

Promoting the Practice of Holistic Community Development

Northern Ontario Research, Development, Ideas and Knowledge



Ten Years of Community-Based Research



Annual Research Report
2016/2017

NORDIK Q&A

What is NORDIK?

The Northern Ontario Research, Development, Ideas and Knowledge Institute evolved from the CESD program at Algoma University and is a community-based research institute.

NORDIK is committed to further developing Northern Ontario's capacity by working closely with its community partners and providing mentoring to new researchers.

NORDIK Vision

Promoting more vibrant, caring and sustainable communities through research, dialogue, analysis and reflection dedicated to the practice of holistic community development.

NORDIK Principles

- Collaborative community-university partnerships
- Builds community capacity to conduct its own research for sustainability
- Holistic - economic, social, cultural, and legal/political development
- Inclusive and participatory
- Strengths-based
- Sustainable

Undergraduate Programs

Algoma University offers degree programs in Community Economic and Social Development (CESD) and Community Development (CD). The CESD and CD programs promote the growth of sustainable communities – economically, ecologically, socially, and culturally. Apply today and start your studies on a full time or part time basis.

www.nordikinstitute.com

www.algomau.ca/cesd



Gayle, however, is the first to remind us that accomplishments rarely belong to one person. Particularly in community development, we are able to achieve great things when and because people work together. Over the past ten years we have all amassed much to be proud of, and much to be thankful for.

Community development is a process of transition. It is always unfinished as we move from one cycle of observation, planning, action and reflection to the next. This iterative process is part of the day-to-day work at NORDIK, but it's necessary to step back and reflect on the bigger picture of our role and impact at this milestone anniversary. This is profiled in NORDIK's Social Return on Investment included in this report.

From one year to the next as we have worked with communities to build local research capacity, so too has our own capacity expanded. Our projects have brought together countless people and cut across disciplinary silos. They have ranged in scale from a small inner-city neighbourhood in Sault Ste. Marie to Ontario-wide initiatives and international solidarity work, particularly that of our dearly missed colleague, José Reyes.

As one of the many past interns whose career has been shaped and supported by NORDIK, I wish to express the gratitude I share with my colleagues (past and present) for Gayle's service to building NORDIK and for taking on her new responsibilities as a Research Associate. We are also grateful to the research staff, students, associates and board members, and to our partners and funders for making the last ten years possible. Together, as we welcome new staff, faculty and partners, we are confident in the foundation upon which we build and excited for the next phase ahead.

Board of Directors

Katie Elliott – Chair, Amy Boyer, Cynthia McCutcheon, Nadine Roach, Dr. Celia Ross

Research Staff & Students

Director of Research:

Dr. Gayle Broad

Faculty:

Dr. Shelia Gruner, Derek Rice PhD c

Research Associates:

Dr. James Allen (Trent University), Michael Burtch, Dale Innis, Dr. Linda Savory Gordon, Dr. Ryan Bullock (University of Winnipeg)

Research Coordinators:

Jude Ortiz PhD c, David Thompson, MBA, RAIN

Acting Director's Reflections:

As we celebrate ten years of NORDIK's contributions to community development, we also have the pleasure of celebrating the momentous career and contributions of NORDIK's past and inaugural Director of Research, Dr. Gayle Broad.

Researchers:

Lauren Doxtator, MSW, Sean Meades, PhD c

SEE Project Staff:

Erika Luoma, Katie Blunt, Jamie McIntyre, Zack Falldien, Allyson Schmidt, Project Lead, Kristy McKay, Jessica Mooney,

Research Assistants:

Rebecca Commanda, Elizabeth McMillian, Andrew Pavlik

Students:

Ma'iingan Corbiere, Karen Harasymiw, Courtney Gillespie, Selina Hunt, Sophie Missere, Page Sillaby, Brenden Sutherland, Chelsie Parayko

NORDIK Institute: Social Return On Investment

Strengthening Northern Ontario Development

NORDIK (Northern Ontario Research, Development, Ideas and Knowledge) Institute is a community-based research organization affiliated with Algoma University. Incorporated in 2007, it is a joint project of the Community Economic and Social Development program and Algoma U, and has established strong links with other research institutes, universities, and colleges.

NORDIK's Mission

Promoting more vibrant, caring and sustainable communities through **research, dialogue, analysis** and **reflection** dedicated to the practice of holistic community development.

