



■ Adjustment Guidebook 2008



■ Table of Contents

	Introduction	3
	About this Resource Kit	4
Section A	The Adjustment Advisory Program	5
	Labour Adjustment	5
	Community Adjustment.....	6
Section B	Phase One: Identifying the Need for a Community Adjustment Process	9
	When is the Right Time to Start?	9
	Getting Started	9
	Selection Criteria	10
	What Is and Is Not Funded?.....	13
Section C	Phase Two: Development of an Adjustment Plan.....	17
	Building the Team.....	17
	Consulting With the Community	20
	Evaluation.....	33
Section D	Phase Three: Community Implementation of the Adjustment Strategy.....	35
	Implementation of the Action Projects	35
	Funding	35
	The Sustainability of the Plan.....	36
	The Final Report	37
Section E	Phase Four: Sustainable Support for Community Adjustment	39
	Keeping Momentum	39
	Evaluation.....	41
Section F	Practices That Worked Well	43
	Greenstone	43
	Manitouwadge	43
	Nipigon	44
	Schreiber/Terrace Bay.....	44
	White River	44



“ Northwestern Ontario is not only unique in terms of its geography, demographics and economy. It is unique in its resolve to adapt. There exists a constant struggle to manage not only a shifting economy, but the adjustment and social impacts to workers, families and the broader community.”

■ Introduction

A definition of “adjust” is “adapt or conform... to new or different conditions [as in] ‘we must adjust to the bad economic situation’”². The North Superior Training Board’s 2008 Trends, Opportunities, Priorities (TOP) Report identified the trend of “Shift in Key Employment Sectors - Forestry/Community and Labour Adjustment” as a key priority issue. While it is normal for communities to adapt and evolve on an ongoing basis, change of this magnitude is unprecedented in Northern Ontario.

The Ministry of Training, Colleges and Universities (MTCU) developed the Adjustment Advisory Program (AAP) to help workers, industry and communities to develop strategies to deal with downsizing or closures.

Working in partnership with MTCU’s AAP, community leaders, adjustment coordinators and dedicated volunteers across Northern Ontario have developed or are developing plans and strategies to address their communities’ needs and to capitalize on new opportunities that were identified. In doing so, they gathered a wealth of information on how best to deliver a successful Community Adjustment Program (CAP).

This Resource Kit has drawn on the expertise and experiences of the men and women throughout the North who have taken on the role of helping their respective communities to develop and implement new strategies that will lead to community enhancement and economic recovery. Their willingness to share their thoughts and stories has been instrumental in the preparation of this document.



■ About this Resource Kit

Section A provides information on the MTCU Adjustment Advisory Program (AAP), including details on the Labour Adjustment and Community Adjustment Programs, along with the four phases and steps of Community Adjustment. It also provides information on where in this kit to find information on Employment Insurance and severance packages.

Section B is your guide to getting started. Topics covered in this section include:

- When and why to initiate a Community Adjustment Process
- How to apply
- What criteria to follow
- What is and is not funded

Section C provides details on how to develop a Community Adjustment Plan. Topics covered are:

- The importance of and how to build an effective team
- Consulting with stakeholders and the community at large
- How to create partnerships
- How to develop and implement a communications plan
- How best to set up the Community Adjustment Committee (CAC)
- Developing the Community Adjustment Plan
- How to evaluate the work that has been done

Section D discusses the implementation of the Plan, covering organizing working committees, funding sources, evaluation and how to prepare the Final Report.

Section E addresses the question, “What happens when the Community Adjustment Program is no longer in place?” It discusses strategies to ensure that the momentum of the Community Adjustment process continues and that the action projects that were identified continue to be implemented.

Section F provides a variety of tips from regional Community Adjustment Committees on practices that worked well.

Appendices A-R provides tips, samples and templates covering a variety of topics from funding applications to communications planning.

■ The Adjustment Advisory Program

The Ministry of Training, Colleges and Universities offers an Adjustment Advisory Program (AAP) to help employers, workers and communities respond to change or transition. The AAP supplies advisory and financial assistance to help clients adjust to the impacts of job loss or threatened job loss. Clients include individual firms, employees, communities and sectors. AAP advisors help clients identify their needs and secure appropriate support. Adjustment committees are established to address a variety of issues and tasks.

Labour Adjustment

The AAP helps employees being laid-off deal with the effects of losing their jobs by helping them review their options and plan their next steps through adjustment committees. Committees are formed and include representatives from the affected employee groups, as well as management and the union of the company. Staff are hired (from the affected worker group) and peer helpers (also from the affected worker group) are trained to work in an Action Centre.

