



“In 5 years, the Sault Ste. Marie area will be internationally recognized as an attractive, vibrant, and diversified community that fosters pride and is passionately committed to building an extraordinary quality of life and sustaining its natural beauty.”

May 10, 2003

“BUILDING AN EXTRAORDINARY COMMUNITY” REPORT CARD

In 1998, our community launched the “Building an Extraordinary Community” (BEC) strategic planning process. This dynamic “grass roots” initiative was in direct response to the significant challenges that faced our City, including the downsizing of Algoma Steel Incorporated, our main employer, and other local industry, an aging population, and increasing youth out-migration.

During the planning phase nine Solution Councils, plus a Youth Council were established, each with a specific area of focus to identify potential solutions. These extensive public deliberations successfully culminated in the BEC: Our Strategic Action Plan, June 2000. The Plan, identifying approximately 45 action items, was accepted by the Sault Ste. Marie City Council; and in September 2000, City Council endorsed one priority action item for each of the nine Solution Councils, as itemized in the Summary Action Plan. Since June 2000, Solution Councils have been implementing their strategic priority action items with the support of community partners and the BEC Secretariat. The strength of the BEC process depends on our volunteers and community partners. The volunteer contribution has reached over 48,000 hours which, if calculated at \$10.00/hour, amounts to an investment of \$480,000. The BEC process was also the recipient of the Ontario Economic Development Councils of Ontario’s Marketing Award of Distinction and has attracted the attention of many communities who are monitoring our progress to determine whether our approach might be adopted in their community.

This Report Card highlights the progress that has been made —progress that is a direct result of the time and commitment of citizen volunteers in the pursuit to become an extraordinary community. The layout of the Report Card is as follows:

SOLUTION COUNCIL ACTION ITEMS (plus other BEC initiated activities)	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
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- the first column provides the Solution Councils’ action items—those already implemented, currently being implemented, or under consideration. The **first action item in the column is the Solution Council’s priority item** identified in the BEC Summary Action Plan (September 2000). Other BEC initiated activities not directly linked to one specific Solution Council are also included.
- the second column lists the accomplishments and status of the Solution Council; and
- the final column lists next steps or future plans.

Many other BEC Action Items or “projects” identified by the Solution Councils in the BEC: Our Strategic Action Plan remain to be implemented. We are now moving to a Quality focus, with active councils partnering with existing community organizations, implementation continues. Quality Initiative updates are noted at the last segment of this report. If there are any questions regarding the BEC Report Card, please contact the Communities Quality Initiative office (formerly the BEC) at 254-6709.

- Updated by Nancy Rosset (Co-ordinator)

Originally Designed by Jane Karhi

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COMMUNITY SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<ul style="list-style-type: none"> The Community Services Solution Council has folded into the Safe Communities Partnership and is now a stand alone not-for-profit organization. 		
<p>Safe Community Partnership (SCP) <i>(Sept. 2000 Action Plan Priority Item)</i></p> <p>The objective of the Safe Communities Partnership is</p> <ul style="list-style-type: none"> to reduce the number and severity of personal injury in SSM by 10 % within 3 years. to co-ordinate and optimise all aspects of injury prevention programs in workplaces, home, education and leisure. to align existing programs, education, re-direction of existing funds and public/private involvement. <p>On February 1, 2000, the Sault received official designation as the 25th Safe Community in Canada from the Safe Communities Foundation. The SCP meets the Community Services Solution Council's strategy to align, consolidate and optimize the best use of community resources and to build civic pride. Three key areas are the focus of the SCP:</p> <ol style="list-style-type: none"> Workplace Injuries - To implement the Safe Community Incentive Program (SCIP) in order to reduce Workplace Safety and Insurance Board (WSIB) claims by 25% and promote safety in 50 small businesses in the first year of the program. Slips, Trips, Falls – To implement educational programs aimed at seniors (65+) and children (0-14). Both target groups will be taught ways of reducing the risk of falls and falls prevention programs will be implemented. Youth - To educate youth about making wise decisions through the Heroes program and to teach them about workplace safety through the Young Workers Awareness Program and the Passport Program. 	<ul style="list-style-type: none"> The SCP has various committees that deal with specific issues. Some committees include the Safe Work, Sound Business Committee, the Evaluation and Data Collection Committee, the Resource/Promotion Committee, the Youth Committee, the Slips, Trips and Falls Committee, the Risk Watch Committee and the Sault Traffic and Road Safety Committee. (S.T.A.R.S.) Safe Communities Partnership has received its second Award of Excellence in its 2 years of existence. The award was received at a conference in Fort Francis earlier this month for the Slips, Trips and Falls prevention program. The award was received at the 5th Annual Safe Communities Conference and the 11th World Health Organization conference before about 300 delegates from around the world. <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> The Safe Communities Partnership hired a new co-ordinator in March 2002 and the office is now open on Level 1 of the Civic Centre. <p>A BEC success story!</p> <ul style="list-style-type: none"> SCP became a not-for-profit incorporated body in December 2000. Web site launched February 2001. Visit www.safesault.ca for more information. WSIB SCP program completed training for 37 small businesses and is nearing completion of training an additional 42 businesses for the Safe Community Incentive Program. This amounts to rebates to businesses of \$1/4million and provides expert training and support for businesses that previously did not have safety programs in order to reduce workplace injury and improve business productivity. Slips, Trips, and Falls support is being provided through the Algoma Health Unit and SCP. Youth workplace training co-ordinated with the Algoma District Public School Board. 	<ul style="list-style-type: none"> SCP Health and Safety training recently trained 39 local organizations plus 54 people. These businesses will benefit from a WSIB rebate of 5% and the community will benefit when fewer of our citizens are injured in the workplace. The SCP organised the SSM Safety Celebration 2003 during May 5-10, 2003. A series of very successful events took place including the signing of a document recognising Sault Ste. Marie as a Safe Community by the World Health Organization. This designation as an International Safe Community is only the 5th in Canada. What a great tool to promote the City to new business as well as tourist and future residents. For other updates please visit the SCP website www.safesault.ca

COMMUNITY SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<ul style="list-style-type: none"> Close to completing a community awareness injury prevention plan with local media and business support. <p>Funding has been provided by a number of sources as well as by donation. The Ontario Trillium Foundation provided \$50,000 annually for 2 years. HRDC \$148, 500 as part of the creation of the Risk Watch In Action Team which was completed in December of 2002, as well as \$95,132 for the completion of the Safety Celebration 2003 and Passport to Safety pilot. The Metis Nations of Ontario provided \$22,850 to fund a position to assist the co-ordinator . Slips, Trips and Falls received \$50,000 from Health Canada/Veteran Affairs. Finally a list of in-kind contribution and members of the partnership can be seen in the SCP Annual Report from 2002.</p>	
<p>Planning and Environmental Advisory Committee (PEAC) A proposed volunteer community panel of experts to advise on and filter development plans for SSM. Intended to be a value added group not an additional bureaucratic phase in the approval process. The PEAC structure is used in many other progressive communities and has been a positive addition to the municipal planning process.</p>	<ul style="list-style-type: none"> Some preliminary research has been undertaken. A formal proposal will be developed to move this idea forward. The City of Sault Ste. Marie's Advisory Committee has since taken on this effort. 	<ul style="list-style-type: none"> None
<p>Exploring potential new initiatives:</p> <ul style="list-style-type: none"> Adopt a Park: a past program could be re-instituted. Engaging People in the Process and Encouraging Community Involvement: working with public service providers, such as bus drivers, police and fire dept., to show the community the importance of their services and have open public forums on how to improve services. Aligning, Consolidating & Optimizing Community Services: explore options to increase incentives to attract businesses, such as a business welcome wagon. 	<ul style="list-style-type: none"> Members have drafted concept documents on each of the potential new initiatives. Inactive 	<ul style="list-style-type: none"> The BEC Communities Quality Initiative is currently looking at many of these issues.

