

Open Board of Governors

Algoma University - Board of Governors

Virtual

Jan 27, 2022 5:30 PM - 7:00 PM EST

[Live Stream via YouTube](#)

Table of Contents

1. CALL TO ORDER

1.1. Acknowledgement of Traditional Territories

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

1.2. Chairs Opening Remarks

1.2.1. Welcome to New Members

Irene Barbeau - Children of Shingwauk Alumni Association Representative
Cheyanne Herder - Shingwauk Anishinaabe Students' Association Representative
Cecilia Bruno - Order in Council (member appointed by the Lieutenant Governor in Council)

1.3. Declarations of Conflicts of Interest

2. APPROVALS OF MOTIONS MADE IN CLOSED SESSION

MOTION : To approve the motions that were made in the CLOSED Session.

3. CONSENT AGENDA

MOTION : That all items listed under the 'Consent Agenda' be approved as recommended.

3.1. OPEN Agenda for Board Meeting.....	3
Open_Board_of_Governors_Agenda - Jan 27, 2022.pdf.....	3

3.2. OPEN Minutes for Previous Meeting.....	5
Member's Meeting Minutes - Nov 25, 2021.pdf.....	5
Open Board of Governors Minutes - Nov 25, 2021.pdf.....	7

4. REPORT FROM THE PRESIDENT.....11

Simple Booklet Online Version Link

President's Report - January 2022.pdf.....	11
--	----

5. PRESENTATIONS

5.1. Researcher of the Month: Dr. Casey Burgess.....	20
BOG REPORT_OPEN_January 27, 2022_Research Presentation-Dr. Casey Burgess combined.pdf.....	20

6. BUSINESS ARISING - N/A

7. ITEMS FOR DECISION / DISCUSSION

7.1. Sexual Violence Policy.....25

MOTION : That the board approves the proposed changes to the amended policy.

BOG REPORT_OPEN_01.27.22_Sexual Violence Policy.pdf.....25

7.2. Budget Planning and Principles Review.....26

Budget Principles (BOG).pdf.....26

8. NEW BUSINESS - N/A

9. INFORMATION ITEMS

9.1. NORDIK Institute Annual Research Report 2020/21.....31

21.11.26 – NORDIK Annual Report (2021).pdf.....31

9.2. Questions on Information Items

10. ADJOURNMENT

MOTION : That Board of Governors meeting be adjourned.

OPEN AGENDA

1. CALL TO ORDER

5:30 PM

Presenter: Shelley Schell

1.1. Acknowledgement of Traditional Territories

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

1.2. Chairs Opening Remarks

5:32 PM

1.2.1. Welcome to New Members

5:37 PM

- Irene Barbeau - Children of Shingwauk Alumni Association Representative
- Cheyanne Herder - Shingwauk Anishinaabe Students' Association Representative
- Cecilia Bruno - Order in Council (member appointed by the Lieutenant Governor in Council)

1.3. Declarations of Conflicts of Interest

2. APPROVALS OF MOTIONS MADE IN CLOSED SESSION

5:43 PM

Presenter: Shelley Schell

MOTION: To approve the motions that were made in the CLOSED Session.

3. CONSENT AGENDA

5:44 PM

Presenter: Shelley Schell

MOTION: That all items listed under the 'Consent Agenda' be approved as recommended.

3.1. OPEN Agenda for Board Meeting

3.2. OPEN Minutes for Previous Meeting

4. REPORT FROM THE PRESIDENT

5:47 PM

[Simple Booklet Online Version Link](#)

5. PRESENTATIONS

5.1. Researcher of the Month: Dr. Casey Burgess

6:02 PM

6. BUSINESS ARISING - N/A

7. ITEMS FOR DECISION / DISCUSSION

7.1. Sexual Violence Policy

6:14 PM

Presenters: Brianne Pringle, Director - People & Culture, Karen Hudson, Director - Student Success Central

MOTION: That the board approves the proposed changes to the amended policy.

7.2. Budget Planning and Principles Review

6:19 PM

Presenter: Kramer Rousseau

8. NEW BUSINESS - N/A

9. INFORMATION ITEMS

9.1. NORDIK Institute Annual Research Report 2020/21

9.2. Questions on Information Items

6:34 PM

10. ADJOURNMENT

6:37 PM

Presenter: Shelley Schell

MOTION: That Board of Governors meeting be adjourned.



Member's Meeting Minutes

Algoma University - Board of Governors

Nov 25, 2021 at 5:30 PM EST

@ Virtual

Attendance

Members Present (Remote):

Paul Dupuis, Rebekah Gwynn, Rose Linklater, Mike Moraca, Jake Pastore, Elaine Pitcher, Mark Pitcher, Shelley Schell, Hugh Stevenson, Shannon Taylor, Mario Turco, Asima Vezina

Members Absent:

Melanie Borowicz-Sibenik, Sonja Kosuta

Guests Present:

Paul Quesnele

1. CALL TO ORDER (Presenters: Shelley Schell)

1.1. Acknowledgement of Traditional Territories

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

2. AGENDA (Presenters: Shelley Schell)

Motion:

To approve the agenda as presented.

Motion moved by Elaine Pitcher and motion seconded by Mike Moraca. Carried.

3. ITEMS FOR DECISION / DISCUSSION

3.1. Election of Board Member

Motion:

To elect Irene Barbeau as Children of Shingwauk Alumni Association (CSAA) Representative to the Board of Governors from November 25, 2021 to June 30, 2024 subject to a satisfactory police vulnerable sector check.

Motion moved by Mario Turco and motion seconded by Jake Pastore. Carried.

4. ADJOURNMENT (Presenters: Shelley Schell)

Motion:

DRAFT MINUTES

That Members Meeting of the Algoma University Board of Governors for November 25, 2021 stand adjourned.

Motion moved by Shannon Taylor and motion seconded by Elaine Pitcher. Carried.



Open Board of Governors Minutes

Algoma University - Board of Governors

Nov 25, 2021 at 5:30 PM EST

@ Virtual

Attendance

Members Present (Remote):

Paul Dupuis, Rebekah Gwynn, Rose Linklater, Mike Moraca, Jake Pastore, Elaine Pitcher, Mark Pitcher, Shelley Schell, Hugh Stevenson, Shannon Taylor, Mario Turco, Asima Vezina

Members Absent:

Melanie Borowicz-Sibenik, Sonja Kosuta

Guests Present (Remote):

Craig Fowler, Andrew Judge, Paul Quesnele, Donna Rogers, Kramer Rousseau, Mary Wabano-McKay, Colin Wilson

1. MEMBER'S MEETING

 BOG - Member's Meeting Agenda - Nov 25, 2021.pdf

2. OPEN SESSION CALL TO ORDER (Presenters: Shelley Schell)

2.1. Acknowledgement of Traditional Territories

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

2.2. Chairs Opening Remarks

The Chair reminded Board members of the communication memo indicating that all Board related meetings will continue with virtual delivery at least until the end of the current cycle (June 2022) or until public health protocols regarding COVID-19 are lessened.

2.3. Declarations of Conflicts of Interest

None declared.

3. APPROVALS OF MOTIONS MADE IN CLOSED SESSION

Motion:

To approve the motions that were made in the Closed Session.

Motion moved by Mario Turco and motion seconded by Shannon Taylor. Carried.

4. CONSENT AGENDA (Presenters: Shelley Schell)


Note: The misspelling of M. Wabano-McKay's name within the Open Minutes for September 29, 2021 will be corrected for the final version.

Motion:

That all items listed under the 'Consent Agenda' be approved as amended.

Motion moved by Jake Pastore and motion seconded by Shannon Taylor. Carried.

4.1. OPEN Agenda for Board Meeting

 Open_Board_of_Governors_Agenda - Nov 25, 2021.pdf

4.2. OPEN Minutes for Previous Meeting

 Open Board of Governors Minutes - Sept. 29, 2021.pdf

5. REPORT FROM THE PRESIDENT (Presenters: Asima Vezina)


[November 2021 President's Report \(FLIPBOOK VIEW\)](#)

 Nov 2021 - President's Report.pdf

The President provided an overview of the November 2021 edition of the President's Report, focusing on progress made with respect to six areas of strategic priority focus. The Board expressed their thanks for the thorough report and commended all teams involved for the progress being made in each area.

6. PRESENTATIONS

6.1. Researcher of the Month Presentation - Dr. Andrew Judge


 BOG REPORT_OPEN_November 25, 2021_Research Presentation-Dr. Andrew Judge combined.pdf

Dr. Rogers introduced Anishinaabe Studies professor Dr. Andrew Judge who provided an overview of his Research to Board members. The Board was very appreciative of the work and thanked Dr. Judge for taking time to share his impressive research with the governors.

7. BUSINESS ARISING - N/A

8. ITEMS FOR DECISION / DISCUSSION

8.1. Academic Plan 2021-2026 (Presenters: Donna Rogers)

 BOG REPORT_OPEN_November 25, 2021_Academic Plan 2021-2026 (combined revised).pdf


D. Rogers provided an overview of the 2021-2026 Academic Plan. She outlined that extensive consultations with a number of stakeholders including students, faculty, staff, administration, community partners and community members. She advised that this is a living document will guide the academic direction of the university for the next five years.

Motion:

That the Board approves the Academic Plan for 2021-2026 as presented.

Motion moved by Shannon Taylor and motion seconded by Rose Linklater.
Carried.

- 8.2. Gift Donation Policy (Presenters: Craig Fowler, Colin Wilson, Director of Strategic Advancement)

 Gift Donation Policy - November 2021.pdf

C. Wilson provided an overview of the drafted Gift Donation Policy, outlining that this policy will guide staff on how gifts are recieved by the university. C. Wilson acknowledged that other policies related to donor acknowledgement and naming rights are forthcoming and will be drafted in consultation with the CRA and other educational institutions. The Board discussed the terminology related to gift donations that are in-kind, as well as the title of the policy. The labelling of the document will be reviewed in relation to other institutions. The Board also discussed the importance of determining the full costs of maintaining potential donations as a part of the criteria to evaluate donations.

Motion:


That the Board of Governors approve the Gift Donation policy.

Motion moved by Rose Linklater and motion seconded by Jake Pastore. Carried.