NORDIK's Goals and Objectives

1. Build Northern Ontario's capacity to conduct research
2. Conduct research that contributes to social and economic justice for Northern Ontario communities
3. Provide evidence for informed policy and decision-making
4. Focus on Indigenous, rural and Northern communities

Community-based Research

NORDIK's mission, goals and objectives support a community-based, action oriented approach to conducting research. Hills and Mullett (2000) define community-based research as "a collaboration between community groups and researchers for the purpose of creating new knowledge or understanding about a practical community issue in order to bring about change. The issue is generated by the community and community members participate in all aspects of the research process. Community-based research therefore is collaborative, participatory, empowering, systematic and transformative."

The Cyclical Nature of NORDIK's Research

Community-based research is a cyclical process. That process begins with observation of the situation or environment followed by critical reflection to inform the planning for the forms of research, actions and other interventions to address or investigate the community issue. That action is followed by another cycle of observation, reflection, planning and action in an ongoing, iterative process. What follows will demonstrate some of the outcomes from this process as it has been applied to achieving our goals and objectives.



Four Pillars of Community Resilience

NORDIK's approach is holistic in nature, incorporating the four pillars of community resilience – cultural vitality, social equity, environmental sustainability, and economic growth and diversity – in its work with community groups and its selection of projects. The diversity of such projects demonstrates the multidisciplinary breadth of NORDIK's efforts and commitment to work across sectors to support community development.



Cultural Vitality



Social Equity



Environmental Sustainability



Economic Growth and Diversity

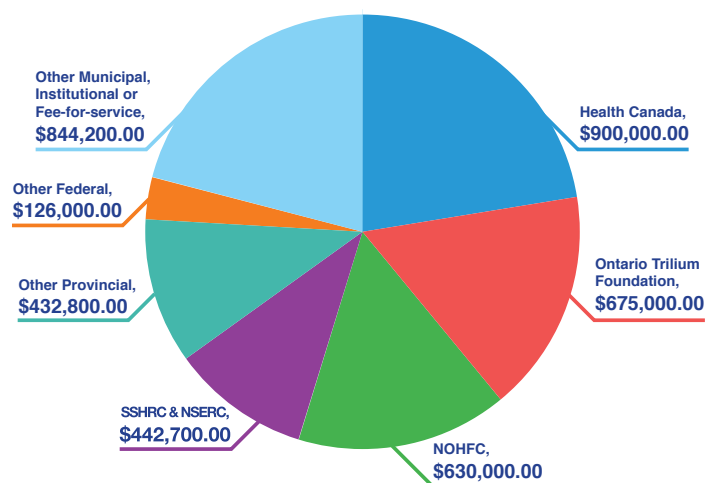
NORDIK Institute: Social Return On Investment

NORDIK has **demonstrated growth** in several ways since its first incorporation, including the number of **communities served**, the numbers of **employees** and its annual operating budget, the numbers of completed research projects, and in its influence with policy-makers and ability to **leverage funding** for local initiatives across Northern Ontario.

The Institute has developed and **hosted think tanks** for community discussions and exchanges of views on a broad range of topics with appeals to academic, civil society, government and general public audiences. **Presentations, publications, guest speakers** and **symposia** in both community and academic venues have sparked interest at **regional, national** and **international** levels.

Investment in Research

Over the past 10 years NORDIK has leveraged **over \$4,028,000** from sources outside Algoma University and largely from outside Sault Ste. Marie. These investments have included \$900,000 from Health Canada, over \$675,000 from the Ontario Trillium Foundation, \$442,700 from the Social Sciences and Humanities Research Council, and an additional \$432,800 from other provincial government and \$126,600 from other federal government sources. The Northern Ontario Heritage Fund Corporation (NOHFC) internship program, in particular, has provided over \$630,000 to support the training of Northern Ontario's next generation of researchers.



Building Capacity

NORDIK's approach encourages community engagement, participation, and mobilization in developing research, projects, and policy that is responsive to local needs. This approach allows researchers and community groups to **collaborate in the creation of new knowledge or understanding about community issues in order to bring about change**.

NORDIK has established capacity building through engagement practices such as, **training the trainer, asset mapping, community-based research** and **strategic planning**. NORDIK's diverse projects and research philosophy demonstrates the multidisciplinary breadth of NORDIK's efforts and commitment to work across cultural boundaries to support community development.