CULTURAL DIVERSITY SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<ul style="list-style-type: none"> The Cultural Diversity Solution Council became its own not-for-profit association in Aug. 2000. 		
<p>Promote cultural unity in a multicultural festival (Sept. 2000 Action Plan Priority Item): The first multicultural festival will premier in the summer of 2002 and come back every two years. The start date of the festival has been pushed back to the summer of 2003.</p>	<ul style="list-style-type: none"> The Multicultural Friends of Algoma (MFA) has become a not-for-profit organization and has taken on all aspects of the festival from planning and funding to implementation. They have established an office located in Algoma's Water Tower Inn. 	<ul style="list-style-type: none"> Contact the MFA at P.O. Box 206, Station Main, SSM, ON P6A 5L6.
<p>Establishing Cultural Unity: A cultural body—Multicultural Friends of Algoma (MFA) was established to support and enhance cultural unity. Marketing Cultural Diversity: Development of a strategic marketing plan. Creating Political Support: A list of political “movers & shakers” from all three levels of government and corporate organizations who can be relied upon for support. Creating Funding Sources: A two-year business agreement with an evergreen clause will be secured through political and private funding resources. Promoting Cultural Awareness: A detailed cultural and arts directory will be compiled in partnership with the Sault Ste. Marie's Arts Council to include multicultural organizations and events.</p>	<p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> The Cultural Diversity Solution Council (CDSC) had its last meeting August 9, 2000 and its members formed the Multicultural Friends of Algoma. MFA became a not-for-profit incorporated body in September 2000. The MFA has taken on responsibility for all CDSC <u>BEC: Our Strategic Action Plan</u> items. The relationship of bodies, such as the MFA, that have evolved from the BEC process to become separate incorporated entities, needed to be resolved. MFA meetings are open to the public and the following resolution was passed by the Chairs of the Solution Councils (January 26, 2001): Be it resolved that the Solution Council Officers give their full support for the Multicultural Friends of Algoma which evolved out of the BEC Cultural Diversity Solution Council (CDSC). MFA has agreed to continue an ongoing association with BEC as a partner. Given that many cultural initiatives affect and are of interest to the various Solution Councils, MFA will bring these forward to BEC for discussion, support and, if agreed to, endorsement. The Cultural Diversity Solution Council met May 23, 2001 and decided to terminate its activities effective September 2001 and agreed that the MFA assume its responsibilities and action items as outlined in the <u>BEC: Our Strategic Action Plan</u>. The MFA membership agreed and will remain an active partner in BEC. The decision was a result of the following factors: 	<ul style="list-style-type: none"> ◆ Now under the direction of the MFA. ◆ The BEC Communities Quality Initiative has included a number of arts/culture related indicators into their Community Performance Framework. Businesses/organizations will be asked to look at these indicators and determine if they can improve the outcomes in a number of areas by whatever method they determine. For more information, read the Quality Initiatives segment.

ECONOMY SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<ul style="list-style-type: none"> The Economy Solution Council is now fully supported by the Enterprise Centre, a division of the SSMECD. 		
<p>Sault Working as a Team (SWAAT) (Sept. 2000 Action Plan Priority Item): To support the strategy "Community as a whole, working together to grow business" by:</p> <ul style="list-style-type: none"> Supporting the development of Small Business Initiatives Fostering partnerships Recruiting community mentors Building resource networks (financial, human, capital, etc.) <p>The following sub-projects are identified:</p> <ul style="list-style-type: none"> Business interviews/survey Awareness campaign to recruit members Community assessment of gaps for small business Identify business community opportunities Develop plan to overcome identified obstacles and find solution and/or partners to fill gaps 	<ul style="list-style-type: none"> The RAPIDS Success /SSM Enterprise Model (based on the Niagara Enterprise Model) request for BEC monies from the BEC Economic Development Fund of \$25,000 was approved by City Council on June 10/02 and has since received the remainder of their funding. The CDC and the SSMECD support this initiative. This model will serve as support for small to medium size businesses that are trying to access funding. <p>Continuing to:</p> <ul style="list-style-type: none"> Encourage community wide support for business (SWAAT mentors/facilitators). Support business development through Small Business Development Partnership (Community Partners, Niagara Enterprise Agency, CBA and Industry Canada). <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> The Growth Mandate's first draft document was completed and was presented to City Council on April of 2002. It outlines a number of areas for growth for our community. An Industrial Marketing Co-ordinator has been hired for a three-year contract that began on January 7, 2002. A researcher has been hired by the EDC to support the IMS office. 25 interviews with businesses were undertaken and a report prepared: <u>The Sault Working As A Team, Economy Solution Council Interview Report, January 2001</u>. The report covers attitudes, perceptions, governance and leadership issues, benefits of SSM and requirements for growth. The Economy Solution Council has prepared its 10 top priorities for economic growth for submission to the Growth Mandate Committee. SWAAT has assisted in accelerating 12 business projects in the community since September 2000. Supporter of the Niagara Enterprise Agency 	<ul style="list-style-type: none"> The Economy Solution Council has embarked on a partnership with the Chamber of Commerce and the Enterprise Centre to establish the SSM Mentoring Programme. The program would assist entrepreneurs to gain access to knowledge and expertise of those who have developed a successful business. It would provide one-on-one mentoring, by successful entrepreneurs and senior managers, to small and medium size business owners. This is an ongoing process where mentors are contacted on an as-needed basis. The Growth Mandate Committee presented their plans to City Council on November 4, 2002, which was approved as a document. Based on their suggestions and a number of other variables the SSM Diversification Strategy Initiative was begun. The Diversification Strategy determined 6 growth engines and categorized local projects into these engines using the combined input of the Growth Mandate, BEC and other planning initiatives as well as community. The report on this process and the results will now be a living template of projects in our community. It can be seen on the Economic Development Corporation website at http://www.sault-canada.com , under the "Business Division" then under 'News'.

ECONOMY SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>(NEA) Model. With the financial support of the federal government, RAPIDS Community Investment Inc. has taken the lead in testing, in our community, the innovative economic development model that has been so successful in Niagara Falls.</p> <ul style="list-style-type: none"> • The Economy Solution Council presented its <u>Interview Report</u> findings to City Council at a special meeting on economic growth, February 19, 2001. As a result, a SSM Growth Mandate Steering Committee has been struck. Don Mitchell, Chair, Economy Solution Council, is representing BEC. The BEC office has been asked to collect citizens' top 5 or 10 priorities for economic growth. These ideas, as received, were forwarded to the Committee for their consideration. • A letter to City Council in support of the proposed Industrial Lands Strategy was forwarded on March 7, 2000. 	<ul style="list-style-type: none"> ◆ The Planning Department with assistance from the EDC has taken on this initiative.