9. NEW BUSINESS - N/A

10. INFORMATION ITEMS


- 10.1. Report on the Status of the Implementation Plan - Economics Department, SchoolBE

 BOG REPORT_OPEN_November 25, 2021_Report of the Economics Department of the SchoolBE on the status of the Implementation Plan combined.pdf

- 10.2. Anishinaabemowin Executive Summary Report

 BOG REPORT_OPEN_November 25, 2021_Executive Summary and Implementation Plan - Cyclical Program review for the Anishinaabemowin Program combined.pdf

10.3. Internal and Unaudited Financial Statements Dashboard - September 30, 2021

 Internal Financials - September 2021 Dashboard.pdf

10.4. Winter 2022 Board & Senate Retreat Reminder

The 2022 Winter Board & Senate Retreat is scheduled for the evening of Friday, January 28 and the morning of Saturday, January 29. All Board members should prioritize these sessions and RSVP via OnBoard.

10.5. Questions on Information Items

In relation to Information Item 10.1, the Board discussed that receiving additional reports from the various academic schools of the university that provide a high level overview of the current status and implementation of each would be a welcomed addition.

The Chair acknowledged Sault Ste. Marie Police Service Chief Hugh Stevenson was appointed as Member of the Order of Merit of Police Forces and extended congratulations on behalf of the Board.

11. ADJOURNMENT (Presenters: Shelley Schell)

Motion:

That Board of Governors meeting be adjourned.

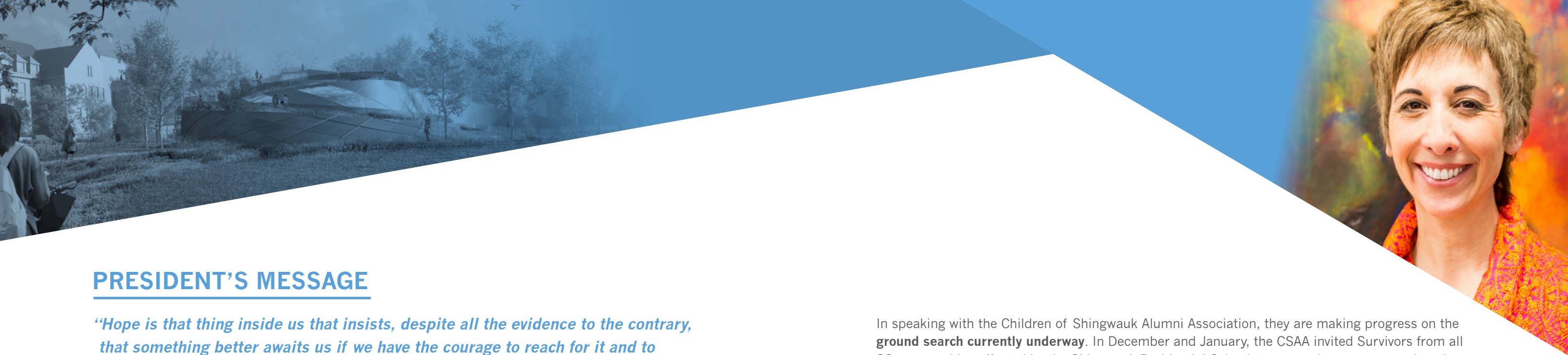
Motion moved by Mario Turco and motion seconded by Shannon Taylor. Carried.

Algoma
UNIVERSITY

PRESIDENT'S REPORT

JANUARY 2022





PRESIDENT’S MESSAGE

“Hope is that thing inside us that insists, despite all the evidence to the contrary, that something better awaits us if we have the courage to reach for it and to work for it and to fight for it.” **BARACK OBAMA**

As our community moves into 2022 and the new winter term, we are provided with an opportunity for both new beginnings and the continued development and enhancement of initiatives already underway.

As we go forward, student experience and student success must continue to drive everything we do. Students are the reason for our being, for why we are here. The impact of their success with us is huge - they are our hope for something better.

With that, I am excited to share that work is beginning on the development of a new **Strategic Plan** for the University that will take effect midway through the 2023 fiscal. The annual January retreat will once again see the Board, Senate Executive and Senior Administration coming together around strategic planning. This year’s retreat will focus on current trends and best practices in strategy development, expanding strategic thinking potential and enhancing readiness of the Board and leadership as the basis for meaningful alignment around the strategic direction of the university. An RFP will go out in the Spring to select a consulting firm that will engage with and lead the university in the development of this next plan.

Mukqua Waakaa’igan will be a capital focal point in this new year as we move forward with the implementation of the [Campus Master Plan](#) on the Shingwauk Site. I am grateful to the various teams across the university who are helping us to complete the design and prepare to build this centre of cross-cultural excellence for the country, a place that will support our aspirations to be leaders in cross-cultural teaching, learning and research. [Mukqua Waakaa’igan](#) is a place that honours the past, celebrates the present and welcomes the future. It respects and values Indigenous and non-Indigenous experience, history, culture and teachings; encourages inclusive dialogue and sharing of ideas and ways, and harmonious relations and activities of all people.

In speaking with the Children of Shingwauk Alumni Association, they are making progress on the **ground search currently underway**. In December and January, the CSAA invited Survivors from all 86 communities affected by the Shingwauk Residential School to engage in ceremony and to share and speak about cultural teachings, to share knowledge as they finalize the work they are doing on protocols that will guide the results of the search going forward. We are grateful to the survivor community for the leadership, commitment and guidance they are providing all of us as they move forward with this important Indigenous led work.

In 2022, as part of our diversification strategy, Algoma University will move forward with the development of a **continuing education** framework that will support its aspirations to develop and deliver micro-credentialing, certificates and other training, upskilling and reskilling credentials on all three campuses. The continuing education programming will support our ability to further meet the needs of industry and community, providing increased opportunities for life-long learning.

As part of our commitments to the Special Mission of the University, we have made a significant commitment to helping our communities and this province with the second major pandemic hitting our country - mental health and addictions and the related opioid crisis. A number of academic departments are engaging in the feasibility study currently underway and this will position Algoma University as a key player in supporting the development of a **Mental Health and Addictions Research and Training Institute** for Northern Ontario. At this point, our focus is on filling a significant gap in research and training in the region but the model we are creating in partnership with NOSM, SKG, Sault College and SAH is meant to serve as a framework others can use in the future; we envision the Institute in Brampton as things unfold over the next several years. This work is critical to addressing the huge issues emerging in the mental health field and to help deal with a critical shortage of highly skilled professionals in related disciplines.

I hope you enjoy the rest of the January President’s Report and thank you - Chi-Miigwetch for all you do - best wishes to all in 2022.

Asima Vezina, President and Vice-Chancellor

Thunderbirds protecting Thunderbirds - Thunderbirds protecting Communities!

SEVEN GRANDFATHER TEACHINGS

- LOVE AND KINDNESS
- RESPECT
- BRAVERY
- WISDOM
- HONESTY
- TRUTH
- HUMILITY



CAMPUS CULTURE - A dynamic hub for community and student life with spaces and activities that support inspired and engaged learning and a strong sense of pride. This strategic direction will be achieved in close collaboration with student leadership to ensure all decisions reflect students' needs.

2021-22 Key Metrics/Areas of Focus

- Algoma University is a dynamic hub for community and student life
- Members of the Algoma University and broader community have a strong sense of pride in their institution
- Members of the Algoma University community are engaged and inspired in their studies, work, and extracurricular activities
- Algoma University promotes a culture of internationalization

What We've Accomplished...



- Successful transition to remote learning to start the winter semester, including engaging virtual orientation sessions by AUSU and Student Life teams
- VPAR attended December Rectors meeting of the University of the Arctic to advance north2north student exchange opportunities and strengthen strategic research networks
- Donations to student food pantry/banks within all three campus communities
- Received \$500,000 in funding from the Government of Canada's Global Skills Opportunity program to expand international study and work opportunities through a new Global Learning Leadership Skills Development Program (GLLSDP)
- Partnered with Devant to offer a customized career development platform for international students. Membership grew by 300% in the month of December, with 616 students now actively using the platform.
- Five students selected for fully funded virtual internships in Fiji through an organization called *Think Pacific*. Students studying Computer Science, Biology, Social Work, and Psychology will tackle international development projects aligning with the UN Sustainable Development Goals for organizations in Fiji.
- Introduction of inclusive hybrid programming that allowed students to come together on campus and from afar
- Celebrated the return of students to campus throughout the Fall term with events like a Potato Hunt in the People's Garden, Speed Friending in the Speakeasy, Meet, Greet & Treats in the Student Centre (BRA) and cultural celebrations like Mendhi and Music at our Brampton Campus

What's Next?

- Virtual Career Fair for International Students, February 2022
- Annual student awards celebration being planned for March 2022
- Preparing for successful transition back to in-person learning
- Prepare for the restart of international travel for students in spring with the launch of short-term opportunities and study abroad as part of the Global Global Learning Leadership Skills Development Program (GLLSDP)
- Student Leadership Retreat, March 2022



VIBRANT PROGRAMS - An integrated suite of academic programming that is current, relevant, attractive, and aligned with students' expectations.

2021-22 Key Metrics/Areas of Focus

- Algoma University is a leader in teaching excellence
- Algoma University characterizes and distinguishes itself through the realization of its Special Mission
- Algoma University has an integrated suite of relevant programming that is linked to the broader communities

What We've Accomplished...

SECONDARY
SCHOOL
STUDENT
APPLICATIONS



UP BY
18.9%

3157^{FTE}
RECORD
ENROLMENT
FOR ALGOMA UNIVERSITY

MINISTRY OF COLLEGES
AND UNIVERSITIES AWARDS

\$613,000

IN ONTARIO POSTSECONDARY ACCESS
AND INCLUSION PROGRAM FUNDING

TO SUPPORT STUDENT ACCESS,
ACADEMIC SUCCESS AND RETENTION

- Enrolment for the academic year stood at 3,157 FTE (Jan. 12th). Algoma's enrolment goal of 3,000 FTE was achieved 3 years ahead of schedule.
- Initial OUAC applications from secondary school students for Fall 2022 up by 18.9%
- Engagement with new partner institutions in Bangladesh and Sri Lanka to support diversification of Algoma's international student body
- The Ministry of Colleges and Universities' awarded Ontario Postsecondary Access and Inclusion Program funding of \$613,000 to support student access, academic success and retention
- [2021-26 Academic Plan](#) approved by Board of Governors
- Senate approval of new Faculty structure to support Academic Plan (Faculty of Humanities and Social Sciences, Faculty of Science, School of Business and Economics)
- Completion of [School of Computer Science and Technology Strategic Plan](#)
- RFP process for new learning management system underway
- Commenced implementation of Teaching and Learning Centre recommendations
- Senate approval of updated Institutional Quality Assurance Process policy; submitted to Quality Council
- Preliminary planning for development of Department of Continuing Education
- CityStudio hosted its first project showcase including students, faculty, and City of Sault Ste. Marie staff

What's Next?

