has in many ways had it too easy and has been unprepared for the challenges that have emerged.

I thank you.

**LYNN PETERSON,
Mayor, City of Thunder Bay**

When this panel was introduced Dr. Macey said that there was a problem with government issues but I am here for more practical issues. Michael brought up the idea of "What next" – well that is exactly what I want to talk about. I have an aversion to leaving meetings like this without knowing what's next.

One of the things that were asked of us as panellists was about the vision of the north. And certainly we all know what we want. We want vital communities. To me that is a community that has a healthy economy and budget with diversified jobs that people enjoy doing. And it also requires a quality of life in our communities – things like clean air and water; a green community; lots of trees, sports and recreation and our arts and culture. We also have social services to meet the needs of the community. We haven't talked about any of that today but we cannot lose sight of it.

What we talked about today and what we are focusing on is jobs and the economy and I am all for that. But we also have to protect every value that we hold near and dear because if I have a good job in a crappy community, I'm moving on. All those things bring to us all those other things that

we love. It attracts tourists, and it attracts other people to come and live in our community. I have told my southern counterparts that you've got a lot of good employees, but I suspect that at least a million of them don't even want to be there. I'm very serious about that – they would rather live here if they could and that's what today was all about.

The other things that we need as communities are solid and essential services. Because you can't not talk about police, and fire and water because all of those things – all of that is what builds a community. I was in a meeting a few months back with a number of Ministers and I think when I was giving them my list of things around molecular medicine, about the Bombardier contract and forestry one of them tried to appease me and asked me about how much money I needed for roads. I told him I needed jobs and I'd take care of my own roads, thank you very much.

So as we talk about diversified economy I think we'd all agree that we need to diversify, that we have harvested our natural resources throughout our history. We have harvested our trees, we have harvested our minerals and we will continue to do that in new and innovative ways. We also agree that we need to harvest the grey matter, that we have a knowledge and education community that is here that has solid deep roots that are growing. That is an absolutely huge potential for us in that we need to be investing in and focusing on, as we heard today. We heard about research today and innovation in manufacturing and forestry. That's what we need to do. But I guess my question is, "OK, we've done this, we've heard this – there were so many good speakers today and so much good information. Now what?"

I'm very proud of the things that this Council has done. Our last one was a little dysfunctional. This one came on the scene and said, "We will work together, we will have a plan with this community" and we delivered. This sounds like a fairytale. We promised this community a plan and we did. We sat together, talking about the goals that we wanted in our community. What we also did is put together 46 initiatives and each of them had a timeline. I've got to tell you – Children's Charter done by 2004. Who's going to do it and by when are they going to do it? It was already out there, it was expected to be delivered. Cost recovery policy for social services. An environmental policy by 2005 – it was done. But what we needed to do was to work with the information that we have here. I've got to tell you that it may not be perfect, but we need to get this information out and actually proceed with it. It may not be perfect but it's one of those "ready, fire, aim" kind of things. We know the general direction – let's get moving and I think that we've already started well down that road.

I want to talk to you about a well known regional recovery plan. One of the things that it has is a common vision and it's built on collaboration. It is our absolute strength in the northwest. We recognize inter-connectivity of each and every community and each and every person and each and every part of our community. I believe that this is one of the things that have allowed us to get the medical school. They didn't give it to us – we took it because we had a common vision. It's the same with forestry, it's the same with Bombardier and molecular medicine and it will continue to be because we have a common vision and we have a common goal to go after it and we don't let other things get in the way.

NOMA is one of the most interesting associations in the province because it is strong, it is recognized by the government and it gets support when it's needed. So when I think about the regional recovery plan coming forward, we need to take a look at it along with this information and say, "Who? When? Why? and Where". I think we need to provide the solutions to the government. First of all I think that you'll all agree that hat in hand method does not work and I am so sick of it

and so is everyone else. We know what we need. They actually are very receptive to us bringing to them the solution and helping us to implement it.

First of all, from their perspective they don't have to do the work; and we're not going to complain about it when it arrives because we designed it. Any good government will ask, "Is this what needs to be done?" If we say yes, then they will help us. They may not like all of it, they may not do all of it but they certainly will appreciate having it planned in front of them. And I say that because there is an umbrella fund out there. It is not only the Mayors of North Bay, Sudbury and Sault Ste. Marie, Timmins and Thunder Bay it also includes the presidents of PHENOMEN and NOMA. Over a year ago we completed a document called *Creating Your Future*. Everything that's in that document has been discussed here today. There's nothing new under the sun in terms of the larger goals and the larger issues. The sub-sets and all the ideas that we support that are here today. There are also other documents sitting around. We took a copy of that document of the *North American* to Mr. Kaplan who is the Cabinet Minister who actually spends all of the money on goal issued reports such as the report of growth in southern Ontario – the Golden Horseshoe. That report is actually about growth containment. In September 2005 we asked for the northern growth plan and if nothing else Mr. Kaplan was honest – he said that he didn't have the money or the staff. I went back to him in August of this year and his answer now is – yes. They are very interested in the northern Ontario plan that is about growth. Actually I don't think anyone Mr. Kaplan's office would know where to find the north so we need to help them find it.

That is the irony about all of this. The NOMA report will be done by February. At the same time the NOLAN report is out there. We have the Ministry of Public Infrastructure and Renewal ready to move. We have the Northern Development Councils which is part of the Northern Prosperity Plan. There are major cities. I can't show you all of this but I have a meeting tomorrow morning on this. The next directive by the Minister of Northern Development and Mines to his councils will be to have recommendations by April of '07 which is great timing on growing in strength in the north in business. There is also a Rural and Northern Task Force Report that is coming out in about January, I believe. So in terms of timing we couldn't have asked for a better time to actually provide a solution so that the government can actually act on it.