EDUCATION SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<ul style="list-style-type: none"> • The Education Solution Council dissolved. 		
<p>“Celebrate Learning” (Lifelong Learning and Achieving the Dream) Conference and Information Fair (Sept. 2000 Action Plan Priority Item) To begin integrating the education system by expanding the field of stakeholders and shifting the focus to the whole learner.</p>	<ul style="list-style-type: none"> • The high school Robotics team from Sault Ste. Marie (D.U.C.T.T.A.P.E.) competed for the first time in the annual Canada FIRST Robotics competition at Humber College in Toronto on March 1-3 2002. They placed 6th out of a field of 24 teams. Check out their website at www.soonet.ca/korah/ducttape. BEC congratulates the team of 25 students and their teacher mentors! <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> • The SSM team was given \$2000 from the BEC Economic Development Fund to leverage \$15,000 from other community members. • The Chair of the S.C. approached BEC for monies to support the local Robotics Team from Sault Ste. Marie. This interest stemmed from the Canada First Robotic Games presentation that took place at the “Celebrate Learning” 	<ul style="list-style-type: none"> • A Robotics team attended the March 2003 competition with over 21 students participating. • They were recognized at the competition for the highest results in fundraising category and placed with their unique website design in that division. <ul style="list-style-type: none"> • The Education Solution Council is no longer active.

EDUCATION SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>conference, A teacher facilitator from Korah Collegiate is to approach BEC with proper documentation for the request.</p> <ul style="list-style-type: none"> • The successful "Celebrate Learning" conference took place October 26, 27 and 28, 2001. There were 44 participants in the info. fair, 26 tables in the health fair, 7 tables in the craft and hobby display and various local talent groups making 77 displays in all. Over 250 people attended the 2- day conference. This was a great opportunity for networking and letting the community know what volunteer positions are available and what exciting programs exist to assist young Canadians in their pathway to education. <p style="text-align: center;"><u>CELEBRATE LEARNING CONFERENCE</u></p> <ul style="list-style-type: none"> • Objectives of the conference: <ol style="list-style-type: none"> 1) To Create System Partnerships. 2) To showcase resources that are available to citizens of all ages. 3) To develop a sense of pride in our community. 4) To develop a sense of pride in the academic institutions that do exist in this area by increasing an awareness of the high calibre and various initiatives already in place. 5) To "educate" citizens of initiative/information that they may want to pursue. 6) To introduce projects that other communities have initiated with success, so that citizens of the Sault can pursue the implementation of them here. 7) To invite stakeholders around particular pre-selected agendas to discover what has to be in place and the procedures necessary to put each initiative into practice. 8) To provide forums where solutions will not only be discussed but plans of action will be developed. <p style="text-align: center;"><u>HIGHLIGHTS OF CONFERENCE</u></p> <ul style="list-style-type: none"> • Sylvia C. Chard, Associate Professor, Department of Elementary Education, University 	<ul style="list-style-type: none"> • Recognized by the BEC Quality Initiative (Items 3 & 4 in particular)

EDUCATION SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>of Alberta and world-renowned speaker, conducted a workshop on the “Project Approach” to teaching. Over 100 Early Childhood Educators from Northern Ontario attended the 2-day session.</p> <ul style="list-style-type: none"> • Barbara David also facilitated 2 workshops on Scotopic Sensitivity Syndrome. Over 60 parents, teachers and children attended. A number of those attending did so in order to recognize the disorder in others and how to detect the signs of this syndrome. • An Information/Health Fair, 9 presentations and local talent coming together to celebrate learning! 	<ul style="list-style-type: none"> ▪ Complete ▪ Complete ▪ Complete
<p>Increase access to educational opportunities by promoting technological solutions and other creative methods to deliver educational programs and services. To develop an automated workplace-based training system to co-ordinate the multitude of education and government agencies which bombard business and industry looking for placements for students, clients etc.</p>	<ul style="list-style-type: none"> • This project will be addressed in the October 2001 conference. With Algoma Steel Inc.’s situation, competition will become even fiercer and will require a better system to be effective. Job Connect could be a possible partner. • The project could carry on with financial and staff support from all the agencies that need workplace-based placements. There is an opportunity to be innovative, as communities will be interested in acquiring the software and processes that would be developed during the project. 	<ul style="list-style-type: none"> • Not feasible at this time. A number of trade specific programs have arisen for college students in regards to connecting apprentices with opportunities.
<p>Entrepreneurship Education Currently a process is underway that ties the high schools, AUC, SCAAT and the economic development agencies into a new business creation network. BRIDGE is the lead. A potential project arising from this network is to create is an asset map (inventory) of the current state of entrepreneurship awareness and readiness in the city which will guide the development of curriculum, resources and structures to move entrepreneurship forward. The goal of an entrepreneurship network is new business creation and business expansion, youth retention and image development of the city.</p>	<ul style="list-style-type: none"> • The potential of the entrepreneurship project is being explored. 	<ul style="list-style-type: none"> • The Enterprise Centre, along with Economy Solution Council and the Chamber of Commerce are looking at a variety of entrepreneurial programs. In March of 2003 the Enterprise Centre will adopted the Economy Solution Council. • <i>The Enterprise Centre is also hosting a ‘Summer Company’ opportunity for youth between 15-24 to start their own summer business. Assistance is provided in the development of a business plan and marketing. This program is widely promoted in the high schools, college and university levels.</i>

HEALTH SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
The Health Solution Council Dissolved.		
At their meeting on April 30, 2002, the HSC agreed to become inactive given that the action items (see below) were either not feasible, inappropriate or were being addressed by existing health care providers. The HSC agreed to reconvene in 3 to 5 years to assess the progress in meeting the HSC vision and strategies articulated in the <u>BEC: Our Strategic Action Plan</u> . HSC members will seek to join the Social Services Solution Council in the interim. The Health Solution Council has dissolved.		
<p>Survey of Provider Healthcare Stakeholders (Sept. 2000 Action Plan Priority Item) A-1 Finalize Health Services Strategic Plan A-2 Develop the survey tool (in collaboration with Health Care Service Providers) A-3 Survey provider stakeholders to determine existing data i.e., organizational, strategic, operational plans – these documents will identify accomplishments; how some gaps are being met (new programs / services) A-4 Collate and analyze the survey results A-5 Circulate the survey findings to provider stakeholders and request recommendations and solutions for identified gaps / needs.</p> <p>The purpose of this data is to achieve the goals of developing a formal Community Health Planning Committee, inclusive of providers, consumers, BEC, the Health Solution Council and City Council and other interested and relevant partners. The role of this committee will be to ensure ongoing community wide health planning, collaboration and a working relationship that results in improved service.</p>	<p style="text-align: center;"><u>HISTORICAL</u></p> <p>Following further research, it was agreed that the survey would not be pursued for the following reasons:</p> <ul style="list-style-type: none"> • the province had undertaken an extensive health systems review in the early 1990's. The cost was 1/4 million dollars. Many stakeholders' organizations, including consumers, were involved. • the gaps and duplications identified in the survey are similar to those that exist today. • Significant progress has been made in decreasing duplication of hospital-based services, therefore to undertake another study focusing solely on providers would be non-inclusive, limited, and most likely would not produce any significantly new information. • The cost would be prohibitive. • As an alternative, relevant reports were accessed from the District Health Council (DHC) and a brief report of executive summaries is available to advise stakeholders of the current status of Ministry of Health funded services and programs. A listing of all reports available from the DHC is also provided. Future users of this document will be able to determine gaps in services. • Establishing a Community Health Planning Committee was deemed not viable. 	<ul style="list-style-type: none"> • It is worth noting that the Algoma Community Care Access Centre has developed a database of information of all the health, social and community service-related organizations and agencies providing programs and services to residents of Algoma. This Service is available and can be accessed on their website at http://www.algoma.ccac-ont.ca/. • Closed. • Sault Area Hospital and the Group Health Centre have worked closely to streamline their services. • Co-operation between programs being delivered is becoming increasingly defined and communicated.
Development of criteria for health excellence award	<ul style="list-style-type: none"> • Following further research, it was found that a number of similar awards are in place in our community, especially noting that the SAH had taken over responsibility for the Dr. Hutchinson award from the DHC. It was agreed that establishing another award was not necessary 	<ul style="list-style-type: none"> • No longer being pursued due to redundancy.
Request from Mayor January 15, 20001 asking	<ul style="list-style-type: none"> • The Mayor, HSC and health care leaders met 	