- Formal creation of a Teaching and Learning Centre
- Planning for implementation of new Learning Management System in Fall 2022
- Proposal for CityStudio in Brampton, to support innovative, community-engaged experiential learning

SCHOOL OF COMPUTER SCIENCE & TECHNOLOGY
Strategic Plan
2021-2026
DRIVING OUR
DIGITAL FUTURE



RESEARCH AND INNOVATION - A culture of research and innovation that leverages existing strengths and produces an exceptional student experience while engaging with our campus communities and contributing to their sustainability.

2021-22 Key Metrics/Areas of Focus

- Algoma University capitalizes on scholarship, research and creative production to enhance student learning, support faculty growth, and contribute to local and regional social, cultural and economic development
- Algoma University cultivates a culture of research and innovation among all members of the university community

What We've Accomplished...



DR. ELAINE HO-TASSONE

RECEIVES

2022 ALGOMA VISIONARY WINNER
Young Professional of the Year Award
Environment and Natural
Resources Industry Award



DR. NIROSHA MURUGAN

EARN

2022 ALGOMA VISIONARY WINNER
Health Sciences Industry Award

- Research metrics achieved or exceeded in year 2 of Strategic Mandate Agreement (SMA3) with the province (January 2022 reports)
- International partnership agreement signed with two leading Belgian universities that focus on academic research and health sciences
- Dr. Elaine Ho-Tassone, 2022 Algoma Visionary Winner, Young Professional of the Year Award, Environment and Natural Resources Industry Award
- Dr. Nirosha Murugan, 2022 Algoma Visionary Winner, Health Sciences Industry Award

What's Next?

- Fifth Biennial Anishinaabe Inendamowin Research Symposium with the theme "Biskaakonjigedaa Dibaajimohiing (Igniting our Sacred Fire through Storytelling)", Friday February 11th
- Research Advisory Committee to develop 2022-27 Strategic Research Plan
- Second annual Research Awareness Week activities planned for March 7th-11th
- New Teaching and Learning Fellows initiative to be announced soon



PRIORITY
#4

ANISHINAABE INENDAMOWIN - A recognized leader in cross-cultural sharing, healing and learning through collaborative efforts in decolonizing the university's policies, procedures, pedagogy in fulfilment of our Special Mission.

2021-22 Key Metrics/Areas of Focus

- Algoma University is recognized as a leader in Anishinaabe learning in Canada
- We are responding to the Calls to Action with strategic focus in curricula, policies, research, cross-cultural teaching and learning, community partnerships, health, land stewardship, and governance

What We've Accomplished...



- In December and January, [CSAA](#) hosted a gathering of Survivors to develop cultural protocols for the Shingwauk site ground search
- Ongoing planning for the delivery of Gabegendaadowin
- Engagement session on Indigenization, EDI and reconciliation
- Nicole Nicolas-Bayer selected as Acting Director, Mukqua Waakaa'igan
- Establishment of monthly Anishinaabe Scholar Speaker Series

What's Next?

- The Reclaiming Shingwauk Hall exhibition auditorium phase is scheduled to open in 2022
- The first intake of Gabegendaadowin will be offered in Mattawa (March 21st - 24th, 2022)
- Anishinaabe Academic Resource Centre (AARC) to host educational webinar series in the winter term focussing on quality assurance in reconciliation, Indigenous research and Indigenous ways of knowing in higher education presented by Anishinaabe experts in these fields
- Development of podcast titled "Shingwauk Voices," an AARC collaboration with Children of Shingwauk Alumni Association and Shingwauk Anishinaabe Students' Association
- AARC/Student Success Recruitment and Retention Initiative in partnership with Ted Nolan to engage learners in leadership development in this new initiative
- Announcement of new Elder-in-Residence

PRIORITY
#5

INSTITUTIONAL EXCELLENCE - Institutional excellence is a university-wide commitment involving students, employees, communities aligned in the spirit of continuous improvement, institutional effectiveness, organizational resilience and strong leadership resulting in long term financial sustainability.

2021-22 Key Metrics/Areas of Focus

- Community: People and Culture
- Organizational Alignment
- Generation of New Revenue Streams
- Increase Brand Awareness

What We've Accomplished...

Shannon Brooks
NEW
VP, Finance and Operations
FOLLOWING EXTENSIVE
NATION-WIDE EXECUTIVE SEARCH

LinkedIn
LEARNING IMPLEMENTED
for the entire institution

- Shannon Brooks selected to fill the role of VP, Finance and Operations following an extensive nation-wide executive search process
- Senate approval of new multi-Dean structure
- Fall issue of [Algoma U Today](#) published
- RFP awarded for formalized continuous improvement pilot project
- New procure to pay software implemented automating vendor payments
- Implementing a new Unified Communications System
- RFP awarded to replace existing student information system
- Implementing replacement of all multifunction devices
- Expansion of the project management software pilot project
- Implementation of LinkedIn Learning for the entire institution
- Continued expansion of Hybrid Classroom setup (20 in SSM, all in Brampton)
- Initiation of scheduling management system

What's Next?

- Selection of Director of Continuing Education (hiring process currently underway)
- Incorporation of Professional and Continuing Education framework within website architecture and other relevant organizational structures and processes
- Implementation of new ADP Performance Management Module for administrative personnel
- Release of new brand-architecture recommendations and creative concepts (March 2022)
- Development of Learning Management System (LMS) RFP
- Infrastructure upgrade of Brampton virtual environment
- Updating security video system on Sault Ste. Marie campus
- Development of a cybersecurity risk management plan



Algoma
UNIVERSITY



EQUITY, DIVERSITY AND INCLUSION - EDI values are embedded across the organization to fulfil Algoma University's commitment to undoing systemic and institutional discrimination and to be publicly transparent and accountable.

2021-22 Key Metrics/Areas of Focus

- Develop an EDI institutional accountability framework
- Foster EDI in Research, Teaching and Learning
- Commit to incorporating EDI into policies, processes and procedures

What We've Accomplished...



Campaign
INTRODUCED TO HAVE
EDI STATEMENTS

tailored to all units across the institution

Develop an EDI institutional accountability framework

- Search sessions to braid Indigenization with EDI for the institution: I-EDI search sessions with Dr. Michael Doxtator (December 8th, 2021 - report pending and next steps for a second session pending)
- I-EDI presentation to Board of Governors (November 2021)
- Completion of the Fall 2021 Cultural Safety Training Program - final report in progress
- Procurement Department adoption of I-EDI into their policies

Commitment to incorporating EDI into policies, processes and procedures

- Campaign to have EDI statements tailored to all units across the institution
- EDI Ad-Hoc Committee to provide recommendations for Senate By-Laws changes
- Work with the VPFO to prioritize review of policies, processes and procedures using the new EDI Guiding Principles and Framework
- All genders washroom signage
- Work in progress on the Change of Name Policy

What's Next?

- Black History Month Celebrations, February 2022
- Winter 2022 Cultural Safety Learning Program - two sessions for students and one session for employees
- Development of I-EDI hiring policy and process for targeted and cluster hires (toolkit development in process)
- Approval of I-EDI Guidelines for Policy Development
- Mandated training - sexual misconduct and LGBTQ bullying
- Review of the Board's governing documents including by-laws and policies
- Development of Faculty of Cross Cultural Studies
- I-EDI Ad Hoc Committee - to review Senate By-Laws
- EDI Climate Study Phase 3 and Phase 4: Drafting, analysis, validation and conversion to strategy
- Start to actionize commitments within the Scarborough Charter
- Follow up on next steps in regards to the National Forum on Anti-Asian Racism
- Braid Indigenization with EDI for the institution: I-EDI search sessions with Dr. Michael Doxtator to lead to institutional adoption of I-EDI
- Establishing KPIs across the institution based on I-EDI search sessions



FOLLOW US
@algomau



ALGOMA UNIVERSITY

Sault Ste. Marie Campus

1520 Queen Street East,
Sault Ste. Marie, ON P6A 2G4
1.705.949.2301 1.888.ALGOMAU
E. info@algomau.ca
W. algomau.ca

Brampton Campus

24 Queen Street East,
Brampton, ON L6V 1A3
1.905.451.0100
E. brampton@algomau.ca
W. algomau.ca/brampton

Timmins Campus

4715 Highway 101 East,
South Porcupine, ON P0N 1H0
1.705.235.3211, ext. 2175
E. timmins@algomau.ca
W. algomau.ca/timmins

Algoma
UNIVERSITY



Research Presentation - Dr. Casey Burgess

OPEN AGENDA

Meeting Date: January 27, 2022

Action: Information

PREPARED BY:

Tiffany Gallivan, EA to the Vice-President Academic and Research
Dr. Casey Burgess, Part-time Instructor, Department of Psychology

PURPOSE OF REPORT

Algoma University researchers to share their research projects with the Board of Governors

RELATED DOCUMENTS

1. [Research Presentation](#)

STRATEGIC PRIORITY ALIGNMENT

Strategic Priority #4: Cultivate a Culture of Research and Innovation that enhances the university's economic and community engagement and its impact

BACKGROUND

Aligns with strategic priority 4 and will provide our Board members some insight into the innovative work AU Faculty researchers are engaged in.

CURRENT STATUS

Dr. Burgess' research has led her towards a neuropsychological framework that is the foundation of every human's lifelong development and well-being. Social engagement and interpersonal neurobiology underlie her private psychotherapy practice which focuses on the human need to feel neurologically safe and calm, which in turn allows us to become more socially connected and engaged, setting the foundation for lifelong mental and physical wellness.

FUTURE STATUS

After further disseminating her current research, Casey hopes to continue her research by using the neurophysiological components of self-regulation; specifically, she is interested in using dynamic stress-based measurements to examine student-teacher relationships and how they impact human development and well-being across early, elementary, secondary, and post-secondary educational contexts as well as further examining the overlaps that exist between recent advances in clinical psychotherapy and Indigenous ways of being.

ACTION

N/A

Research in Self-Regulation as the Foundation for Lifespan Development and Well-Being

Casey Burgess, Ph.D.

Dissertation Research

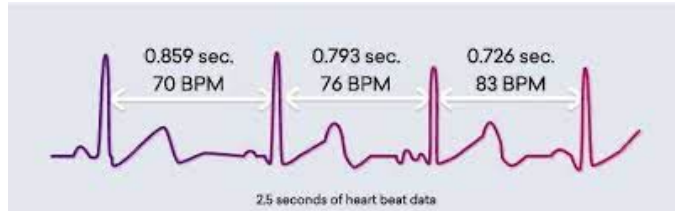
There are 447 different interpretations of what self-regulation means. How does educator understanding of self-regulation impact the learning environments (physical environments, relationships, and pedagogy) that they create for their students?