The committee's role is to oversee the labour adjustment process and provide input regarding its own group of affected workers. It helps to make decisions regarding identifying and referring workers to the appropriate programs and services, as per MTCU-AAP's guidelines. Examples include personal support in dealing with stress and job loss, job-search assistance, vocational and educational counselling, financial assistance for training and/or personal needs and information on starting a small business.





Community Adjustment

The AAP helps communities anticipate and manage labour market change. Community Adjustment Committees are made up of the various affected community groups. They may bring together services for laid-off workers (especially

“ When fairly rapid change occurs, especially change which affects people and their institutions, adjustments must be made. Some of these adjustments may be difficult to make and require assistance. Community adjustment occurs when a community recognizes that changes are occurring and reacts favourably toward them for the benefit of the community and its citizens³. ”

where many companies have been downsizing), or they could engage in community-wide strategic planning, or start specific community adjustment projects with local groups.

Typical situations that lead to Community Adjustment are the downsizing or closure of a key local industry which has been a major employer in the community. In one of the communities that has contributed to the creation of this Resource Kit, this downsizing affected one third of local jobs. In another community, the closure resulted in 300 workers indefinitely being laid-off, affecting about 55% of the residential workers and further affecting numerous businesses in the community.

If needed, Community Adjustment ideally occurs close to the initiation of the labour adjustment process, recognizing that most communities in Northern Ontario that implement labour adjustment will likely also need community adjustment.

Section A

The Phases and Steps of Community Adjustment⁴:

PHASE	STEPS
1 Identify Need for Community Adjustment Process	<ul style="list-style-type: none">• Purpose directly related to large layoffs
2 Develop Action Strategy	<ul style="list-style-type: none">• Community consultation• Shared understanding and vision• Recommendations and Plans• Commitment to Action Projects• Evaluation
3 Community Implementation of the Action Strategy	<ul style="list-style-type: none">• Organization of an Implementation Subcommittee• Implementation of Action Projects• Ongoing involvement of diverse constituencies• Leveraging financial resources from diverse sources• Evaluation
4 Sustainable Support for Community Adjustment	<ul style="list-style-type: none">• Organization of Community-Supported Processes and Structures for Collaboration• Collaborative Economic and Social Planning Processes• Connections with Government, Private Sector and Organizations Outside the Community• Evaluation

The emphasis of this document will be on Community Adjustment (CA), although consultations have taken place with those who have been or are involved in both Community and Labour Adjustment. To assist those who are dealing with displaced workers, information on Employment Insurance and severance packages can be found in Appendix O.

Community Adjustment Continuum⁵:



Section B

■ Phase One: Identifying the Need for a Community Adjustment Process (CAP)

As discussed earlier, the Community Adjustment (CA) process is usually initiated after the start of the Labour Adjustment process. How soon the process is started depends on the situation in each community.

When is the Right Time to Start?

How the decision is made to start a community adjustment process also varies. Often a local political or community leader takes the first step, calling other partners together to discuss needs and strategies. Sometimes a person who has been involved with the Labour Adjustment process will identify the need for a broader community effort. In other cases, requests for CA assistance come as the result of inquiries to a local MPP for advice. All queries of this nature are referred to MTCU - AAP.

Getting Started

After being contacted, the AAP will fully evaluate the circumstances in the community and, if all criteria are met, will send out a package regarding the criteria needed for the proposal. Meetings are then scheduled with appropriate parties to begin the negotiation process. There is no application form to complete but applicants are required to submit a proposal. At this point the AAP ensures that the Municipality is involved.

The draft proposal is received by the AAP and reviewed. Next, discussions are held regarding gaps in the proposal and revisions are received based on recommendations and suggestions to address the gaps. Once the proposal is refined, it is submitted.

The process does require contributions from all parties. These contributions can be cash or in-kind or a combination of both. The amount of funding that may be provided will depend on a number of factors including the community's circumstances and the projects that have been proposed. The in-kind contribution could include office space, equipment or staff hours.



Selection Criteria

The selection criteria for proposals to MTCU for community projects are as follows:

- 1 Projects must fall within the general goals and principles of the AAP program:

“ The AAP strengthens the capability of sectors and communities to understand and successfully adapt to labour market changes. This, in turn, will assist these groups to maintain or create jobs and to build up a skilled and more employable workforce. ”

- 2 Outcomes (deliverables) must be clearly defined and measurable.
- 3 Projects must meet a tangible need that has been identified through a process such as an environmental scan, labour market information, relevant organizational indicators and/or social impact analysis reports.
- 4 A need to access additional resources has been demonstrated.
- 5 The project has the “right” people involved, shows a commitment to change and leadership buy-in and has administrative leadership to manage the project, thereby demonstrating the ability to manage the project and meet its goals.
- 6 Participative problem-solving and multi-party collaboration, both as a process and an outcome, are demonstrated.