"What next?" We know where we need to go and we know how we need to get there. The question is, who is going to do it and when? And I think we need to roll the plan out and just continue to move. So that's where I'm at and that was more practical than wisdom but I think that given the energy in this room and the concern in this room, it will get done. We have so much to be grateful for and we need to take a hold of our future and make it happen.

Thank you.

Executive Summary

The North Superior Training Board's Adjustment Action Summit provided a wealth of ideas and strategies for action for community adjustment, recovery and diversification in Northwestern Ontario. The organizers of the Summit also identified a number of key deliverables from the project. All of these objectives were achieved. The deliverables were:

"Best Practices" Adjustment Toolkit

Transcripts of the workshops that dealt with adjustment best practices (Workshops A, C and D) are contained in this report.

Action Plan and Collaboration among Community Leaders

The Summit was intended to serve not only as an educational event but also as a "call to action" for community leaders and economic developers and delegates certainly expressed the view that the logical next step would be the development of an Action Plan. As such, the North Superior Training Board will work with the Northwestern Ontario Municipal Association's Regional Recovery Program Committee and other community partners to share the key recommendations that came out of the Summit and to facilitate the development of an Action Plan.

Key Recommendations regarding Economic Diversification

Several key recommendations came out of the Summit regarding economic renewal and diversification. These recommendations which will be shared with all delegates and with regional leaders and community partners, including the following:

1. Enhance partnerships with First Nations to capitalize on growing population – opportunities exist in education, tourism, resource development and more.
2. Increased support of small business development and innovations/inventions to get them into production.
3. Create alternative delivery mechanisms in workforce training and education:
 - ◆ Address gaps.
 - ◆ Internet, video conference, temporary campuses, distance education, off-hours education.
4. Municipalities must engage in succession planning.
5. Develop and implement immigration strategies.
 - ◆ Establish support services.
 - ◆ Implement pilot projects.
 - ◆ Negotiate agreement with Federal government.

6. Focus on human capital and value added products.
 - ◆ Create at least one research and development facility in each University.
 - ◆ Offer incentives to train and stay in the North.
7. Implement strategies for fostering a knowledge economy.
 - ◆ Focus on the "hard" rather than the "soft" end of the knowledge economy.
 - ◆ Boost the supply of knowledge workers and regional knowledge creation.
 - ◆ Create new institutions and networks.
 - ◆ Lead a coherent regional strategy to retain and recruit knowledge workers.

Participation

The Summit was well attended from throughout the region. Breakdown of attendance is as follows:

Participants	
Beardmore	1
Dorion	2
Dryden	5
Geraldton	4
Kakabeka Falls	1
Kincardine	1
Longlac	1
Manitouwadge	2
Marathon	2
Neebing	1
Nipigon	6
Red Rock	5
Schreiber	2
Sioux Lookout	3
Sudbury	3
Terrace Bay	2
Total Regional	41
Total Thunder Bay	87
Total Registrants	128

Evaluation

All of the delegates were surveyed and 48 survey questionnaires were returned. A summary of these surveys is included in this report. Steering Committee members will meet in November to review the survey results and conduct a thorough assessment of the Summit and its events.

SUMMARY OF EVALUATIONS

<u>Presentations/Workshops</u>	Very Useful	Useful	Somewhat Useful	Not Useful
1. Keynote Presentation-Ron Trepanier	13	17	17	1
2. Workshop A: Adjustment Practices in Northern Ontario-Services, Successes and Best Practices	4	11	1	0
3. Workshop B: The Crystal Ball Session	6	11	8	0
4. Workshop C: Community Labour Adjustment	4	0	2	0
5. Workshop D: Impacts & Implications of Closures and Layoffs	8	1	1	0
6. Luncheon Keynote-Michael Atkins	18	12	5	6
7. Workshop E: Diversification for Sustainability	9	11	1	0
8. Workshop F: The Crystal Ball Session (repeat)	2	1	0	0
9. Workshop G: Small Business Opportunities and Challenges	6	3	3	0
10. Workshop H: Creating Opportunities for the Aboriginal Workforce	5	7	0	0
11. Closing Plenary Session	6	17	5	0

<u>Venue - Accommodations & Workshop Rooms</u>	Very Satisfactory	Satisfactory	Somewhat Satisfactory	Not Satisfactory
1. Meeting Rooms	41	14	0	0
2. Lunch	36	19	0	0
3. Refreshment Breaks	35	20	0	0

<u>Overall Assessment</u>	Very Useful	Useful	Somewhat Useful	Not Useful
1. Did the Summit meet your expectations?	18	27	7	1
2. Would you recommend the Summit be held again? Yes 51 No 3				

Our Thanks

The Summit Steering Committee

Francis M. Bell (Chair)	North Superior Training Board
Gail Brescia	Thunder Bay Chamber of Commerce
David Farrell	North Superior Training Board
Pat Forrest	Forrest Marketing and Communications
James Foulds	CEP Labour Adjustment, Nipigon
Sean Irwin	Schreiber/Terrace Bay Community Adjustment
Bryan Jensen	North Superior Training Board
Rebecca Johnson	City of Thunder Bay
Dr. George Macey	Northwestern Ontario Associated Chambers of Commerce
Terri McKirdy	North Superior Training Board
Bartolo Pilato	Independent Chair, CEP Labour Adjustment Committee
Madge Richardson	North Superior Training Board
Cathy Ridley	North Superior Training Board
Doris Rossi	North Superior Training Board
Marg Scott	North Superior Training Board
Lynne Thornburg	North Superior Training Board
Terry Walker	MCTU Adjustment Advisory Program
Tom Wilson	Land of Nipigon Community Adjustment

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Summit Champions:



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