Findings

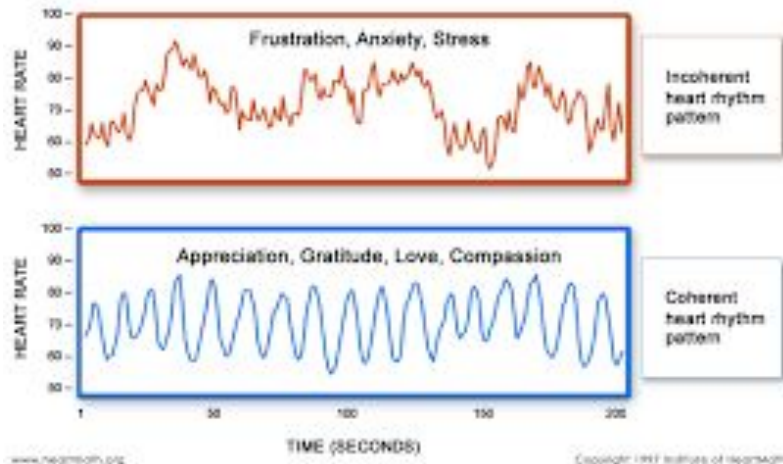
Educators are too focused on self control at the expense of the more valuable self-regulation. This impacts their connections with their students and decreases student engagement.



Moving Forward



Heart Rhythms (Heart Rate Variability)



Expanding on my research using heart rate variability, a measure of the stress response system

How can we help students to feel well in order to maximize their academic (and life) success?

What kinds of learning environments (physical environment, relationships, pedagogy) are optimal for learning

What do humans need to reduce their stress and support their own mental health and resilience, and that of others?



Researcher Contact Information

Casey Burgess, Ph.D.

casey.burgess@algomau.ca

www.caseyburgess.ca





Sexual Violence Policy

OPEN AGENDA

Meeting Date: January 27, 2022

Action: Approval

PREPARED BY:

Brianne Pringle, Director, People & Culture

Karen Hudson, Director, Student Success & Wellbeing

PURPOSE OF REPORT

To notify the board of the updated legislative required changes made to the sexual violence policy.

RELATED DOCUMENTS

1. [Original 2019 Policy](#)
2. [Marked up Policy](#)
3. [Clean Policy](#)

STRATEGIC PRIORITY ALIGNMENT

Priority #1: Campus Culture
Priority #5: Institutional Excellence
Priority #6: Equity, Diversity and Inclusion

BACKGROUND

The Sexual Violence Policy is to be reviewed every three years or when circumstances or legislation warrants.

CURRENT STATUS

In September of 2021, the Ontario Government put in place requirements for Postsecondary institutions to review their sexual violence policies and amend them by March 1, 2022 so that institutions' sexual violence policies will provide that:

- A complainant acting in good faith, who discloses or reports sexual violence, will not be subject to actions for violations of the institution's policies related to drug and alcohol use at the time the sexual violence took place.
- During the institution's investigative process, students who share their experience of sexual violence through disclosing, accessing support, and/or reporting to the university or college, will not be asked irrelevant questions from institution's staff or investigators, such as those relating to past sexual history or sexual expression.

Document #1 is the original Board approved policy from 2019. Document #2 identifies in bold the changes made to the document and #3 the clean version.

FUTURE STATUS

Policy to be updated on the website and to be placed on a new three year cycle for board approval.

ACTION

That the board approves the proposed changes to the amended policy.



Fiscal 2022-23 Budget Principles and Guidelines

OPEN AGENDA

Meeting Date: January 27, 2022
Action: Discussion

PREPARED BY:

Kramer Rousseau, Director Financial Services

PURPOSE OF REPORT

To provide the Risk and Finance Committee the high level approach management will take regarding the 2022-23 budget process.

RELATED DOCUMENTS

1. Appendix A - 2022-23 Budget Principles and Guidelines

STRATEGIC PRIORITY ALIGNMENT

5. Institutional Excellence: facilitate the ongoing improvement of the University by focusing on problem solving, teamwork, and leadership.

BACKGROUND

In preparation of Algoma University's ("University") fiscal 2022-23 budget, management has developed a set of principles and guidelines to be utilized by the various budget cost center holders. The principles were developed based on discussion with the senior executive team and builds on the work initiated from the 2021-22 budget process.

This framework will help the University on its journey to grow our enrollment to greater than 3,000 full time equivalents (FTE), and to invest in various academic programs and technology, which will lead to the long term financial sustainability of the university.

CURRENT STATUS

The current year principles and guidelines consider the impacts of COVID-19 and provide a framework on how the University will continue its recovery from the pandemic.

Like the previous year, to address additional uncertainty in regards to the pandemic budget scenarios will be included in the final presentation of the budget to the Risk and Finance Committee and the Board of Governors.

Following the principles and guidelines will help ensure alignment with the strategic priorities as well as ensure the long term financial sustainability of the University. The full 2021-22 Budget Principles and Guidelines can be found in **Appendix A**.

FUTURE STATUS

Management will work together through the budget cycle within the principles and guidelines and provide updates to the Risk and Finance Committee based on the defined schedule. The current schedule date includes:

- February 8, 2022 – provide progress to date
- March 22, 2022 – provide preliminary numbers



- April 12, 2022 – a joint meeting with the Executive to confirm the final numbers which will be presented to the Board on April 28, 2022.

ACTION

Not applicable

Algoma University (AU)
2022-23 Budget Principles and Guidelines
(Finance Committee - January 18, 2022)

The principles and guidelines build on the work initiated from the 2021-22 budget process. It incorporates discussions with senior management, and the direction from the provincial government.

This framework will help AU on its continued recovery from the COVID-19 pandemic, continue to grow our enrollment to greater than 3,000 full time equivalents (FTE), and to invest in various academic programs and technology, which will lead to the long term financial sustainability of AU.

Principle One:

In building a financially sustainable institution which is balanced and prudent, all revenues and expenses will be based on a **zero based approach** in which all revenues and expenses must be justified and based on key drivers. Zero-based budgeting starts from a "zero base" and every function within an organization is analyzed for its value and alignment to the strategic plan. To achieve our mission and vision, AU will continue to work on an **outcomes management framework** with all actions directly tied to its strategic corporate priorities and the performance metrics addressed in the Strategic Mandate Agreement (SMA3) 2021-2024. The five strategic priorities include:

- 1) Continue focus on institutional sustainability through an enrolment growth strategy:
Recruitment, Retention, Vibrant Programing
- 2) Target activities and investments that enhance student experience, academic and operational excellence
- 3) Through partnerships, advance the University's leadership and commitments to truth and reconciliation, and our special mission to cultivate cross-cultural learning
- 4) Cultivate a culture of research and innovation that enhances the University's economic and community engagement and its impact
- 5) Institutional excellence: Facilitate the ongoing improvement of the University by focusing on problem solving, teamwork and leadership

Financial projections (operating and capital) for the next four years will be based on an **incremental** budgeting approach with enrolment as the main driver.

Principle Two:

Government funding will be based on guidelines stated in the SMA3 agreement; domestic tuition will remain flat for fiscal 2022-23 and will remain constant until there is a new announcement; all one-time funding will be adjusted to zero. AU will continue to **focus on efficiency and effectiveness improvements** based on evidence based decision making and improved use of technology.

AU will continue with the work started in fiscal 2020-2021 regarding how:

- **LEAN Management Systems** can be incorporated where repetitive, routine tasks currently exist; Financial Services will be the pilot department along with People and Culture.
- Procurement initiatives can take advantage of established agreements available via the Ontario Education Collaborative Marketplace (OECM) network.

Principle Three:

All revenues and expenses will be **budgeted on a monthly basis** which will provide greater insight to manage any variances on a timely basis. This will develop the foundation for AU to establish cadence in forecasting the financial results throughout the remainder of the fiscal year. In addition:

- The tracking of the operations for Brampton and Timmins campus will be separate locations.
- The ancillary operations of AU (George Leach Centre, varsity, campus residence, parking lot, student bar) should be self sustainable.

Principle Four:

Salaries and benefits will be provided by Human Resources and will be based on the **headcount as of the Winter 2022 forecast**. Any salary adjustments will be based on collective agreements and the guidelines established by Bill 124 (Protecting a Sustainable Public Sector for Future Generations Act, 2019). The coordination of students, co-op placements, NOHFC will be coordinated through Human Resources. All new positions reviewed and approved by the senior executive team.

Principle Five

Enrolment figures (full time equivalents and headcount) will be based on the **faculties and the School of Business and Economics (SchoolBE)** broken down by semester and campus.

Principle Six

All **capital expenditures** will be supported by a business case which meets the established criteria. Capital for future years will be based on estimates included in the multi year capital plan.

Principle Seven

To ensure the long term financial sustainability of AU, the Algoma Leadership Team (ALT) will incorporate the financial management of their portfolios into their **performance objectives**,

based on the Board of Governors approved budget. At a minimum, leadership should meet or exceed their revenue targets and meet or not exceed their expenses.

Principle Eight:

The budget process will have direct **oversight** by the Senior Executive and Financial Services with support by a cross functional Budget Oversight Committee which will report their progress to the Finance Committee based on periodic intervals. This will be based on an established schedule to ensure the budget is reviewed at the Board of Governors meeting in April 2022.

Principle Nine:

As part of the 2022-23 budget, AU will continue to develop the **Responsibility Centred Management (RCM)** budget allocation model by incorporating the work established in fiscal 2020-21. RCM is an activity based model intended to promote stronger linkages to academic goals and priorities. The aim of RCM is to improve financial sustainability by emphasizing AU's strengths in teaching, research and services supporting selected opportunities and innovations.

As AU continues developing the RCM model, it is committed to a staged implementation with the SchoolBE and then to the other faculties. AU will continue to assess and reevaluate the model based on the changing environment.