Section B

- 7 The capacity of the client to adapt to change in the future is demonstrated through the building of organizational capacity as well as developing individual capacity (skills, attitudes, etc.) to manage change more effectively.
- 8 Sustainability is clearly defined as an outcome. This could include actual strategies to achieve sustainability or the commitment to achieve sustainability at later stages of the project.

The following are considered as additional criteria:

- 9 Innovation in the field of adjustment practices is shown.
- 10 The project has a wider applicability and can be easily replicated in other adjustment situations.⁶

The development of a community profile and a needs assessment will also help those who are considering your needs to make a decision about what type of support to provide. For an explanation of these processes as well as of the processes listed in criterion # 3, see Appendix F.





Section B

What Is and Is Not Funded?

The cost of operating a committee is usually shared by the Adjustment Advisory Program and the groups involved. Allowable expenses include honoraria for committee members and a chairperson, the cost of outside consultants and other costs agreed to by the committee.

The program will not support:

- 1 The core funding of an organization
- 2 Direct investment in an enterprise
- 3 Training delivery costs
- 4 Activities that are considered the normal cost of doing business
- 5 Activities that are covered by the mandate of other programs such as:
 - Technology acquisition
 - Export development
 - New product and market research
- 6 Projects that meet the funding criteria of programs in other ministries or levels of government unless through a partnership arrangement.

Funding is usually provided for a one year term but an extension of an additional year is possible. About three months prior to the end of the original expiry date of a Community Adjustment Committee (CAC) agreement discussions take place between MTCU and the Committee regarding either 1) winding down the process and reporting the deliverables of the agreement and the final report, or 2) discussing an extension if needed.

Extensions are not automatic but rather based on the actual activity that has occurred and on the deliverables from the objectives identified in the beginning in the proposal. This is all tracked, recorded, reviewed, evaluated and discussed. Finally, next steps are identified prior to the end of the agreement.

If an extension is found to be warranted, a submission including the following items is required:

- 1 Rationale/Explanation for Extension
 - original purpose of this initiative
 - current situation and/or status of downsizing activity within the community
 - brief discussion of the purpose of extension (details to be provided in # 4)
- 2 Activity to Date
 - updated Activity Document identifying linkage with original agreement
- 3 Additional Financial Resources, Updated Claim and Draft Budget for Extension
 - evidence of additional partnership/funding requests and their response (anticipated/approved/denied)
 - submission of expenditures in reporting format provided
- 4 Action Plan for Extension
 - describe what will be done during this period and how it relates to the original agreement
- 5 Evidence of Support from:
 - recipient of agreement (identified) in writing confirming continued participation and contribution to the extension
 - committee members and staff - (recorded agenda item at meeting is sufficient to reflect this support)
- 6 Submission of Material Required
 - submit all of the above to this advisor - electronic version preferred
 - support letter from recipient can be faxed or mailed simultaneously


This type of information is a standard requirement for Community Adjustment Committees requesting extensions. Details for extensions may vary, and are based on the original agreement that was negotiated, implemented, and monitored during its original term. Normally for an extension, AAP will reduce its contribution to 50% of its original allocation.

Section B

“ It takes some time and a lot of discussions to arrive at the point of submitting for approval. This can be challenging for Committee members and the community but, once they get through this stage, they clearly understand what the CAC process is and why the steps to get to this stage have been necessary. They’ve taken a very good look at their community, its needs, its gaps, and the possible solutions. They are ready to proceed. It is the most challenging part but also the most important step in the process in that it helps to determine how to mitigate the effects on the community. ”

Terry Walker, Adjustment Advisory Program, N/W, North Region





“ A competent coordinator, a dedicated chair and experienced volunteers increase the effectiveness of the adjustment program. It is also important that the coordinator and chair work well together. ”

Manitouwadge CAC

Section C

■ Phase Two: Development of an Adjustment Plan

Building the Team

As with any undertaking, the people who are involved in the process are the key to its success. As such, care must be taken in recruiting and training both staff and volunteers.

Defining Roles and Responsibilities

Position or job descriptions for staff and volunteers are a must. These clarify what is expected and also ensure that careful consideration is given in advance to everyone's role. The job description needs to communicate clearly and concisely what responsibilities and tasks the job entails and to indicate the key qualifications of the job – the basic credentials, experience and skills as well as the personal attributes that will help to ensure success.