Through community-based research, NORDIK has completed **over 100 research projects** that have strengthened Northern Ontario communities. These projects NORDIK has conducted or supported include:

- Urban Indigenous Youth for Change;
- Graffiti Reframed;
- Animating the John Rowsell Hub Trail;
- Downtown Dialogue in Action;
- Rural Agri-Innovation Network (in partnership with the Sault Ste. Marie Innovation Centre);
- Social Entrepreneurship Evolution;
- Sault Ste. Marie Air Quality Study;
- Coalition for Algoma Passenger Trains; and
- Community Resilience Sault Ste. Marie

NORDIK has also supported and strengthened the film industry in Northern Ontario evident through the production of documentary films, namely ***Painted Land: In Search of the Group of Seven***, ***Ken MacDougall: The Enjoyment of Form***, and ***De-Railed: The National Dream***.

NORDIK Institute: Social Return On Investment

Training of Researchers

Training future generations of community-based researchers is an integral component of NORDIK's commitment to building Northern Ontario's research capacity. Since its incorporation, 13 researchers completed graduate degrees during the course of their tenure at NORDIK. These include, MSWs, MBAs, Master's in Environmental Studies, and PhDs. Another 6 NORDIK researchers have completed graduate degrees after their employment, including MSW, MEd, MSc Environment, MPH, MA, and a PhD. From 2007 to date, NORDIK has also assisted in training undergraduates in community-based research practice, with 30 placement students from a variety of departments and institutions, gaining their first applied research experience in NORDIK projects. Overall NORDIK has employed over 150 researchers, interns, student placements and other project staff. NORDIK's capacity to facilitate community-based research has been reliant on the recruitment of many outstanding staff, students, community-based researchers, as well as Algoma U faculty and research associates drawn from both the university and other institutions. The Institute has provided **opportunities for youth to remain or to return to the north, significantly contributing to community regeneration and revitalization.**

Number of Graduate Degrees during NORDIK Tenure	13
Number of Graduate Degrees after NORDIK Tenure	6
Number of Internships	19
Number of Placement Students	30
Number of Retained Youth	22

Evidence for Policy

NORDIK works with organizations and communities large and small to influence internal and external policies. This work has led to NORDIK researchers and staff being invited to participate in policy conferences, community economic development initiatives, and government policy including the Growth Plan for Northern Ontario. NORDIK's collaborations over the past 10 years have resulted in the production of **more than 160 research reports, toolkits and training resources**, as well as many academic publications and research mobilization activities. These activities have included:

- **Workshops** including skills development for social entrepreneurs, digital storytelling, arts skills workshops through Graffiti Reframed, and community or organizational strategic planning;
- **Events**, such as the Group of Seven and Glenn Gould Train Events, the International Community Based Forest Management Conference, and various arts exhibitions;
- **Fundraisers**, such as the Soup Ste. Marie community crowd-funding initiative;
- **Film screenings**, including NORDIK assisted productions, *Ken MacDougall: The Enjoyment of Form*; *Painted Land: in Search of the Group of Seven*; and *De-Railed: The National Dream*.
- Academic and public **presentations** of research findings.

Other mobilization activities have included many tabling opportunities at countless events, conferences, and speaker series. These opportunities allow NORDIK to continuously work with Northern Ontario communities to influence policy creation and change at a local and regional level.

Awareness and Relationship Building

NORDIK Institute's presence across the North is demonstrated by its visibility across the region's media. Since its incorporation, **over 900 stories by media outlets** throughout Northern Ontario have profiled NORDIK's initiatives and accomplishments. Such exposure has foregrounded progressive policy options for building resilient communities throughout Northern Ontario and beyond.

NORDIK INSTITUTE TO HOST NINE WEEKS OF WORKSHOPS
NORTHERN FARM AND FOOD BUSINESSES SNAPP TO IT
LEARN TO CHANGE THE WORLD THROUGH STORY TELLING
NEW NORTHERN ONTARIO SOCIAL ENTERPRISE INITIATIVE RECEIVES \$250,000
RAIN LAUNCHES NEW PROGRAM TO HELP FARM AND FOOD BUSINESSES

NORDIK Institute: Social Return On Investment

Economic Development Impacts

NORDIK's contributions to economic development include the promotion of professional training and skills development, scaling-up, strategic and business planning, and the cultivation of enterprise and product development in emerging sectors.