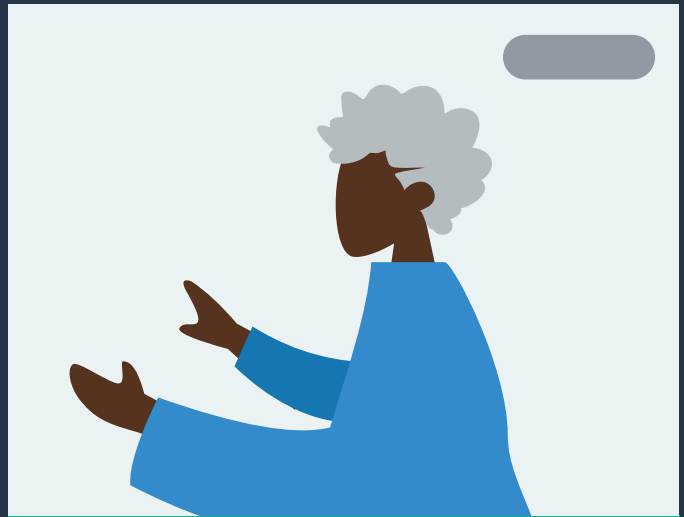
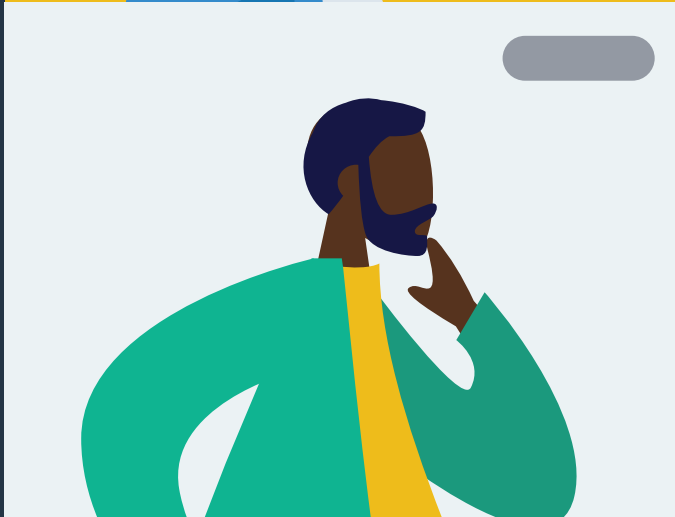
Principle Ten:

To address uncertainty in the assumptions taken to develop the 2022-23 budget, additional scenarios will be developed and analyzed in order to determine financial risk included in the budget. Development of both budget and forecasted scenarios will help management analyze and **mitigate against financial risk** that could impact AU's operations.

Northern Ontario Research, Development, Ideas and Knowledge



LEARNING IN/THROUGH TIMES OF CRISIS



ANNUAL RESEARCH REPORT

2020/2021

Board of Directors

Pedro Antues (Chair); Stephanie Boyer; Mitch Case; Lauren Doxtater; David Thompspon; Dawn White, William Hollingshead

Research Staff and Students:

Director of NORDIK - Dr. Sean Meades

FACULTY

Dr. Nusrate Aziz, Dr. Aaron Gordon,
Dr. Sheila Gurner, Dr. Vivian Jiménez-Estrada,
Prof. Andrea Pinheiro, Dr. Jody Rebek,
Dr. Laura Wyper

RESEARCH ASSOCIATES

Dr. James Allen (Trent University),
Dr. Gayle Broad (Algoma University),
Dr. Ryan Bullock (University of Winnipeg),
Michael Burtch, Dr. Linda Savory Gordon
(Algoma University), Dale Innes,
David Thompson, Dr. Elaine Ho-Tassone

RESEARCH COORDINATOR

Dr. Jude Ortiz

RESEARCHERS

Krista Bissillon, Andrea Diaz, Sophie Edwards,
Zach Low, Elizabeth MacMillan,
Maureen Strickland, Dr. Tamanna Rimi

RESEARCH ASSISTANTS

Diaymn Lauzon, Sadaf Kazi, Jessie Wright,
Brendan McShane, Alexandra Greaves,
Jackson Reed

STUDENTS

Riley Tessier, Cassandra Spade, Joseph Fredin,
Janie Pépin, Chelsea Brunelle, Jody Jones

GRAPHIC DESIGNER

Gabrielle Louttit, Provisional RGD

The Director's Report



2020 was a critical year around the globe, and the same was true for Northern Ontario.

As we all contended with and confronted the COVID-19 pandemic, a host of interconnected challenges emerged that tested the strength and resilience of our communities. Remote work and learning were the most immediate and obvious to those of us working in the research and education sectors, but soon the structural inequities that placed some populations at greater risk and disadvantage were surfacing at a rapid rate after decades (and centuries) of denial. The discovery of the 215 unmarked graves at the former site of the Kamloops Indian Residential School in May, 2021 also rekindled attention on the movement for truth about residential schools, and more broadly the fight for justice for Indigenous peoples. Meanwhile, the increasing severity of climate change crept further into our daily lives.

While these moments have given us pause to reflect on how we build and maintain community, they have also underscored the dire importance of the work for environmental, economic, social, and racial justice.

Many of our projects and commitments from previous years continued, adapting to new platforms and media for organizing. By consequence of most of our work being performed remotely, this report contains very few photos (there are very few variations on a Zoom screen shot that can tell a unique story).

Yet many of our team were also confronting new manifestations of the social, political and economic crises of our times. Ranging from new attacks on the Colombian peace process, to the decimating impact of the pandemic on Northern Ontario's tourism industry, to the growing urgency of the environmental crises that are binding local and global experiences of existential threats. The research surveyed in this report reflects the adaptations and responses to these times of crisis, and growing commitment to work collaboratively for the justice our communities, region, and world so desperately need.

2021 marks the end of our strategic plan and more so an important time to take stock after two years of unprecedented upheaval. What follows is a review of the anticipated outcomes from our previous five-year plan organized by the strategic objectives to which NORDIK has aspired.

INCLUSION, PARTNERSHIP & JUSTICE WITH INDIGENOUS PEOPLES

The last five years have marked important advancements in NORDIK's place in the struggle for justice with Indigenous peoples. As an institution, it has strived to be cross-cultural in nature and enshrined this through Indigenous leadership on our Board of Directors and our collaborations with First Nations, the Métis Nation, and Indigenous organizations and community groups.

Though Indigenous perspectives and participation are built into all of our work, some projects and partnerships stand out as particularly significant in their contribution to this objective. In collaboration with the **Ontario Native Welfare Administrators Association**, we conducted a review of income assistance programs on First Nations in the Ontario region informed by clients, administrators and community leadership. This was part of the first review of Income Assistance programs in First Nations throughout Canada in more than forty years, and has informed recommendations for reform that will reorient IA programs to local contexts and needs. Though the **Urban Indigenous Youth for Change** initiative has concluded, it has morphed into a strong partnership with the **Indigenous Women's Anti-Violence Task Force** and ongoing engagement in the justice sector to advance restorative justice practices, address Indigenous over-representation in the criminal justice system, and support the cause of missing and murdered Indigenous women and girls. We also worked with a circle of Indigenous youth and Elders to create the **Indigenous Youth Leading Youth Anti-Racism Program**, and though a government transition prevented active training, the resource remains accessible through our website and is being used by educators across Ontario. And the **Ethnic Peoples & Peace Global Network** has played an important role in foregrounding the struggles of Indigenous and Afro-Colombian peoples and the unmet obligations to these communities in the Colombian Peace Accords.

While staffing fluctuates throughout the year depending on project timelines, overall we have averaged that at least one third of our workforce are of Indigenous ancestry. Nonetheless, we have also taken new moves to ensure that our employment opportunities are reaching Indigenous candidates so that we may better meet this commitment in the future.

STRENGTHENING CHANGE-MAKING CAPACITY

Over the last eight years we have been able to support change-makers across Northern Ontario in developing an extensive partnership resulting in an active social entrepreneurship ecosystem. Social Enterprise and Entrepreneurship (SEE), both through the Ontario Network of Entrepreneurs-Social Enterprise Partnership (ONE-SEP) and the Women of Ontario Social Enterprise Network (WOSEN) has delivered regular workshops and training opportunities to aspiring social entrepreneurs throughout the region, far exceeding our original goals, and have put in place a sustainable ongoing training and financing system.

To celebrate our 10th anniversary in 2017, we also completed a survey of NORDIK's social impact, highlighting over \$4,000,000 of investment in research and the completion of over 100 research projects, contributions to building regional community development capacity, the training of researchers, contributions to policy development, and strides forward in relationship building. This retrospective served as an important benchmark for conceptualizing our impact, and now for envisioning the next five years.

Aspirations for a pan-Northern public policy partnership were ultimately unfulfilled, however NORDIK and its growing team have provided evidence-based contributions to realms such as **Indigenous social policy, agricultural and food-policy, language and cultural policy, and education policy**, as well as intervening in the **Ring of Fire Regional Assessment**.

FOSTER INCLUSIVE COMMUNITY AND IDENTITY RECOGNITION

NORDIK's work has consistently reflected the voices and aspirations of equity seeking groups, which has remained among our strengths as our society and political establishment are becoming increasingly aware of the importance of diversity, and the structural barriers that impede it.

Projecting the form that interventions in the cultural and tourism sectors would take, however, makes our otherwise successful record seem to have missed the mark of our anticipated outcomes. We ultimately did not establish an eco-cultural-tourism collaboration hub, nor establish an arts and culture partnership on the model of SEE and RAIN, nor was Algoma-Sault Ste. Marie designated a cultural industry cluster. However, our engagements in these sectors has deepened, and important structural changes have occurred as a result of the research and advocacy of NORDIK staff and faculty. Perhaps most significant among these was the adoption in Sault Ste. Marie and Hornepayne of the **"Four Pillars" approach to community resilience**, which emphasizes the interconnectedness of environmental sustainability, cultural vitality, social equity, and economic diversity. This has had very visible impacts in Sault Ste. Marie, with greater investment in the cultural sector, diversification of tourism initiatives, and the growth of this region's place in the film industry. The **Valuing Northern Libraries Toolkit** was also pivotal in advancing the conversation on the important role of libraries as cultural institutions while providing libraries a systematic means to demonstrate their impact and value to the communities they serve. **Mapping Northern Creative Spaces**, commissioned by Arts Build Ontario, both highlighted the arts infrastructure needs in four northern communities, and helped link local artists and arts organizations with a provincial advocacy group. Our relationships with tourism agencies have also evolved over the last five years, culminating in a survey of

impacts of the COVID-19 pandemic on visitors and tourism operators. Likewise, collaborations with partners such as Thinking Rock Community Arts on **The Story of our Stories** project, or collaborating with Algoma University classes such as Laura Wyper integrating Slow Food International's **The Ark of Taste** into examinations of the place of food in the nexus of culture and place.

Concurrently, two doctoral dissertations were completed by NORDIK affiliates focused on questions of culture, identity and place, including Jude Ortiz' (2017) *Culture, Creativity and the Arts: Building Resilience in Northern Ontario* and Sean Meades' (2021) *Language Ecology and Shift at Baawating, 1600-1971*.