HEALTH SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<p>for assistance from the HSC to assist in the Mayor's election promise to "Consult with all health professionals to ensure that the expenditure of a new hospital results in better health care."</p>	<p>on February 20, 2001.</p> <ul style="list-style-type: none"> Mayor John Rowswell requested that the HSC survey staff of the hospital to ask them what services they believed the new hospital should offer and opportunities for improved service deliver. The HSC indicated that this was not within the parameters in accordance with the approved Strategic Plan and that the survey was with respect to all health services in the community and not those provided by one organization such as one specific to new hospital services. <p>A letter was sent to the Mayor, March 13, 2001 in follow-up.</p> <ul style="list-style-type: none"> Manu Malkani, President and CEO, Sault Area Hospital's (SAH), presented on April 30, 2001 to the HSC on the SAH redevelopment plan. His presentation focused on the services to be provided by the hospital and how the SAH will collaborate and interface with community health care organizations and other allied health care providers. He explained that several committees are already in place to address the issue of communication and collaboration. Mr. Malkani invited the Algoma Health Unit to participate in these venues. 	<ul style="list-style-type: none"> Redundant

INFRASTRUCTURE SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<ul style="list-style-type: none"> The Infrastructure Council has dissolved. <p>Infrastructure did not identify a priority item. "The Infrastructure Solution Council has decided that it would be more appropriate for the infrastructure component of the community strategic plan to be handled sectorally [by Solution Council]." (p. 4 <u>Summary Action Plan</u>)</p> <p>The following broad strategies were identified:</p> <ul style="list-style-type: none"> Implementing integrated telecommunications Implementing integrated transportation Implementing integrated recreational facilities Enhance Municipal transit 	<ul style="list-style-type: none"> The Mayor has struck a committee on Transportation in SSM, a number of various solution council members sit on the committee. <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> The Infrastructure Solution Council had not met since May 2000. A discussion on revitalizing the Infrastructure Solution Council took place at a Chairs' meeting (March 2, 2001). One possible avenue suggested would be to have an infrastructure member participate in each of the Councils so 	<ul style="list-style-type: none"> Some members are now part of the City's Planning Committee. Some of their suggestions have been incorporated into the City's plan.

INFRASTRUCTURE SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<ul style="list-style-type: none"> Complete the process of developing a clearly defined vision for the city 	<p>that infrastructure issues could be dealt with that were related to a specific Solution Council. A few of the members did still participate on other councils.</p> <ul style="list-style-type: none"> The Infrastructure Solution Council has dissolved though many of their ideas have already been recognized and implemented by existing organizations. Inactive 	

LOCAL GOVERNANCE SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<ul style="list-style-type: none"> Local Governance dissolved. 		
<p>Host Workshop on good governance and good citizenship (Nov/Dec. 2000 target) to:</p> <ul style="list-style-type: none"> Define good governance Define good citizenship Define best practices <p>(Sept. 2000 Action Plan Priority Item) Strategy : Promoting the Best Practices for Good Governance. The current practices/bylaws of local governance organizations will be assembled into a Database</p>	<ul style="list-style-type: none"> This larger workshop was not held, however, the BEC Communities Quality Initiative hosted the United Way's First Volunteer Development Workshop on governance on November 12, 2002. Further exercises on Governance are being planned as part of the Quality Program. The Communities Quality Initiative is now developing a library of resources as well as best practices in the area of governance to be available to the community at large. 	<ul style="list-style-type: none"> The Volunteer Leadership Training now has a segment on governance that is provided to local businesses and organizations at a minimal fee. The Governance S.C. was dissolved
<p><i>Other activities currently underway related to promoting the best practices for good governance:</i></p>		
<ul style="list-style-type: none"> Identify local governance groups – councils, boards, commissions, etc. 	<ul style="list-style-type: none"> List of organizations compiled. 	<ul style="list-style-type: none"> To be distributed.
<ul style="list-style-type: none"> Encourage local governance groups to benchmark their current practice 	<ul style="list-style-type: none"> Difficult to achieve given that organizations are unlikely to share or document their faults. 	<ul style="list-style-type: none"> Could be tracked through the Quality Circle membership
<ul style="list-style-type: none"> Collect data about best practices of others outside of SSM 	<ul style="list-style-type: none"> Ongoing activity. 	<ul style="list-style-type: none"> Part of BEC Quality Initiative.
<ul style="list-style-type: none"> Promote self-assessment of local government groups 	<ul style="list-style-type: none"> The SSMEDC Board is currently reviewing their governance practices. Solution Council members have provided support and assistance. The City Council of SSM passed a resolution February 12, 2001: “Whereas one of the strategic aims of the BEC Local Governance Solution Council (LGSC) is ‘improving communication between local 	<ul style="list-style-type: none"> The Local Governance Solution Council will be available to provide assistance as required.

LOCAL GOVERNANCE SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>government and the citizens of SSM'; Whereas clear and consistent communications from the Mayor and City Council are a priority concern;</p> <ul style="list-style-type: none"> ➤ Be it resolved that a subcommittee of City Council, to be Chaired by Councillor Irwin, be struck to advise on communications issues." • A local consultant was hired by the City of SSM to report on the corporate communications structure. The report, which was presented to City Council, suggested that the City consider hiring a full time communications officer. This issue went to City Council at the May 7, 2002 budget meeting and was not passed. • A member of the LGSC was nominated to be the on the Special Citizens' Honoraria Review Committee. • The LGSC wrote to City Councillors July 9, 2001 re: City Council's resolution to establish a Special Citizens' Honoraria Review Committee. They requested that whatever process is used to select members that it be effected according to the current procedural by-laws of City Council. Although by-laws may be amended, it is important that current by-laws be used until they have been amended by established amendment procedures. 	<ul style="list-style-type: none"> • The City of SSM has now dedicated funds to hire a Corporate Affairs officer to provide communication both internally and externally.

SOCIAL SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<p>SSSC is partnered with the United Way. They have taken all aspects of the Social Services Solution Council and will be working over the next year to secure funding for a Social Development Council.</p>		
<p>Community Assistant Trust Model (Sept. 2000 Action Plan Priority Item) Strategy: The community working together to gain access to co-ordinated caring social services. CAT is a one-stop access to public assistance services and will identify duplication and gaps in services. Work on CAT began in 1996 and the</p>	<p>A BEC success story!</p> <ul style="list-style-type: none"> • The CAT office has hired a second support worker for the office. This position begins Jan/02. CAT has also requested a research position through SPCI (Supporting Communities Partnership Initiative) who will research other funding opportunities, not only for CAT, but for 	<ul style="list-style-type: none"> • Due to the overwhelming response from the public, CAT must begin to raise additional funding to support the demand.