NORDIK encourages holistic economic development through interventions to support sustainable employment in such domains as culture and the arts, agriculture, tourism as well as the wide range of fields in which a new generation of change makers and social entrepreneurs are rooting their endeavours.

Social enterprises across the North have included:

- **Social Entrepreneurship Evolution (SEE)**'s education and support for young social entrepreneurs
- **Urban Indigenous Youth for Change**'s exploration of methods to indigenize social enterprise education;
- A partnership with PARO Centre for Women's Enterprise on **Social Enterprise for Northern Ontario (SENO)**'s small capital grants and workshops to support the launch and growth of social enterprises across the North.

Agricultural sector have included:

- **Rural Agri-Innovation Network (RAIN)**, a partnership with the Sault Ste. Marie Innovation Centre to support the needs of agricultural organizations, producers, suppliers and entrepreneurs in Northern Ontario; ensuring a succession plan for the next generation to come;
- Support for Algoma Food Network's **Buy Algoma. Buy Fresh** research and marketing efforts to promote local food suppliers;
- Supporting the sustainable development and product diversification of the **Thessalon First Nation Bio Centre**.

Arts, cultural and place-making initiatives include:

- **Animating the John Rowswell Hub Trail**, which put a spotlight on diverse perspectives on the social, cultural and ecological richness of the areas around the Hub Trail for all to see and experience, with resources in English, French and Anishinaabemowin;
- Supporting the **Coalition for Algoma Passenger Train**'s efforts to develop experiential tours that foreground Algoma's rich ecology, culture and history, from Sault Ste. Marie to Hearst;
- Working with **Craft Ontario** to help Northern artists to learn and share business skills, develop sustainable livelihoods in the culture sector, and raise awareness about the quality and vitality of craft making in the North.

Benefits to the University

Rooted in Algoma University's Community Economic and Social Development (CESD) program, the first program of its kind in Canada, **NORDIK is an integral complement and resource for students and faculty both in CESD and the university at large**. The strong ties to the CESD program provided by staff, faculty and students reinforces the role of community-based research methods as the foundation of the Institute's work. A number of NORDIK researchers have been recruited to teach in the CESD program, and NORDIK research has been used as a resource in many classes. Some of the classes taught by NORDIK staff include:

- Community Based Research Methods;
- Global and Local Relations: Critical Perspectives on Community Development;
- Environment and Community Resilience;
- Project Management and Proposal Writing (Special Topics);
- Food Security, Sovereignty & Globalization (Special Topics); and
- Social Economy (Special Topics).

Past NORDIK Research Coordinator, Jose Reyes' research with ASPORICOR along with Drs. Gayle Broad and Shelia Gruner also facilitated collaborations and an eventual articulation agreement with **UNIMINUTO in Colombia**. NORDIK's contribution to CESD and other program courses:

CESD Courses Taught by NORDIK Staff	12
Guest Speaking Engagements	10
Courses Drawing on NORDIK's Work	11

The unique, experiential learning placement opportunities provided by NORDIK and the CESD program have also contributed to making Algoma University an attractive destination for prospective students.

NORDIK Institute: Social Return On Investment

Working with our Communities

NORDIK collaborates with non-profit, private and institutional partners within Indigenous, rural, and northern communities. Projects have ranged across a multitude of sectors to assist communities with strategic and long-range planning, community engagement, and fostering the conditions for resilience.

NORDIK has collaborated with numerous communities over the past 10 years, demonstrating it to be a research and community-development institute for all of Northern Ontario and beyond.



Collective Impact: Collaborative Interventions for a New Northern Economy

Beginning in 2016, NORDIK embarked on a collaborative effort with a number of its longstanding partners to strategize for transformative action to support economic diversification, increase employment and reduce poverty in the Algoma region up to and including Hearst.

Funded by Ontario Trillium Foundation's Collective Impact grants, Collaborative Interventions for a new Northern Economy completed the first of a three-stage process in early 2017. In the initial 'Define the Impact' stage, NORDIK and its partners developed a theory of change premised on their shared approaches to community development. Critical to building the foundations for long-term economic diversity, sustainability and local collaboration is strengthening the region's emerging shared identity and competencies to work across cultural silos. The approaches to be applied include: capacity building, education & scaling; fostering a culture of social entrepreneurship; and policy analysis and development. The partnership also identified the food and tourism sectors as the primary arena for applying this approach to building that local identity and capacity for collaboration.