The following are the elements of a well-written job description:

- Title of the position
- Department
- Reports to (to whom the person directly reports)
- Overall responsibility
- Key areas of responsibility
- Consults with (those whom the person works with on a regular basis)
- Term of employment
- Qualifications (necessary skills and experience required)



It is important to be specific.

TOO GENERAL

SPECIFIC

Computer literate

Proficient with Microsoft Word, Excel, Power Point

Good communication skills

Has ability to communicate often negative information in a way that is positive and empowering

Handles administrative chores

Prepares and submits monthly reports

For sample Job Descriptions, please see Appendix A.

Recruitment

Recruiting the right employees can be a challenge, especially in small communities. The most common way of advertising is through a newspaper advertisement, usually in the “Classified” section. The advantages of newspapers over other media are that they provide excellent coverage of local markets, ads can be placed and changed quickly, a quick consumer response is generated and they are relatively low cost. For information on regional newspapers, their specifications and contact information, see Appendix B.

The Coordinator

The position of Community Adjustment Coordinator can be funded by MTCU if not funded by another source. The Community Adjustment Coordinator, with the volunteer Chair of the Adjustment Committee, will head up the Adjustment team, taking on the tasks of:

- Facilitating and managing the development of the Community Adjustment Plan
- Ensuring accountability
- Leading/facilitating/supporting the volunteer committee members and activities
- Motivating action
- Encouraging networking and partnerships

Section C

As such, the Coordinator should demonstrate such qualities as:

- Leadership
- Communications and organizational skills
- A positive attitude
- Team building skills
- Networking capability
- Evaluation skills
- A spirit of entrepreneurship
- A caring attitude
- Organizational skills

Youth Intern/Administrative Assistant

It is also possible to receive funding to recruit a Youth Intern/Administrative Assistant to help the committee while gaining job skills. Youth Internship programs are available through:

- Service Canada
<http://www.youth.gc.ca/yoaux.jsp?&lang=en&flash=0&ta=1&auxpageid=1120>
- FedNor
<http://fednor.ic.gc.ca/epic/site/fednor-fednor.nsf/en/fn02300e.html>
- The Northern Ontario Heritage Fund Corporation
http://www.mndm.gov.on.ca/nohfc/program_yiacp_e.asp
- MTCU – Job Creation Partnership
<http://www.edu.gov.on.ca/eng/tcu/search.html>

Seeking Outside Help

The expertise of outside consultant(s) may be helpful at several phases. For example, consulting services might be used to undertake the following tasks:

- Conducting a community assessment such as a Needs Assessment or Social/Economic Impact Assessment
- Developing a communications plan and materials
- Facilitating a community consultation session and providing a report on the discussions
- Examining the feasibility of a Community Adjustment proposal that has been brought forward for consideration



For information on how to develop a Request for Proposals (RFP), see Appendix C. For tips on selecting a consultant, see Appendix D. For a sample contract for services, see Appendix E.

The Ontario Ministry of Agriculture, Food and Rural Affairs offers good advice on determining if a consultant is needed and, if so, how to best select one in the report: *How to Choose a Consultant - A Resource for Your Community or Organization* at:

<http://www.omafra.gov.on.ca/english/rural/facts/98-053.htm>

Consulting with the Community

The community consultation phase, where all stakeholders determine their role in the adjustment process, is perhaps the most important step of this phase. The fullest possible engagement of the community at this phase is the key to the success of the entire process. As such, potential partners need to be persuaded that doing nothing is not an option and that everyone can contribute to the solution.

“ Communication is essential for the success of a Community Adjustment Project. Ensure that everyone that wants to be informed has access to information. Public meetings, newsletters, mass mailings, seminars, information sessions and newspaper articles are essential to ensure information is distributed and feedback from the community is received. ”

Manitouwadge CAC

Consulting early on in the process with members of the community can help to keep the momentum going and send a clear signal that efforts are underway to address the issues.