SOCIAL SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<p>SSSC identified one entry point for accessing compassionate co-ordinated social services as a priority. The CAT mission is “to provide community care for those in greatest need”. CAT will:</p> <ul style="list-style-type: none"> • Co-ordinate public assistance • Foster partnerships • Create solutions • Provide timely assistance • Provide resources and referrals • Protect confidentiality • Treat cases impartially 	<p>the other three priorities identified in our Community Plan on Homelessness. There are approximately 1000 calls per month.</p> <ul style="list-style-type: none"> • The CAT began receiving calls for public assistance in January 2001. Throughout that year 685 cases were requested. With support from our community partners they were able to provide emergency assistance for over 1512 individuals and their families. Refer clients to call 541-2347 8:30 to 4:30 Mon. to Friday • 10,805 calls were received by CAT in 2002. <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> • The CAT Office has officially opened its doors Feb 1, 2001. A Co-ordinator has been hired and serves in the capacity of a community outreach worker. Most work will be over the telephone; however, offsite locations have been secured and will be available should a face-to-face interview be required. The project has been embraced by the Social Services and its use continues to grow. • Ontario Trillium Foundation will fund the Co-ordinator’s position for three years, and the United Way and community partners are providing administrative and client services funding. Ontario Works funds 60K annually. Ontario Trillium Funding: \$105,000 over 3 years. United Way Funding (SSSC Trust Fund \$5K this past year) • Other community partners committing funding and support include the Municipality, Community Service Clubs, United Way Endowment Fund, etc. Committed and potential funding reaches \$300,000 over 3 years. Note: This does not include indirect help provided when clients are referred to other service providers. 	<ul style="list-style-type: none"> • Ontario Disabilities Act Recipients (ODA) appear to be facing the greatest challenges to find immediate help for themselves. Two members of the SSSC are now part of a government-mandated plan for accessibility. • The Homelessness study has identified the expansion of CAT as a priority. The United Way has come forward as a Lead Agency for CAT. They currently receive approximately 800 to 1,000 calls monthly. The SSSC keeps statistical information which is available upon request.
<p>Social Service Directory Volunteer Algoma</p>	<ul style="list-style-type: none"> • The Co-ordinator of Volunteer Algoma is conducting Outreach programs in the high schools. The students are able to use the services of Volunteer Algoma to complete their 	<p>The database is up and running and can be located at www.volunteeralgoma.ca or by calling 945-1345 ext242. Matching volunteer opportunities with the volunteers. The Volunteer Centre has taken over the</p>

SOCIAL SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>Community Service hours.</p> <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> • Data Base is now being updated and it is expected that the Directory will become a bi-product of the whole project and be available in 1 year's time. (Official launch date is late summer of 2001 at the earliest.) • Four positions were created to work on the project, during the first year. • Total direct and indirect funding approx. \$404,000 over 2 years. Main Funders: Ministry of Citizenship & Culture. Seed and Admin. Funding provided by United Way Social Services Solution Council Trust and Endowment Funds. Other Funders: HRDC. 	<p>program</p>
<p>Community Plan on Homelessness</p>	<ul style="list-style-type: none"> • Five Priorities have been identified in the Community Plan on Homelessness for Sault Ste. Marie. They are: <ol style="list-style-type: none"> 1) Expansion of the Community Assistance Trust 2) Emergency Food Evenings/Weekends 3) Additional Mobile Support Worker 4) Youth Shelter 5) Men's Shelter • The recommendation of the citizens, consultants, and the major funders is that the Social Services Department of the Corporation of the City of Sault Ste. Marie should be the Community Entity. This recommendation was included in the Community Plan on Homelessness. • The Social Services Solution Council (SSSC) over saw a report on homelessness in Sault Ste. Marie titled " We're Here", which was passed by City Council at the January 28, 2002 meeting. Since that time, they have been approved for over \$417,000 of matching funding on a project-by-project basis through the SCIP program administered by HRDC. A partnership with DSSAB was developed to become the community entity allowing them to administer 	<ul style="list-style-type: none"> • Task Teams and lead organizations have now been established to carry out each of the action items that were determined by the Evaluation Committee. • The project listed are underway: <ol style="list-style-type: none"> 1) United Way as Lead Agency for Community Assistance Trust. 2) John Howard Society came forward as Lead Agency for additional Mobile Support Workers; who will be located in the youth shelter to help establish housing solution for the clients of the "Pauline's Place". 3) The Community Housing Association now with an incorporated body called "Pauline's Place" is the Lead Agency for the Youth Shelter. Final negotiations are continuing to ensure the project is viable over the long term. 4) The Emergency Food Evenings/Weekends Service and the Men's Shelter was taken up by St. Vincent' de Paul as lead agency. They have since tentatively purchase the Sacred Heart School for the shelter, an after hours and weekend soup kitchen is planned to augment the Community Soup Kitchen program and plan to set up a Thrift Store,

SOCIAL SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>the program. The application was accepted in April 2002. A Program Manager has been hired with full administrative support from DSSAB. A conference in Toronto was held in March and SSM had representation there as HRDC disclosed what they consider the best 10 practices from the Community plan</p> <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> • 417K has been allocated to Sault Ste. Marie from the Federal Government to address homelessness. A community plan on homelessness must be completed to access these funds, identifying matching community contributions; this has been done. • The Community Plan on Homelessness was passed by DSSAB on January 17, 2002 and City Council on January 28, 2002. • As a prerequisite to access HRDC funding, a 9-point community plan to address and ameliorate the “homelessness” problem has prepared all demographics (elderly, native, youth, etc.). HRDC has covered 100% funding for the development of the community plan. 	<p>Furniture Exchange as well as a number of other services. They have secured a number of sources of funding and are waiting for responses from funders on the remaining portion. The overall plan has been approved by the Community Entity Review Committee and has gone to the Community Entity for final approval so that the HRDC funds can begin to flow. The community agencies’ response to this project has been overwhelming.</p>
<p>Profile of Poverty in SSM & Area This priority has been addressed by the Homelessness study</p>	<ul style="list-style-type: none"> • Algoma Social Planning Council’s research and monitoring role and support are under review. The Poverty Study is on hold. <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> • A letter of support from the BEC office was written to ASPC. ASPC collects data (Quality of Life Index) that contributes to the BEC measurement indicators. • A sustainable social planning and research function is needed in our community. • Given that the ASPC is under review there is an opportunity to the either expand the ASPC’s mandate or the ASPC may integrate with the proposed social planning and research function. 	<ul style="list-style-type: none"> • Funding was received and MMRG was hired to develop a sustainable business plan for a new social development council. • Commitment from the City and BEC partners to support the development of a Social Development Council, beginning with a financial commitment to assist in developing the business plan. The provision of social services has changed significantly over the past few years from a provincial to a municipal delivery model. The SSM District Social Services Administration Board (DSSAB) is legislated to deliver Ontario Works, Community Childcare, and Social Housing. The DSSAB has contracted the City