FACILITATE RESILIENCE & SUSTAINABILITY OF NORTHERN ONTARIO

Obtaining funding for a 5-7 year collaborative initiative proved impossible, as such predictable funding structures became increasingly rare in an era of short-lived governments and annual funding cycles. However we have continued to have a strong list of engagement from year to year that have contributed to the resilience and sustainability of the region, and our own revenues have increasingly derived from partnership and contracted services.

Though the struggle to restore passenger rail service connecting Hearst and Sault Ste. Marie and then to Sudbury has persisted, the **Coalition for Algoma Passenger Trains** has fostered deeper connections and supported a pivotal effort by the Missanabie Cree First Nation to develop community-owned rail service in the shape of the **Mask-wa Oo-ta-ban**. This initiative has gained great support from numerous stakeholders and levels of government. The primary obstacle remains Transport Canada.

Growth of the agricultural and wild-foods sector in the Algoma District has been significant since the development of the **Rural-Agri Innovation Network**, and RAIN's growth has led to it becoming a partner rather than a project. Unfortunately there were no regional baselines by which to systematically measure the growth in the social economy, however programming interventions including **SENO**, **SEE**, and **WOSEN** have provided training and resources to hundreds of social entrepreneurs throughout the region, while the systemic change encouraged by **ONE-SEP** will ensure that entrepreneurial training and resources are accessible to a wider variety of clientele and business models. Census data to be released in 2022 will help develop a more accurate picture overall as to whether and how the Northern Ontario economy has diversified over the last five years, which is the primary measure of our efforts to support community economic development.

THE NEXT FIVE YEARS

As we prepare for the next five years, we're particularly guided by what we have learned through these times of crisis. Focusing on the strengths and skills that NORDIK offers and our strong commitment to collaboration, our goals highlight what we are best placed to bring to our local and regional struggles for justice. Our strategic goals for the next five years include:

1. Advance partnerships for Indigenous research sovereignty;
2. Foster local and regional evidence-based dialogues on issues critical to Northern and Indigenous communities;
3. Cultivate Northern research talent with a supportive, inclusive, team-based atmosphere; and
4. Connect students, researchers and community in projects that contribute to social, economic and environmental sustainability and justice for Northern and Indigenous communities.

Much of our past success is not in the explicit actions that we have taken, but the catalyzing and cascading role that this work had for policy change, collective searches for knowledge, and community building. Likewise, our impact in the next five years will take a similar form. While that impact is hard to measure, it is foundational to the change our communities need and deserve.

NORDIK Welcome Three New Affiliated Faculty



AARON GORDON

Aaron's research interests surround leveraging human resource systems through effective project and change management planning. His publications focus the application of project management theory in government context and was invited to speak at the Project Management Institute's Research and Education Conference in Portland, OR - Topic: *The Symbiosis of Project Management and Change Management During Healthcare Integrated Planning: A Case Study of Ontario's Healthcare System*. In addition, Aaron has collaborated and published with renowned project management expert - Dr. Julian Pollack (University of Technology Sydney, Australia).



ANDREA PINHEIRO

Andrea Pinheiro began her art studies at White Mountain Academy of the Arts, an art school dedicated to teaching Anishinaabe and western art in Elliot Lake, Ontario. After traveling west for further studies and to work in artist-run centres in Vancouver, she returned to the Algoma region to teach in Visual Arts at Algoma University. Pinheiro works in photography, print, paint, film, clay, land-based/ ecological art, and installation, weaving together elements of documentary and collecting practices with the poetics of embodied experience. Her work is distilled from experience of place, and is intertwined with consideration of the long and complex histories of land, objects, and materials. Referencing historical events, significant sites, or other artworks, the images and materials in Pinheiro's work become vessels that record her interactions; gestures that oscillate between creative and destructive processes of transformation. Pinheiro has exhibited across Canada and internationally. She has completed numerous national and international residencies. Her work is represented by Cooper Cole Gallery in Toronto and Republic Gallery in Vancouver. She is the Founder of 180 Projects in Sault Ste. Marie, and lives and works along the Goulais River in Searchmont and often Big Basswood Lake. Her research interests include land-based art, digital art, photography, film and video, ecological art, uranium/ nuclear industry - environmental and cultural impacts, invisibility, memory, perception, human legacy, wild ceramics, foraging and collecting, art in community, art and wellbeing. You can see more Pinheiro's work at andreapinheiro.ca



JODY REBEK

Jody Rebek is a teacher, mother, outdoor enthusiast/athlete, adventurer, traveler, artist, musician, and serial social entrepreneur. As Assistant Professor at Algoma University, in the School of Business and Economics (Sault Ste. Marie, ON), Jody explores ways to strengthen transformational/benevolent leadership, entrepreneurship, teams, strategy and strength-based cultural developments. She has enjoyed engaging others in transformation efforts that renew focus, positive growth and results-oriented action plans for individuals, organizations and communities. With a Ph.D. in Educational Studies in Leadership and Policy (Lakehead University, Thunder Bay, ON), she was introduced to the importance of narratives, and arts-integrated approaches in research. She explored intrapersonal development in her research, looking to investigate ways to strengthen self-awareness via contemplative approaches to leader development. She is also a Leadership Consultant at *Vive Strategies Consulting* where she custom-designs training for leadership and team development, and is co-founder of *Hearterra*. She received a Canada Graduate Scholarship (Social Sciences and Humanities Research Council of Canada) to complete her Masters of Arts degree in Leadership and Training (Royal Roads University, Victoria, BC). Some accolades include: the Athena award, the Innovative Educator of the Year award, and is delegate of the Governor General's Canadian Leadership Conference 2022.

New Research Associate Advances Community-Based Research



At the core of Elaine's approach is collaboration that results in collective impact, especially in community-based projects (i.e., local implementation with broader scopes in mind). She strives to build lasting partnerships and effective working relationships among diverse organizations, persons and empowered communities, with much of this experience being from youth engagement and, more recently, Indigenous-led projects related to freshwater quality. In her experience, collective benefits such as sustainable development are best achieved by meaningfully working together.

Elaine earned her PhD in Social and Ecological Sustainability (Integrated Water Management) in the School of Environment, Resources and Sustainability at the University of Waterloo. As of 2014, she is a certified Project Management Professional (PMP) through the Project Management Institute. Her experience includes several years of entrepreneurship, founding and operating three small businesses in North York and Waterloo. She has also contributed to the growth and success of several other businesses and non-profit organizations.

Research



Community-based monitoring pilot for Garden River and St. Marys River Area of Concern

Led by NORDIK Research Associate Dr. Elaine Ho-Tassone, the project aims to bring together Indigenous and western ways of knowing to generate actionable community-based data and information - which is owned and controlled by the Garden River First Nation community, per the OCAP principles - to influence local and regional water management and decisions in the St. Mary's River Area of Concern. A focus on supporting and fostering the skill development of Algoma University's undergraduate students, as well as members of the Garden River First Nation will take place through identifying and participating in the management of locally important water related issues. Freshwater Explorer test kits from Water Rangers will be used to recruit, train, and build on the community's first water quality 'task force,' which will continue to monitor water quality at various locations on reserve after the project's completion. Project partners including Garden River First Nation, Gordon Foundation, Swim

Drink Fish, Waterlution and Water Rangers are contributing to the project, which currently entails developing training materials to build capacity of the community's monitoring crew. Additionally, Garden River is in the process of setting up an advisory committee consisting of elders and knowledge keepers within the community (to be finalized by the end of July, 2021). This advisory committee will support the community's environmental committee and may be maintained after the project's completion - as a water-focused group to complement the environmental committee - to review other projects in the community moving forward. An undergraduate student from Algoma University has been hired as a summer RA (with other student interns planned for fall and winter), and two students from Garden River First Nation were hired as Community Coordinators with the support of Eco Canada funding - one student who will be on for the summer only, and one student who will continue until at least January 2022.

Mapping Northern
Creative Spaces

Executive Summary and Project Highlights

Dr. Jude Ortiz, Diana Moser and Sean Meades

May 30, 2021



Mapping Northern Creative Spaces

Key arts organizations and sector representatives from Kenora and Sioux Narrows-Nestor Falls, Timmins, Sault Ste. Marie and Wawa partnered with Diane Moser of ArtsBuild Ontario (ABO) and Dr. Jude Ortiz, of NORDIK Institute (NORDIK) to conduct the Mapping Northern Creative Spaces project. The study undertook to map the four communities' existing creative spaces, assess if spaces are meeting current and future needs, and identify the potential demand and feasibility for additional creative spaces within the community. The resulting reports are informational, providing a statistical base for future projects, programs, and advocacy and serve to encourage cross-sector discussion and dialogue to support further development.

The in-person community consultations pivoted to online surveys due to the impact of COVID-19. Each community's data was presented to them, followed by the partners gathering for an online forum to share their reports and steps moving forward. The study identified a common need for more creative space and the existence of underutilized artistic capacity, and itemized the type of space needed (e.g. retail, discipline-specific, exhibition, performance, etc.) in each locale. The final reports include a recommendation to hire a limited-term person to advance the work, which is contextualized with municipal cultural plans or community planning documents.

The Story of our Stories:

Community Engaged Arts in the North

Thinking Rock Community Arts, with support from Canada Council for the Arts and the Ontario Trillium Foundation, invited NORDIK Institute to participate in the steering committee for its project profiling the impacts and experiences of community-engaged artists across Northern Ontario beginning in March 2019. NORDIK and its Manager of Operations and Communications, Dr. Lisa Meschino, were contracted to assist with the research process under the direction of Thinking Rock staff, Robin Sutherland and Miranda Bouchard.

The Story of our Stories drew on interviews, focus groups, a survey and participatory arts-based methods to examine the challenges and opportunities of 30 community-engaged artists living in rural, remote and Indigenous communities throughout the North of Ontario. The onset of the COVID-19 pandemic also required a significant shift in the approach to working with participants, as interactions moved to online spaces that were not originally configured for collective arts practice, but were adapted through the ingenuity of the artists and research team.

The research highlights the important roles played by these artists in Northern communities, including building diverse, authentic relationships (across culture, age, skills, communities); anchoring personal growth; creating opportunities for professional development and employment; engaging in social and political activism; facilitating care of place and deeper community engagement; stimulating dialogue and story-sharing on difficult topics or issues; and paying witness to healing.

Among the challenges profiled by the artists included themes of precarity; limited public understanding of or advocacy for the arts; accessing funding; systemic barriers of racism and colonialism; daily administrative chores; maintaining quality of participant engagement and experience; engaging sensitive topics; the balance of self-actualization in community-engaged arts; assessing value and impact; and other limitations of support and employment opportunities. Yet the impact of community-engaged arts in places across the region is palpable, and requires further support to maximize the reach of such significant change-making capacity.