The second stage of the process, "Organize for Impact," began in August 2017 and will include the development a collective work plan, and the creation of a governance model and evaluation plan in preparation for the final stage, "Deliver Impact." The third stage focuses on implementing the work plan over a period of up to five years, funded at a level of up to \$500,000 per year.

Partners and stakeholders in the initiative thus far include the Rural Agri-Innovation Network, the Coalition for Algoma Passenger Trains, Social Enterprise and Entrepreneurship, Urban Indigenous Youth For Change, Mask-wa Transportation Inc., Thinking Rock Community Arts, the Thessalon First Nation Bio Centre, Le Conseil des Arts de Hearst, Open Art Studios, Algoma Kinniwabi Travel Association, Johnson Farmer's Market, and the Algoma Food Network.



Urban Indigenous Youth for Change

Urban Indigenous Youth for Change (UIYFC) is an on-going initiative to engage Indigenous youth in social economy and social enterprise development. This past year, Project Coordinator Lauren Duxtater and Research Assistant Rebecca Commanda focused on providing cultural continuity, skill development, and peer networking and mentorship opportunities for urban Indigenous youth. The project cemented its connection to culture and identity to promote self-confidence, to encourage youth to express themselves, to engage in the community and follow through on opportunity. UIYFC has worked with several partners over the past year, including the Indian Friendship Centre, Sault College, Soo York City Urban Arts Collective and Employment Solutions. Funding for UIYFC over the past two years was provided by the Ontario Federation of Indigenous Friendship Centres.

A highlight of UIYFC's activities this past year included convening Indigenous youth to create a mural that has been donated to Sault Area Hospital. UIYFC also invited Indigenous hip-hop artist, Shibastik, with co-facilitator Kowgli, to lead over 20 Indigenous youth to write and perform an environment-themed track that is now available on Shibastik's **Healing through Hip Hop** tour channel on YouTube. Additionally, a filmmaking workshop for Indigenous youth was held with mentors from Weengushk Film Institute, Dr. Shirtley Cheechoo and Nano Debassige. Six youth wrote, designed and videographed a 9-minute film titled **Firebirds** over the course of five days at the Bushplane Heritage Centre.



Youth sitting with Shibastik at the Hip Hop Workshop where the song "Water on Thin Ice" was created. White Pines students creating the beat.

UIYFC and NORDIK Institute received a two-year contract with the Ministry of Indigenous Relations and Reconciliation to develop an Indigenous Youth Leading Youth Anti-Racism Program (IYLYARP). This new project for UIYFC will gather diverse Indigenous youth from across the province to create an Indigenous Youth Advisory Circle that will co-design anti-racism peer-to-peer workshop materials. The materials created will subsequently be used to train Indigenous youth leaders to deliver peer-to-peer anti-racism programming in their own communities. April Wesley has joined the UIYFC team as the IYLYARP Project Assistant.



Hand drum workshop at the IFC.





Rural Agri-Innovation Network (RAIN)

Rural Agri-Innovation Network (RAIN) is a project of the Sault Ste. Marie Innovation Centre (SSMIC) and NORDIK Institute and its vision is to build a resilient farm and food sector in northern Ontario through innovative research and agricultural development projects.



This past year, RAIN was successful in the launch of the Sustainable New Agri-Food Products & Productivity (SNAPP) Program due to the successful pilot project in 2014-15. The SNAPP is a micro-grant program that assists agri-food businesses (up to \$5,000, 75% cost share) and collaboratives (up to \$15,000, 75% cost share) with costs of equipment and materials for creating new products, being more productive and for extending their producing season. Funding is provided by FedNor and program delivery is accomplished with partners including ReThink Green, Northeast Community Network and the Cloverbelt Local Food Co-op. The program has approved 82 projects (including 6 collaborations) across different sectors and regions, and has resulted in 6 new products and the creation of 4.5 new full time equivalent positions.

RAIN's Regional Infrastructure Program has continued in Algoma District and has resulted in 15 tile drainage and land clearing projects on 740 acres. Producers (beef, dairy, vegetable and fruit) have been getting their land tile drained for growing new crops and/or obtaining higher yields. Funding is provided by Northern Ontario Heritage Fund Corporation to cover 50% of contractor costs, up to \$500 per acre.