SOCIAL SERVICES SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<ul style="list-style-type: none"> The proposed model in the R.A.P.I.D.S report <u>Human Services Review Committee: Social Service Planning Project, April, 1996</u> (chaired by Jack Cameletti and written by Kim Streich-Poser) will be used as the basis for establishing a Social Development Council (SDC). The proposed SDC's activities would include: social research, social planning, social policy, integrated community development and networking, and public participation. 	<p>to deliver these Services and contracted the Sault Area Hospital to deliver land ambulance. There are increased opportunities to work together given that social services are now primarily delivered at the local level. Further the Ontario Disability Supports Program (ODSP) is also a key player.</p> <ul style="list-style-type: none"> The consultants completed the Business Plan for the establishment of a Social Development Council. Funding from FedNor and DSSAB was provided and extensive stakeholders input was collected. The SSSC is now seeking a funding to complete the first phase of the plan. It is their objective to have a funded SDC in place within 18 months.
Teen Centre	<ul style="list-style-type: none"> The Teen Centre has hired a new Executive Director. The Teen Centre, in partnership with the Solution Council, United Way, and a wide range of children's service organizations, has applied for early intervention funding for a program for teen mothers (Growing up Happy and Healthy). The Teen Centre is thriving at the new location of 222 Albert Street. 	<ul style="list-style-type: none"> This project did not receive its funding from the Early Years Fund and is no longer being pursued. Dollars set aside from the BEC Economic Development fund could now be made available for another project.
<p>Access to Facilities and Services Seeking opportunities for co-location / resource centre of social service delivery agencies. The high priority groups would be people with disabilities, elderly and low-income families.</p>	<ul style="list-style-type: none"> In order to move this item forward, the level of interest by the City and other major decision makers with a direct interest, needs to be confirmed. A meeting was held May 30, 2002 with a number of stakeholders to determine if co-location would be mutually beneficial. Responses varied. Another attempt will be made once the shelters are in place How are the links made with the City to address these access needs? If access were a community issue, then a strategy would need to be developed to carry it forward. 	<ul style="list-style-type: none"> The City of SSM has now established an Accessibility Committee , a resource in developing community policies in regards to access. Member of the SSSC are involved in this committee made up of staff and community members.

TOURISM SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<p>◆ All aspects of the Tourism Solution Council will be completed by Tourism SSM(TSSM), a division of the SSMEDEC. Contract work to complete the project is being managed by the TSSM.</p>		
<p>Heart of the Great Lakes Heritage Coast (Sept. 2000 Action Plan Priority Item): Goal -Hiring a co-ordinator to assist the Tourism Solution Council (TSC) in the following activities:</p> <ul style="list-style-type: none"> • Tourism Awareness/Education Program with monthly news/education and information releases plus a tourism award. • Facilitating Increased Tourism Co-ordination/Linkages: 1. Tourism workshops, 2. Establishment of a circle route working group, 3. Two Eco-Tour booklets: SSM to Parry Sound – Thunder Bay to SSM • Working with Tourism Partners in Tourism Strategy Development: 2 feasibility studies, such as the Clergue Museum. 	<ul style="list-style-type: none"> • Three different surveys are being conducted: Tourism Opinion and Attitude Survey Resident Tourism Awareness Survey Michigan Tourist Opinion and Attitude Survey • At the Mayor's Conference, June 6-8, 2001, the following resolution was passed: <i>...be it resolved that the International Association of Great Lakes and St. Lawrence Mayors encourage and endorse circle tours of the Great Lakes including Lake Superior with all its natural beauty and international significance.</i> • The Economic Development Fund has awarded TSC \$25,000 from the \$75,000 BEC project fund reserve. These funds were used to leverage other funding. Other funders include: FedNor (\$118,000), Canadian Forest Service (\$20,000), SSM EDC (\$20,000), BEC (\$1,000), Great Lakes Heritage Coast MNR (\$38,000) totalling \$222,222 • A Co-ordinator was hired for a 12-month period from March 2002 to March 2003 • The Tourism Co-ordinator is the chairperson for the Winter Cities Conference <p>A resolution was passed at the City Council meeting on April 8th to support SSM hosting a Winter Cities conference in 2003. The TSC will be assisted with a portion of this initiative as it fits into their strategic plan.</p>	<ul style="list-style-type: none"> ◆ The TSC is working on their awareness campaign, which will be built on the results of the surveys noted in the status section. This will include a communications piece . The TSC is currently working with a number of tourism organisations to create the greatest impact possible. ◆ The results of the three surveys will also be provided to City Council just prior to the communications piece release. ◆ The first Eco-Tourism booklet was launch at a Mayor & City Council reception in April of 2003. It was a great success with excellent media coverage. Mayor Rowswell and representatives from FedNor/Industry Canada, the Ministry of Natural Resources, the Canadian Forest Service, the author and the president of Canadian Geographic spoke at the event. This nationally recognized piece will be circulated through out Canada, into the United States and also be available on line at www.canadiangeographic.ca. It is a high-end piece that will represent the community well. The second book due out next year will trace the Trans-Canada highway from SSM to north of Thunder Bay. Books are available locally at Coles in the Station Mall and at the Bush Plane.
<p>March 8, 2001 Tourism Stakeholder Workshop <i>Tourism: Making Connections</i> Given the lengthy process for submitting a FedNor application <u>Heart of the Great Lakes project</u>, alternate funding was sought to deliver the workshop. The aim of the workshop was to identify strategies to advance the growth and success of the entire tourism sector in our area. Presentations covered adventure and eco-tour opportunities, plans</p>	<p>The Workshop was a success!</p> <ul style="list-style-type: none"> • Over 90 people attended the Workshop exceeding the 70 participant target. Of the 29 evaluation responses received, 82% said they gained knowledge, new ideas, and new contacts from the Workshop, 82% indicated they would attend another such Workshop, and 86% said that the Workshop was worth the time spent. 	<ul style="list-style-type: none"> • The Great Lake Circle Route – Networking Workshop was held which hosted approximately 50 tourism representatives from around the Great Lakes on both sides of the border. This session was held in conjunction with the Winter Cities 2003 conference. The consensus at the session was to form a Working Group to address tourism in this defined area. Discussion

TOURISM SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<p>for the Bushplane Museum, the Great Lakes Heritage Coast initiative, lessons from Niagara Falls and the Yukon, etc. The session leader was Ed Mahoney, respected tourism specialist from Mich. State University. Mayor John Rowswell opened the Workshop discussing tourism's role in the future of SSM.</p>	<p>Funding partners included:</p> <ul style="list-style-type: none"> • CDC \$5,000 • Fees \$1,712.00 • RAPIDS Community Inv. \$250.00 <p>In-kind contributions included:</p> <ul style="list-style-type: none"> • Holiday Inn: Facilities discount and coffee • SSM EDC: Registration (kit folders, financial processing of registrations, name tags & manning registration table) and gifts for speakers • Mayor's office: Gifts for speakers • RAPIDS Community Investment: Travel support for Don Davidson • Gifts for Draws: Searchmont Travel Association, Glendale Bed & Breakfast, Dad's Place, Cdn. Bush Plane Heritage Centre, and BEC • BEC Secretariat time <p>The first publication of the "Tourism: Making Connections" newsletter has been published and features a summary of the March 8th Workshop. FedNor provided support for the publication. In addition, the proceedings and presentations are posted on the BEC web site: www.sault-canada.com/bec.</p>	<p>continues between interested parties.</p> <ul style="list-style-type: none"> • TSC representatives recently presented at the Great Lakes 2003 Upper Peninsula Tourism Conference. They are working in partnership the Lake Superior Circle Tour coordinator to solidify the now loosely formed working group.
<p>Ontario Living Legacy (OLL) Landmark Proposal</p> <p>OLL Landmarks are capital ventures that will showcase the province's natural resources and promote recreational and tourism potential consistent with the objectives of the OLL. The MNR will contribute up to 50% of the capital cost of a Legacy Landmark project. The remaining capital funding and operation costs would be obtained from other partners. To take advantage of this opportunity, the TSC, working with the MNR, has developed a concept proposal for an "Natural Resources Heritage Centre".</p>	<ul style="list-style-type: none"> • The TSC was asked to provide comments on the draft plan of Interpretative Centres in Pancake Provincial Park. The TSC comments have been submitted and are awaiting a response. • The TSC received City Council endorsement of the Ontario Living Legacy Landmark proposal concept of an "Natural Resources Heritage Centre" as a new priority item for the TSC. (March 26, 2001) • The City Council asked for a revised inventory of proposals and it was presented to Council at the December 3, 2001 meeting. • The OLL concept proposal has been submitted to the Ontario Ministry of Natural Resources. 	<ul style="list-style-type: none"> • At the Mayor's Conference, June 6-8, 2001, the following resolution was passed: ...be it resolved that the International Association of Great Lakes and St. Lawrence Mayors support and endorse SSM in its' efforts to become the location for an "International Natural Resource Heritage Centre" under Ontario's Living Legacy Landmark Program. ◆ A Heritage Coast monument will be constructed on the waterfront in co-operation with the City of SSM.