Among a number of comprehensive recommendations to support community-engaged arts, the report calls for the strengthening of cultural infrastructure; greater tax breaks for working artists; creating more community spaces for artists to live and work; concerted efforts to attract artists to the region; and addressing infrastructure gaps, such as limited high speed internet access, which limit opportunities in rural and remote areas. Retaining and supporting artists already living in the region also required greater regional arts administration and human resources infrastructure, such as training, regional networks, and shared health benefits plans, among others. Ultimately, many voices came back to an underlying need that would precede systematic movement on the others, namely the creation of a “central organizing body whose role it is to represent and support community engaged artists across the North.”

Participatory Action Research of Freshwater Culture and Entrepreneurship



This research and development initiative is led by Minna Koskela-Wild and Dr. Jody Rebek (Water Wise) and exists to promote the protection of freshwater through a combination of engagement, research and activities (sharing science through stories). An inaugural event took place on **World Water Day** and included student presentations, with Tom Johnston, Research Scientist with the Ministry of Natural Resources and Forestry, Mike Burrell, Zoologist with the Natural Heritage Information Centre and Trish Westman, Director of the Ontario Ministry of Natural Resources Science and Research Branch. In the evening, Water Wise partnered with the Lake Superior State University's Center for Freshwater Research and Education (CFRE). A virtual panel titled *Invading our Border: Aquatic Invasive Species in the St Marys River* featured presentations by NORDIK Institute Research Associate, Dr. Elaine Ho-Tassone, Director of the Center for Freshwater Research and Education, Dr. Ashley Moerke, and the Invasive Species Center's Rebecca Schroeder. Samara Alani and Alexandra Graves have helped to support both the Cultural Freshwater research and water events, supported by the CreateAction internship program.

CULTURAL FRESHWATER RESEARCH

The freshwater study investigates the protection, management, and restoration of freshwater, specifically the upper Great Lakes. This research is a catalyst to engage youth in storytelling through arts-integrated methods to deepen relations and connections to the freshwater and share appreciation for indigenous knowledge. The research investigates freshwater challenges, opportunities, and restoration priorities, along with social, economic, and cultural skills in the region via online surveys, interviews, focus groups, document analysis, and workshop artifacts, using convenience sampling.

BLUE ECONOMY ENTREPRENEURSHIP RESEARCH

The Blue Economy topic is scarcely investigated in the Algoma and Great Lakes Region. A proactive effort to make the freshwater lakes cleaner and more sustainable while enabling future economic growth is needed more than ever. NORDIK researcher, Dr. Jody-Lynn Rebek and Dr. Ahmed Aziz are working together to investigate opportunities and barriers of a sustainable Blue Economy, while identifying innovative practices that recognize indigenous wisdom in using and managing freshwater in the upper Great Lakes. Online survey and focus groups and participatory collective actions will frame the data collected. Thomas Barber is the Research Assistant for the Blue Economy Research - a fitting project to launch him into a Masters in Economics in the summer. Barber will graduate Algoma University in summer 2021 with a BA (Honours) in Economics.



Sustainable Agricultural Entrepreneurship

The sustainable agriculture research project led by Dr. Jody Rebek will evaluate our local vegetable landscape and local makers to help identify and promote sustainable agriculture production in the region, and more regional food sovereignty. We aim to identify gaps and opportunities to improve healthy food availability that is produced locally, and also in reducing food waste. The Participatory Action Research will be displayed in a short film documentary format, following a series of surveys, interviews and focus groups. This research will also help populate a mapping database created by Dr. Epp (Sustainable Agriculture, University of Guelph).

Mindful Leader Development of Undergraduate Students



Dr. Jody Rebek has received Research Ethics Board approval from many post-secondary institutions across Canada for a mindfulness-based research study called “Awaken U: Mixed Method Research of Mindfulness in Undergraduate Development.” Working in collaboration with Dr. Nirosha Murugan and Dr. Nick Rouleau, this study engages students in an eight-week session that consists of weekly mindfulness activities, arts integration, and

leadership development. Initial participants had the opportunity to design the contents and timing of the weekly program “Awaken U” by voting on their preferences and sharing opinions in an online survey. This study investigates both asynchronous and synchronous learning engagement, and evaluates psychological, leadership development and mental health impacts. We are curious to see if participants’ emotional regulation, self-esteem, self-care and authentic leadership are impacted by the mindful leader development activities. We anticipate many youth will renew hope, establish personal coping strategies and strengthen their wellbeing. This project has been gifted with two research assistants who have shared their talents and made this study meaningful - Cameron Mihell and Hayley Casey. For more information, email awakenu2021@gmail.com.

Northern Ontario Tourism Development and Recovery Strategy

Dr. Nustrate Aziz, Dr. Sean Meades and Dr. Tamanna Rimi began conducting research on market trends and development within the tourism sector in Northern Ontario. This was done through a combination of surveys and focus groups. Tourism Sault Ste. Marie, Algoma Country, Destination Northern Ontario, le Société Économique de l'Ontario, and Indigenous Tourism Ontario expressed their support and intent with the research, informing the development of research implements and the dissemination of any surveys or fundings to their members and partners. Through the submission of a request for a Canada Summer Jobs student, Graham Slater later joined the project as a research assistant.

The survey of visitors to the region collected 334 responses while 85 tourism related enterprises participated in the research. Preliminary results demonstrate that operators have been hard-hit by the pandemic with more than half of respondents experiencing a drop in revenues of at least 50%, and that there is a notable desire for more training and investment programs. Among visitors, many expressed the need for greater transportation options, namely by rail and air, as well as high speed internet access. Final results will be available in late 2021.

Restorative Justice: Anti-Racism Youth Diversion Initiative

Dr. Vivian Jimenez-Estrada, Zachary Low, The Indigenous Women's Anti-Violence Task Force and the Indigenous led Baawaating Justice Committee with support of Dr. Sean Meades are in the beginning stages of a research project which will investigate young Indigenous peoples experiences with the criminal justice system. The research will contribute to the development of a community-based justice model in and throughout the Baawaating area. The justice strategy will coordinate culturally appropriate diversion opportunities to reduce the overrepresentation of Indigenous youth interacting with the criminal justice system. This initiative aims to increase the capacity of all service providers in the justice system to contribute to more equitable outcomes for Indigenous communities. The Baawaating Justice Committee meets monthly and will oversee the development of the community-based justice strategy.



PromoScience Application - Indigenous Youth Environmental Monitoring Initiative (IYEMI)

Co-leads Sue Chiblow, Vanier Scholar and York U PhD candidate and Haley MacLeod, PhD candidate (Lakehead), with support from NORDIK Research Associate Dr. Gayle Broad, are co-leads on an application to NSERC's PromoScience fund. The 3-year project (if funded) will deliver a one-week summer experience camp to 60 Indigenous youth in Grades 7-10, to encourage greater interest and participation in post-secondary science programs. The water-themed project, with a focus on Indigenous science, is overseen by an Advisory Committee drawn from both the Northwest and Northeast portions of the region (the latter including Marnie Yourchuk of Mamaweswen Tribal Council, Mary Wabano-McKay of Algoma University and Carolyn Hepburn of Sault College. NORDIK Research Associate Dr. Elaine Ho-Tassone will also be providing in-kind support regarding field mentorship, and travel and other support has been offered by Mamaweswen - the North Shore Tribal Council. If successful, the project will run between 2022 and 2024.

Reaching Home Strategy and the IFC in Sault Ste. Marie

Dr. Sean Meades worked with the Indigenous Friendship Centre (IFC) to do an environmental scan and information gathering related to the IFC'S prospective involvement in the federal government's Reaching Home strategy to tackle homelessness. The scan included a review of the information currently collected by the Homeless Individuals and Families Information System, its relevance to the IFC, an assessment of the challenges related to OCAP Principles, and options for how the IFC can move forward in relation to the federal strategy and local partners.

Development

Bring Food Home Initiative

The Bring Food Home Initiative seeks to promote local food policy that supports food security and food sovereignty. NORDIK's engagement with the initiative is being led by faculty affiliate Dr. Laura Wyper. Representatives from Algoma Public Health and the City's Social Equity Coordinator have joined the working group and there is continuous dialogue with the United Way on strategies to promote local food policy reform.



CAPT Continues Drive for Community-Owned Rail with MCFN

Over the past year the Coalition for Algoma Passenger Trains (CAPT) has focused its passenger rail advocacy work on support for the proposed Mask-wa Oo-ta-ban (Cree for Bear Train) under the leadership of Missanabie Cree First Nation (MCFN). The Bear Train would restore passenger train service between Sault Ste. Marie and Hearst. There has been no passenger service on that line since the federal government cut the operational funding in 2015 which leaves most tourism businesses, First Nations, property owners and communities along the rail corridor with no ground transportation. There is no public road access into 400 km of the 470 km of the rail corridor between the Sault and Hearst.

During 2021 the owner of the line--CN--has been in the process of selling it. Watco will

be the new owner but the final sale has not been finalized. Missanabie Cree First Nation, led by Chief Jason Gauthier, has signed a Memorandum of Agreement with Watco. Their proposed partnership plans to work toward the start-up of the Bear Train. CAPT chair, Dorothy Macnaughton, and CAPT board member, Dr. Linda Savory Gordon, are working hard on the board of the MCFN-led Mask-Wa Transportation Association Inc.(MTA Inc), the not-for-profit organization that will lead operations of the Bear Train. MTA Inc successfully obtained \$50,000 funding to hire Jeronamo Solutions to develop a marketing plan to add to the Bear Train's business plan. The MTA Inc board is now in the process of updating the business case for the Bear Train to use in applying to private and public funders for operational funding.

The Story of WOSEN:

Reshaping the Social Enterprise Ecosystem

The Women of Ontario Social Enterprise Network (WOSEN) initiative aims to reimagine the social enterprise ecosystem — who it serves and how it functions — with a focus on addressing systemic barriers that hinder or exclude women-identified and gender non-binary social entrepreneurs from reaching their potential. It also aims to support underserved and underrepresented communities, including Indigenous women, women in rural or remote regions, racialized women, newcomer women, LGBTQ2+, and women with disabilities.

Dr. Jude Ortiz has led the design and integration of a Developmental Evaluation approach and has recently completed a review of the project mid-way through the three and half-year initiative (2019-2023), assessing the collaborative's progress in meeting its goals including practitioner learnings and impact on participants, as well highlighting its innovative approaches and successes.

A significant contribution has been the creation of the WOSEN Design Principles. Two knowledge products are in development to support facilitators and entrepreneurial stakeholders in adopting into their practice. The seven principles are: inclusive and accessible; responsive; anti-oppressive; systems informed; ecosystem approach; human centered and decolonized.