RAIN's Research Program has also carried out three research projects and one crop demonstration. Projects have included an analysis of cross-seeding forages, the economics of sulphur fertilization on brassica crops, nitrogen requirements of forage sorghum after land clearing and a demonstration of Mastergraze Corn. These projects have included field days with local producers and agronomic experts. This year we had Dr. Tarlok Sahota visit RAIN's field sites from Thunder Bay Agriculture Research Association.

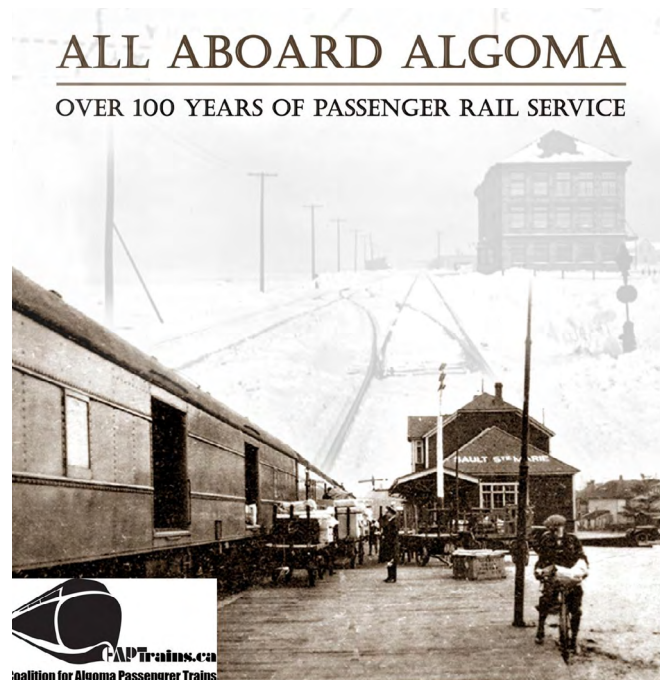
RAIN also undertook a program called Next Generation North, which included workshops and advisory support for farm businesses. Several workshops took place on financial management, cost of production budgeting, sales techniques, marketing feasibility planning, farm succession planning, direct marketing and value-added processing. This project included advisory support, which included providing advisory support to 15 agri-food businesses. These supports included assisting farms with creating business plans, marketing plans, and accessing cost of production tools. Funds for RAIN's research and education projects were possible from Growing Forward 2 funding through the Agricultural Adaptation Council.





The Coalition for Algoma Passenger Trains (CAPT)

There is increasing recognition of the significant social, economic, cultural, historical and environmental value of restoring Northern Ontario's passenger trains through CAPT's partnerships and advocacy. Its updated strategic plan renews: collaboration with Northern & Eastern Ontario Rail Network (NEORN); targeted educational campaigns, petitions and postcards for the reinstatement of the Algoma Central Railway (ACR) line between Sault Ste. Marie and Hearst as a social and economic driver of regional resilience; support for the Missanabie Cree First Nation led "Mask-wa Oo-ta-ban" (Bear Train); and responding to key policy directions such as the provincial multi-modal transportation strategies. To learn more about the importance of rail infrastructure visit the website (captrains.ca).



Northern Corridors and Restoration

Formerly Corridors for Life, NCR utilizes sustainable vegetation management to rehabilitate power line corridors' right of way (ROW) to prevent contact between transmission lines and trees and shrubs which can cause dangerous, inconvenient, costly and unnecessary power outages. The use of native seed and plants strengthens ecosystems and reduces the intentional introduction of alien species. Funded by Ontario Community Environmental Fund, this year's two sites were adjacent to Chippewa River and the Stokely Creek area. Collectively, the projects' objectives include addressing soil erosion through habitat rehabilitation, increasing public education of environmental impacts due to recreational uses, and recommendations for improved environmental stewardship.

Canadian Film Screen Award: Painted Land: In Search of the Group of Seven

Following the previous year's success of the documentary film *Painted Land: In Search of the Group of Seven*, which screened in numerous cities across North America, in addition to steady TV broadcasts, the film and its creators have reaped high praise this past year. NORDIK's Research Associate Michael Burtch and a large team of highly talented individuals including Gary and Joanie McGuffin, Nancy Lange, Rebecca Middleton and Emma Hably, were nominated and awarded the Barbara Sears Award for Best Editorial Research for the film this past March. While Burtch and his fellow researchers and associates on the creation of the documentary may have never expected to be recognized for their efforts, the award signifies the importance of the film and the work of the film's team in fostering the potential of the Algoma Region and Northern Ontario.