TOURISM SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>The next step is the refinement of the concept proposal, which is being handled by the Ministry of Natural Resources.</p>	
<p>“Curb Appeal”</p> <p>The objective is to develop a partnership group to take action to improve the curb appeal of downtown, waterfront and, in particular, the Bay Street area for the benefit of visitors and residents alike.</p>	<ul style="list-style-type: none"> • The Downtown Association placed a request for money to upgrade the downtown area. At the May 6 City Council meeting Council approved \$53K to go forward with this initiative. • The City has also entered into the Communities in Bloom project and will be receiving additional funding for flowers in City areas. • A meeting with the following partners is scheduled for late July 2001: <ol style="list-style-type: none"> 1. Tourism Sault Ste. Marie 2. Chamber of Commerce 3. City Centre 4. City of SSM 5. Downtown Association 6. Tourism Solution Council 	<ul style="list-style-type: none"> • The Tourism Solution Council put forth a “Wish List” regarding Curb Appeal. There was a meeting held with many of the same partners that met in July. It was left that the Public Works and Transportation Department will respond to the September 24 , 2001 resolution at the City Council meeting on January 14, 2002. The PW&T Department will be costing out items that the Downtown Association and the City have previously talked about. The Downtown Association took the lead on this project for their designated area. • An Uptown Association is also being explored.
<p>Great Lakes Heritage Coast (GLHC) Submission</p> <p>A ½ day workshop was held for community input for the MNR into the development of a Great Lakes Heritage Coast Strategy (April 13, 200).</p>	<ul style="list-style-type: none"> • Formal Submission to the Minister of MNR, <u>SSM Interest Group for the GLHC Program, May 15, 2000.</u> • A joint public forum presentation on the Submission was made by the SSM past Mayor, EDC, Share the Lands Alliance and TSC to the GLHC officials, September 2000. • The province began rollout of the GLHC strategy development this fall 2001 • Contributions have been received from GLHC in support of the eco-tour publications. 	<ul style="list-style-type: none"> • The TSC is now part of a larger Heritage Coast working group that stretches along the coast. Focus is on how they can capitalize on any provincial funding that might exist. • The TSC will now be working to build on the success of their Feb. 2003 workshop to establish a Great Lake Circle Route Working Group. A number of communications excises will be continued as well as a presentation at the May 2003 Upper Peninsula Tourism Conference.
<p>“The Meeting Place”</p> <p>Concept and art renderings created by TSC member John Studens, as a promotional tool.</p>	<ul style="list-style-type: none"> • Art Renderings published in the <u>BEC Our Strategic Action Plan, June 2000</u> and made available to other organizations, such as Tourism SSM. • Remains as a promotional / marketing tool presenting SSM as an interesting, welcoming community for visitors. 	<ul style="list-style-type: none"> • The concept will be used as opportunities occur in the future and can be used to market SSM. Please contact the BEC office (254-6709) if you are interested in using this promotional tool. It is available for PowerPoint presentations.
<p>St. Mary’s River Heritage Designation</p> <p>Support and celebrate the formal designation of the St. Mary’s River and the implementation of the</p>	<ul style="list-style-type: none"> • No direct action by the TSC was necessary. 	<ul style="list-style-type: none"> • The St. Mary’s River was designated as a heritage coast in Spring of 2002.

TOURISM SOLUTION COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
strategy.		
Trans Canada Trail Create a Trans Canada Trail connection from the Board Walk to the Hiawatha Highlands Conservation Area.	<ul style="list-style-type: none"> No action taken by the TSC as both the City of SSM and the CDC of SSM are undergoing planning and development projects. 	<ul style="list-style-type: none"> TSC's involvement in consultations regarding multi-use aspects and potential as a visitor attraction.
Partnering with Sault Michigan Liaison with Sault Michigan's Convention & Visitor Bureau and other groups with Tourism interests.	<ul style="list-style-type: none"> A representative from the Convention & Visitor Bureau attended the March 8th, 2001 Workshop. TSC members have continued to attend the Chamber meetings in Sault, Michigan. 	Consultation re: potential for co-operation in selected projects, such as the reactivation of the Lake Superior Circle Route is on going. New ties are underway including the TSC's inclusion in convention opportunities in Michigan.

YOUTH COUNCIL ACTION ITEMS	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
The committee was dissolved due to changes in the schedule at the school boards. Formerly there was an hour lunch period, the change to a 30 minute lunch made daytime meetings impractical.		
<p>The Youth Council was originally formed with the support of former Mayor Butland. It is intended to provide a forum for young people to discuss and have input into community issues, as well as gain access to community leaders.</p>	<ul style="list-style-type: none"> Youth Council has been advised to re-convene after the BEC evaluation is completed. It may be run under the direction of Councillor Irwin or the Mayor's office. The Algoma Training Board is hiring (pending HRDC funding is acquired) a co-ordinator and six youth facilitators to begin a "Youth Options" Forum that will include youth from Elliot Lake to SSM to Wawa. Issues they plan to cover are youth out-migration, entrepreneurship and apprenticeships. If the Youth Solution Council does not continue in its present form, some of the youth may want to participate in this initiative. <p style="text-align: center;"><u>HISTORICAL</u></p> <ul style="list-style-type: none"> Youth Council is made up of representatives from each of Sault Ste. Marie's high schools. They meet monthly under the leadership of City Councillor Brady Irwin. The Youth Council provides students with insight into the workings of City Hall and municipal politics. Many City Councillors have attended the meetings in support of the Youth Council. 	<ul style="list-style-type: none"> Mayor Rowsell along with the Tourism Solution Co-ordinator see youth input as necessary to reduce out-migration. As such, it was a conference attached to the Winter Cities Conference in January 2003. For results of the conference, please go to their website at www.wintercities.com. The Youth Council became impractical when the High Schools revamped their schedules allowing for a 30-minute lunch break. We found students were unavailable in the evenings due to work and school commitments. Feedback from those students that took part in the committee indicated that they gained insight into how the City Council interacts with the public and how municipal politics works. Also, each of

		their sessions receive media coverage and provided them a voice in the community.
<p>Youth “Mock” City Council Session Youth Council holds a series of sessions that resemble City Council meetings in chambers.</p>	<p>Past chamber session topics include:</p> <ul style="list-style-type: none"> • School funding, smoking by-laws, BEC Education Solution Council plans, and the Gateway Site (March 1, 2000). • School policing, the Conservation Authority Programs (5th Line Golf Course proposal) and the Teen Centre (May 31, 2000). • Serving alcohol at the Greyhound games and an introduction to Mayor Rowswell (Nov. 29, 2000). • High school dress codes and 20/20 Vision (entrepreneurship in SSM). (March 7, 2001) • Rising university tuition costs and the right to protest using the recent Summit of the Americas as an example. (May 30, 2001) • At the May 30, 2001 session, Mike Gekas, President of the Algoma University Students’ Association addressed the group speaking on rising tuition, privatization, deregulation of post-secondary education and the challenges of the double cohort year. Youth Council members expressed that they were not fully aware of all the issues and impacts surrounding access to education and the ability to pay. In recognition that there is a real need to educate and become more knowledgeable on these issues, the following resolution was passed: • Whereas, the “Building an Extraordinary Community” Youth Council recognizes the need for students to plan for the financial burden of post-secondary education. Be it resolved that Youth Council recommends the Sault area school boards encourage students to be more proactive in planning for the cost of post-secondary education; and Further be it resolved that Youth Council recommends that Sault area school boards make additional information resources available to students earlier than O.A.C / Grade 12; and Further be it resolved that Youth Council encourages the Canadian Federation of Students to include secondary students in its on-going efforts to address the 	