The **Investment Readiness Supports** program is piloting an ambitious initiative, unlocking capital by matching funders to women founders who are seeking investment within the year. The **Social Enterprise Ecosystem Development** is a bold program that has engaged those who support the field, including leaders, to study the principles of an inclusive economy and a just recovery, increasing understanding of how and why the current business support system fails women-led entrepreneurs. Participants

also explored their own identity, power and privilege and how those factors may impact the communities they support. **Start** and **Grow** accelerators and **Women-Centered Innovation Learning** round out the core program offerings.

The project engaged more than 700 participants from 120 different communities; 97% were from underrepresented groups; 248 were early stage entrepreneurs and 121 were resilient/growth founders. The project unlocked approximately \$1 million in investment for participants.

Participants indicated that they left the programs more energized, confident, seeing challenges as opportunities and have less fear of risk. They felt more curious about exploring options, and had increased motivation, initiative and the ability to think creatively. They also expanded their networks, noting they would reach out to other participants or the facilitators when needed.

“Every session was relevant - I learned something new in each session - I had the opportunity to discuss and ask questions all the time and this made the experience engaging and helped me retain information better” (Accelerator program participant).

Overall, the project has centered foundational community development approaches – meeting people (participants and practitioners) where they are at and responding to emerging circumstances, this program and project design and development has followed the transformational cycle of Observe, Reflect, Plan and Act underpinned by a developmental evaluation lens. One practitioner aptly described it as *“Programs shift - they gather, assimilate, respond, and repeat.”*

Colombian Truth Commission in Canada

Dr. Sheila Gruner has received funding from Global Affairs Canada to support the Colombian Truth Commission in Canada. The project will contribute to the documentation of the Truth Commission process in Canada and bring various nodes (BC, Ontario, and Quebec) together in dialogue to share learnings from the process. Dr. Sheila Gruner has become the coordinator for the research team for the Ontario node of the commission which contains 9 active researchers and 5 other support personnel. Although the commission is based in Colombia, Canada and Ontario specifically are among the most significant recipients of people who have been displaced by Colombia's civil conflict. The Ontario node takes a specific focus on the experiences of Afro-Descendents and Indigenous peoples, as well as the impacts of gender and experiences of underrepresented peoples in conflict. The Truth Commission process in Canada had endeavoured to give a voice to the experiences of Colombians living in exile in Canada who were displaced by the five-decade-long armed conflict. Dr. Gruner met with various partners in Colombia and Canada in preparation for the project. The project has been supported by an NOHFC intern, Researcher Andrea Diaz, who has been providing logistical and research support for these projects. The three stages of the project included gathering testimonies, the second stage focuses on acts of recognition for what victims suffered during the conflict and the third stage focuses on the analysis of the findings. Dr. Sheila Gruner with the assistance of Andrea Diaz, continued to work on this initiative and moderated two events relating to the project. Hosted by The Ethnic Peoples and Peace - Global Network, the two events were titled *"Ethnic People and Peace in Columbia: International Implications"* and *"Racism, War, Migration, and Peace-Building:*

Perspectives and Experiences of Black Communities in Colombia". As well, another online panel took place titled *"Ethnic Communities, Territories and Peace in Colombia in the Era of COVID-19."* The 5th National Assembly of the Ethnic Commission for Peace and Defense of Territorial Rights took place and had a selection of guest speakers including Boaventura de Sousa Santos, Arturo Escobar, Regina Plaza and Noam Chomsky.

First Nation Income Assistance Reform Symposium

The Income Assistance Reform Symposium was facilitated by NORDIK and brought together dozens of stakeholders in First Nation Income Assistance (IA) programs across Canada to consider next-steps following the previous year's review of on-reserve IA programs. Drs. Gayle Broad and Sean Meades led the facilitation team, which included 3 students and 2 past NORDIK employees, including Chelsea Parayko, Chelsea Brunelle, Janie Pépin, Jody Jones, and Krista Bissiallon. CESD Certificate student, Cassandra Spade, was also recruited as a note-taker. Income Assistance deliverers ultimately proposed a set of 39 recommendations for significant improvements to the IA system in First Nation communities, including increased provisions, supports for community and administrator capacity building, supports and controls around case management, integrating traditional knowledge and culture into the IA program, how to promote greater community self-determination, and measures for moving toward community-based wraparound and holistic services. NORDIK promoted the findings with ONWAA in a recorded presentation for the Assembly of First Nations Working Group on Income Assistance.

NORDIK Submission to the Regional Assessment on the Ring of Fire

In January, 2021, Dr. Sean Meades and then-CESD Certificate Student, Cassandra Spade, with support from Mining Watch Canada, crafted a submission to the Impact Assessment Agency of Canada regarding the Regional Assessment in the Ring of Fire. The submission highlighted ecological, cultural and linguistic, and socio-economic considerations that must be taken in relation to the communities that are most directly impacted by prospective development, highlighting significant concerns around environmental impact and contributions to climate change, impacts on traditional economic practices, and the social challenges posed by “boom-bust” cycle industries. It also argued for a wider regional scope, as extraction of the resources would have further impacts in those communities where they would be processed.



Buy Local Arts

In response to the negative impacts that the pandemic has had on artists and cultural producers, CESD Placement Student, Joseph Fredin, who completed his 150-hour placement with NORDIK, launched social media accounts to promote local artists and their work. You can follow @buy_local_art_ssm on Instagram or on Facebook by searching the page “Buy Local Art Sault Ste. Marie & Algoma.”

Clusterfolk

Algoma University music major, Jackson Reed, was hired by NORDIK to work with the Northern Lights Collaborative on initiatives to engage and mobilize youth, working with Andrea Pinheiro and 180 Projects. Clusterfest, an online music festival, was created and successfully organized and launched. The festival was a collaboration with the previously stated partners as well as Catalyst X, Youth Odena, Unsalted Audio, Bad Taste Cinema and Care Records.

Ideas, Analysis & Dialogue



LEADING INTO THE FUTURE:



INSPIRING AND ACTIVATING COMMUNITY SOCIAL INNOVATION

Leading into the Future: Inspiring and Activating Community Social Innovation

Social innovation is a world-wide response to community crises within a world crisis of climate change, deteriorating democracy and economic crisis that intertwines with all the others. The adoption of social enterprise as a viable business model shifts the community's development environment to principle-based innovation, creating space for women and marginalized people to participate within an inclusive economy based on local strengths.

The *Leading* event, a series of three independent discovery workshops was part of Social Enterprise and Entrepreneurship (SEE) programming through the Women of Ontario Social Enterprise Network (WOSEN), a provincial collaborative that focuses on unleashing the entrepreneurial energy and capacity of women and further supporting the ecosystem in moving forward more sustainable, place-based development models. The sessions were designed to reveal opportunities for social innovation, people who are interested in engaging in this work and ways to support their initiatives, with a particular focus on women. It aimed to inspire social innovation, activate local talent and increase resilience. Successful Northern Ontario social enterprises businesses highlighted in the virtual sessions March 2- 4, 2021, included sole proprietorship and corporations, such as

nonprofits and cooperatives, in the sectors of agriculture, cultural retention and vitalization, transportation and waste reduction. Each entrepreneur identified the pressure point, the community issue, the reason for establishing the enterprise; the underlying principles that guide the initiative; and its impact, its social, cultural, environmental and economic contributions to healthy resilient people and places. Place and its strengths or assets play a foundational role by holding space for people to create an original identity through relationships with others and the land.

La Maison Verte, in Hearst, wanted to ensure women, particularly single mothers, were employed; Nickel Refillery aims to create a behavioural shift to encourage zero waste in the Sudbury area; Épicerie Coop Grocery, was formed to ensure the Moonstone area had a quality grocery store; United Manitoulin Island Transit focuses on how young people can be connected to emerging employment opportunities if they do not have access to a private vehicle; AlgomaTrad, on St. Josephs' Island is creating community, inspiration and empowerment through multicultural traditional arts; and, Roots to Harvest is supporting youth employment and development in Thunder Bay.

**Shape your passion
into a business idea!
Create an Action Plan
for moving forward.**

Key messages from the social entrepreneurs included: It's a long game with funders; value people and pay them; create value statements that communicate why the SE exists and its impact; and, take risks—you need to find people to get behind the initiative without knowing the outcome.

BUSINESS PLAN DEVELOPMENT

Women's Social Enterprise Development

Create a business plan to move your business forward!

Two *Start* accelerators were also offered this past year - Ideation to Action Plan and Business Development Plan. They guided women in transforming ideas into viable operations, ensuring they had an action plan to carry their businesses planning forward upon course completion. A storytelling approach, how to create value beyond the financial, supply chains, leading through uncertainty, operations, financial management, tailored 1:1 coaching with women social entrepreneurs from Northern Ontario, guest speakers operating successful enterprises within the north, breakout topics, peer mentoring, asset mapping and networking contributed to making these programs unique and responsive to participants' needs. The next intake for the Start accelerator program is Sept. 2021.



The Packsack Project

The Packsack Project podcast, a joint initiative with Rural-Agri Innovation Network, was developed from an internship opportunity through FedNor. Jessie Wright, the FedNor intern is working on the podcast which will be profiling how northern communities have built on local strengths and networks to overcome major challenges, particularly in light of the COVID-19 pandemic. Sean Meades, David Thompson, and Gayle Broad will interview members of Northern Indigenous and rural communities, exploring ways we can create greater resilience for our people through real life stories and experiences. We will focus on agriculture, immigration, infrastructure, education and other important topics to uncover regional and cultural factors that are required by Northern communities to achieve their goals.

Organizing to Eradicate Gendered & Colonial Violence

The Coordination of Indigenous Women in Mexico (CONAMI) hosted a high level dialogue which Dr. Jimenez Estrada and Algoma University alumna Betty Angecone participated in.

The panel titled *“Experiences in Organizing to Eradicate Gendered & Colonial Violence against Indigenous women in Canada, the United States and Mexico”* provided a space in which to share the specific experiences of organizations who work for the prevention and/or eradication of violence against Indigenous women in those three countries. Based on the work currently taking place with the Indigenous Women’s Anti-Violence Task Force (IWAVTF), the panelists discussed the challenges and possibilities of working across the Americas on gendered and colonial violence through networks like the Continental Network of Indigenous Women of the Americas (Northern Region).

Northern Ontario Research, Development, Ideas and Knowledge



Research, Dialogue, Analysis and Reflection

Thank you to our partners and funders:



Algoma University's Community Development and Research Institute

1520 Queen Street East Sault Ste. Marie, Ontario P6A 2G4

www.nordikinstitute.com