Congratulations Dr. Jude Ortiz

Jude has completed her doctoral studies at the University of the West of England (Bristol). Jude's studies were based on NORDIK research conducted in the cultural sector. Her thesis investigates the significant contribution creative practice – the arts – make to building health, resilient people and places in rural, subsistence economies. The title of her research is *Culture, Creativity and the Arts: Building Resilience in Northern Ontario*.

Precarious Work: Impacts on Sault Ste. Marie Residents and Families

NORDIK responded to the Sault Ste. Marie Anti-Poverty Roundtable's call for research on the impacts of precarious work by completing a study in the fall and winter of 2016-17. Two fourth-year Social Work students at Algoma University, Ma'iingan Corbiere and Karen Harasymiw, under the direction of Dr. Gayle Broad, conducted focus groups and a survey and identified that short-term, contract and often few hours, with few or no benefits, has adverse effects on the emotional and psychological health of individuals and families, and causes substantial stress within families. The report was presented to the Anti-Poverty Roundtable in early June 2017, and will serve to inform and support the Roundtable's strategy to reduce these adverse impacts on Sault Ste. Marie residents and families. Both students involved in the study were accepted in Master's programs: Ma'iingan at the University of Northern British Columbia, and Karen at the University of Windsor. Congratulations and best wishes to both as they further their academic qualifications in their field.

Basic Income Guarantee in First Nations: Raising Important Policy Questions

The Northern Policy Institute (NPI) provided a key opportunity in 2016-17 for NORDIK Institute and the Ontario Native Welfare Administrators Association (ONWAA) to raise questions about social policy implications in First Nation communities regarding income supports. Although viewed as a progressive strategy to reduce income inequalities, the design of a Basic Income Guarantee (BIG) as proposed by the current provincial government left some large holes for First Nation communities, holes that can only be addressed through appropriate dialogue and consultation with First Nations themselves. Dr. Gayle Broad of NORDIK, and Jessica Nadjiwon-Smith, Executive Director of ONWAA, co-authored a policy paper which was first presented to the ONWAA membership at their annual fall gathering in Toronto, then to a conference hosted by NPI in Sudbury, and finally, published by NPI as part of a policy series on this topic (<http://www.northernpolicy.ca/upload/documents/publications/research-reports/report-broad-nadjiwon-big-en-17.05.15-13.pdf>).



Hornepayne and Sault Ste. Marie Adopt Community Resilience Frameworks for Development Strategies

Changes resulting from research often take years to develop, and 2016-17 demonstrated that clearly as two communities in the North adopted Community Resilience frameworks for their strategic planning. The Hornepayne Economic Development Corporation, in partnership with NORDIK, developed a new strategic plan for its community, while Sault Ste. Marie undertook a Community Adjustment Committee planning process (www.futuressm.com) also using the resilience framework. NORDIK faculty and staff first began researching community resilience in 2003 (prior to its incorporation) and has consistently used the 'four-pillar' approach to sustainability in its work since. The four pillars are: cultural vitality, social equity, environmental sustainability and economic diversity, and research demonstrates that resilient communities invest resources in the development of all four.

Valuing Northern Libraries – A ‘Made in the North’ SROI

Economists identified many years ago that measurements such as the GDP or GNP are limited in that they are unable, for example, to quantify the value of a healthy environment or healthy people. Social economists have therefore been working in more recent years on developing better measurement tools so that the true costs – as well as the true value of activities such as preserving biodiversity or promoting health – can be realized. Libraries have been universally recognized as a public good, yet in recent years have been under severe budget cut threat, in part due to the challenges of articulating the social return on investment that libraries represent. NORDIK’s recent work with Northern Ontario Public Libraries attempts to address this deficit.

Research to date on the Social Return on Investment of public libraries (e.g., The Martin Prosperity Institute’s study of Toronto’s Public Libraries, 2013), has been conducted in larger urban centres that do not reflect Northern Ontario’s context, and thus the value of public libraries in this vast geographic and culturally and linguistically diverse region. NORDIK collaborated with six pilot libraries - Rainy River, Kenora, Dryden, Wikwemikong, Powassan, and Temiskaming Shores, as well as the Ontario Library Services-North – to develop indicators that reflected the unique realities of the region and were based on valid, reliable data available to all libraries and standard economic practice.