	<p>financial burden of post-secondary education. Moved by: Youth Councillor Stephan Boulaire Seconded by: Youth Councillor Kristen Chaimbrone Carried unanimously.</p> <ul style="list-style-type: none"> • The resolution was forwarded to Sault area school boards and the Canadian Federation of Students. • Cecile Somme, Director of Education for the Huron Superior Catholic District Board has indicated that they recognize the problem of rising tuition and will raise the issue with the Catholic high schools. (01-06-14) • This initiative was in response to a request by former Mayor Steve Butland. It is no longer active. 	
<p>Registration Rave 2000 An effort to register OAC students to vote.</p>	<p>A BEC success story!</p> <ul style="list-style-type: none"> • Students set up registration areas in their schools and registered over 200 new voters. 	
<p>Giving Students a Voice</p>	<ul style="list-style-type: none"> • A web site !YaSoo! was established February 2001 by students featuring a calendar of local events, a discussion board and select polls (http://bec.internetmedia.ca). 	

BEC Related Action Items	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
<p>Monitoring / Evaluation Measurement Indicators</p> <ol style="list-style-type: none"> 1. Establishing a template for collecting measurement indicators (economic and social) and establish a baseline for 1999 (the year prior to the implementation of the plan). The objective is to monitor progress in our pursuit to become extraordinary (e.g. # of labour force working and social assistance recipients). 2. Measuring the planning process itself beginning in 1999. It will examine the success of the strategic planning process itself (e.g. # of people participating in the Solution Councils). 	<ul style="list-style-type: none"> • Outcome Indicators and Community Participation Indicators were identified in the <u>BEC: Our Strategic Plan</u> with input from the Ontario Healthy Communities Coalition and the Algoma Social Planning Council. • The Indicator's Group has been working with the Quality Working Group to construct a list of goals and indicator's for SSM. The "Community Performance Framework" is a list of indicator's and goals that the community can measure with in 9 different sectors. • Possible partnering opportunities with Algoma University College are being explored. • As a result of the May 30, 2002 Workshop, suggestions were made regarding the indicators and goals set out for each sector. Based on these suggestions, follow up was made to assure these suggestions were collectable. The Social Services sector was in question and a Social Services Focus Group was formed to re- 	<p>Many of the indicators were transferred into the Community Performance Framework now being measured through the Communities Quality Initiative. The Indictors Group of the BEC process have agreed to review the report from the indicators and provide comment.</p>

BEC Related Action Items	ACCOMPLISHMENTS / STATUS	NEXT STEPS / ISSUES
	<p>evaluate the indicators. The BEC Indicator's Group will look at the Community Performance Framework and they refined the indicators.</p> <ul style="list-style-type: none"> • A partnership has been established with AUC to produce a Quality of Life Report with the indicators collected through the Quality Initiative. This is ongoing. 	
<p>BEC Quality Steering Committee</p> <ol style="list-style-type: none"> 1) To explore and identify how the National Quality Institute (NQI) Principles and Criteria can be used to support the BEC priority initiatives, to foster excellence in community projects, and to champion the use of measures of effectiveness for all projects. 2) To promote quality improvement criteria and processes to recognize SSM as a Quality Community. 3) To continue the pursuit of excellence for the community of SSM, the eventual goal to bring the achievement of the "Canada Excellence Award" to the Community. 	<p>The following approach is being considered:</p> <ul style="list-style-type: none"> • NQI is currently seeking a funding source for developing the Quality "Community of Excellence" Criteria. This would be a pilot project, the only one like it in Canada. • Up to fifty organizations will participate in a community workshop to identify their current measurements (quality, performance, etc.) and discuss what it means to be a quality community. This workshop will be considered the first step in making SSM a "quality" community and gain support from local community partners. This initiative will be supported in the future with follow-up training available to those organizations involved. They will be able to measure their performance with the "Community Performance Framework" that the Indicator's group has devised to be used in conjunction with the Quality Initiative in 9 different sectors. • The Governance structure for Becoming A Quality Community will consist of three sections: Quality Circle, Quality Leadership Team, and Quality Network. • The "Becoming A Quality Community" workshop was held on May 30 at the Best Western. Approximately 55 people attended the one -day event. The keynote speaker was Dan Corbett, President of the National Quality Institute. The overall response was a positive one and now through the BEC Quality Leadership team continues to build on the existing program. Secure commitments will be sought out from a growing number of organizations. The BEC Quality Leadership 	<ul style="list-style-type: none"> • The Quality Network is a listing of organizations that want to be kept up with local learning opportunities provided by experts in the given fields. To sign up to be part of the Quality Network, just call the Communities Quality Initiatives office at (705) 254-6709 or fax us at (705) 759-2185 • Additional Quality Circle members will be encouraged to join the pilot with the National Quality Institute. • A website currently under design will be launched this summer (2003). • A series of professional development seminars will be established to the coming year. • The Community Performance Report will be available sometime this summer for a limited distribution. Subsequent annual reports will be available to the public. • Best practice and informational meetings for the Quality Circle now called "Getting Acquainted" session are also being schedule for next year.

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	<p>team followed up with participants from the May 30, 2002, workshop to bring organizations on board and secure commitments.</p> <ul style="list-style-type: none"> • The BEC Office continues to gain participation in the Quality Circle target group of up to 50 pilot organizations to work toward the Quality of Excellence designation. An introductory package of materials were developed and are available to interested parties. Thirty members are now in the Quality Circle. • Ongoing events are planned, including a series of Quality Circle Professional Development, Getting Acquainted sessions with local organizations and public network sessions. Their new website is under development and will be accessible through the www.sault-canada.com/bec website. • To begin our program, we held our first Quality Circle Meeting on September 18, 2002. The theme of the evening is to explore the Community Performance Framework and outlining some of the reporting requirements and special events. On October 29, Robert Housez from Delta Chelsea Hotel, was our keynote speaker at our first Professional Development Executive Breakfast for our Quality Circle and at a luncheon sponsored by BEC and Tourism SSM with the focus on Tourism. • The second speaker in this series was Mr. Lorne McLean who is the VP of Client Services for IBM Global Services. In February, Mr. McLean hosted a morning session with the Quality Circle members as addressed how IBM had to adjust to a declining main frame environment and go from a business primarily focused on hardware to one with a major service component. How did they facilitate a cultural change of this magnitude? How did they track the progress? How did quality practices play a key role in their success? Mr. McLean also met with the Hospitality students of Sault College regarding customer service and 	

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	members of our local IT initiatives to learn about SSM IT projects and potential areas for growth.	