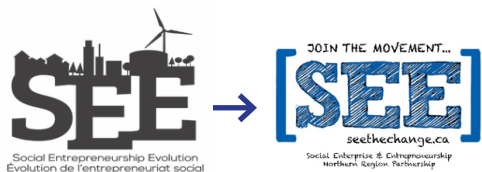
Libraries are increasingly recognized as community hubs with key areas of benefit to their communities: Cultural Integrity and Regional Identity; Social Inclusion; Cognitive and Literacy Development; Health and Wellness; Engaged Citizens and Safer Communities; Entertainment and Enjoyment; and Economic Development. NORDIK developed economic indicators for these various sections, and a Toolkit so that all of the Northern libraries (approximately 120) will be able to identify their own unique contributions. These resources will enable Northern libraries to present the significant value they contribute to local and regional health and well-being, the economy and resilience.

Soup Ste. Marie

The theme for the 3rd annual Soup Ste. Marie event was “Engaging Indigenous Youth”. UIYFC lead the organization of the event with support from NORDIK, SEE, and YouLaunch. This crowd-funding event generates financial support to individuals, groups and organizations through ticket purchases. Those in attendance hear pitches from each prospective recipient and then vote on who receives the funds collected. Marek McLeod won over \$400 to host paint nights where he would teach youth skills to create paintings based on elders’ teachings.



Soup Ste. Marie coordinators YouLaunch: Patti McGonigal, Heather Lewis, Marek McLeod, UIYFC staff – Rebecca Commanda and Lauren Doxtater.



Social Enterprise and Entrepreneurship (SEE)

Social enterprises assist in addressing social and economic challenges while creating employment that stresses community resilience, innovation, support and mobilization. For the past four years the Social Enterprise Evolution (SEE) partnership has been instrumental in developing and connecting sustainable infrastructure for youth social entrepreneurship and changemakers in Northern Ontario. In May 2017, funding through Ontario's Ministry of Economic Development and Growth has expanded SEE's original youth mandate to all ages. The new SEE (Social Enterprise & Entrepreneurship) is a Northern Regional Partnership comprised of NORDIK, the Northwest Regional Innovation Centre in Thunder Bay, the Timmins Economic Development Corporation's Business Enterprise Centre, YouLaunch with the Sault Ste. Marie Innovation Centre in Sault Ste. Marie and PARO Centre for Women's Enterprise in Thunder Bay.

The initiative aims to build service providers' capacity to strengthen, support and scale up social enterprises in the region through the provision of culturally appropriate services such as peer mentoring, training and networking, and assist them in overcoming challenges such as access to markets, capital and seed funding. A number of resources will be developed including an asset mapping toolkit, funders list, and educational webinars to meet a variety of development needs from the ideation stage to scaling up. SEE's existing website (seethechange.ca) will continue being the portal for social enterprise information and connectivity in Northern Ontario through resource enhancement. A Social Enterprise Roundtable is scheduled for January 16th & 17th, 2018 in Sault Ste. Marie to bring together regional social enterprises, service providers, community economic developers, etc. to continue creating a strategy for social enterprise development in the north.

The SEE staff consists of Faculty Lead, Dr. Gayle Broad, Project Lead/Communications Coordinator, Erica Luoma, Partnership and Resource Developers, Katie Blunt and Jamie McIntyre and Research Assistant Jordan Wettlaufer.



Sudbury Food Co-op.



Social Enterprise Northern Ontario (SENO)

Now in its third year, SENO provides access to funding for social enterprises in Northern Ontario through small grants and loans. It is a partnership between NORIDK Institute and PARO Centre for Women's Enterprise in Thunder Bay. Social Enterprise and Entrepreneurship (SEE) developed a series of nine capacity building workshops to support people in developing a business plan as part of the SENO application process. The sessions were held in Sault Ste. Marie where groups could gather, and were also available in other locations via WebEx. The educational workshops are hosted on the SEE website (seethechange.ca). Topics included social enterprise 101, business planning and models, market research, financing and capital, operations and launch, human resources and legal, marketing and customer base, as well as demonstrating value. Of the five social enterprises in Northeastern Ontario who expressed interest in SENO, two were successful in completing their application for review and are awaiting a decision regarding funding.

10 Years of Research Staff and Students

Directors of Research

Dr. Gayle Broad
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