Section C

The Communications Plan

The way to ensure successful communications with all stakeholders is to develop a communications plan at the initiation stage and adhere to the plan throughout the process. The objective of developing a project communications plan is to create awareness and build support and acceptance of the Community Adjustment project among all key stakeholders and help to ensure that stakeholders are kept up to date. The goals of a successful communications plan are to:

- Send messages to all stakeholders that explain why a project is being undertaken, why it is important, what the benefits are
- Update stakeholders on the project status at various stages
- Ensure that there is communication from key people
- Share ideas as soon as possible and encourage dialogue and feedback on those ideas

A communications plan identifies the:

- Target audience(s)
- Key messages
- Best method of communicating for each message to the stakeholders
- Funds that will be allocated for each activity
- People responsible for communicating
- Time frame for communicating

In addition to announcing the project launch and any community consultation sessions, there are several logical points in the Community Adjustment process where communications with stakeholders may be important. These include but do not need to be limited to:

- Announcement of hiring(s) of Community Adjustment staff
- Announcement of formation of committees
- Launch of plan
- Information on progress towards implementation of projects and activities
- Information on next steps



Section C

Successful communications do not necessarily need to be expensive. There are numerous ways to communicate effectively at little or no cost including disseminating information through a local Chamber of Commerce, sending Letters to the Editor and articles to the local newspaper, posting information on the Municipality's web site, speaking at local meetings, being interviewed on a local cable television station and participating on a radio call-in show.

For more information on communications planning, including the numerous communications vehicles that can be utilized, review the Ontario Ministry of Agriculture, Food and Rural Affairs *Communications Planning for Organizations* at:

www.omafra.gov.on.ca/english/rural/facts/03-033.htm

Several examples of communications plans can be found on the W.K. Kellogg Foundation web site at:

<http://www.wkkf.org/Default.aspx?tabid=90&CID=385&ItemID=5000037&NID=5010037&LanguageID=0>

In addition, for information on how to prepare a media release please refer to Appendix G. For examples of town hall meeting advertisements, see Appendix H.

Community Partnerships

The success of the Community Adjustment process will rely heavily on the creation of effective community partnerships with groups, organizations, agencies and individuals that can assist in the development and the implementation of the Plan. These partners may be able to serve on the Committee and/or a Subcommittee, actually implement components of the Plan or they may be able to provide advice and guidance on what the best strategies would be for the good of the community. Whatever role they play, it is vitally important that as many members of the community as possible feel ownership for the Community Adjustment process.



Spread economic development information through community and arrange for economic development workshops for all interested community members to better position the community for future opportunities.

Nipigon CAC

Some of the possible community partners that should be approached include:

PARTNER/ SECTOR	POSSIBLE ROLES	HOW TO RECRUIT
Business	<ul style="list-style-type: none"> • Possible financial support for community projects • Volunteer on a committee or committees • Provide insight into local economic conditions and trends 	<ul style="list-style-type: none"> • Work with local Chamber of Commerce or other business organization(s) to provide information • Invite representatives to an orientation session
Unions	<ul style="list-style-type: none"> • Provide insight into the issues the workers and their families are facing and what their needs are • Volunteer on a committee or committees 	<ul style="list-style-type: none"> • Provide overview of the situation and plans to address issues to union representatives
Economic Development	<ul style="list-style-type: none"> • Take responsibility for relevant aspects of the Plan • Serve on a committee 	<ul style="list-style-type: none"> • Meet with economic development staff and Board members to provide background and recommendations for partnerships

Section C

PARTNER/ SECTOR	POSSIBLE ROLES	HOW TO RECRUIT
Community development and service organizations	<ul style="list-style-type: none"> • Provide information on community needs and possible solutions • Possibly provide funding for related projects • Serve on a committee 	<ul style="list-style-type: none"> • Invite representatives to an orientation session and discuss possible roles
Education, training, literacy	<ul style="list-style-type: none"> • Identify community/worker needs and appropriate programs • Serve on a committee 	<ul style="list-style-type: none"> • Invite representatives to an orientation session and discuss possible roles
Social service, health	<ul style="list-style-type: none"> • Provide information on supports that individuals and their families require and appropriate programs • Serve on a committee 	<ul style="list-style-type: none"> • Invite representatives to an orientation session and discuss possible roles
Government	<ul style="list-style-type: none"> • Provide liaison to other government departments • Provide information on what programs exist to support the Plan • Provide funding for projects 	<ul style="list-style-type: none"> • Submit information on the Committee and its goals and objectives in writing to the relevant government departments and agencies and ask for their input and participation

Community Consultations

It is also important to ensure that the public has input into the Community Adjustment process. As such, inviting one or more members of the community at large to serve on the Adjustment Committee should be considered. Having said that, not everyone has the time or desire to serve on a committee, but he or she may still welcome the opportunity to provide input. An effective way of gaining public input into what needs to be done is by organizing a “town hall” meeting. A town hall meeting is an informal public meeting derived from the traditional town meetings of New England. Similar to those meetings, everybody in a community is invited to attend, voice their opinions, and hear the responses from public figures and elected officials, although attendees rarely vote on an issue.⁷

Prior to the town hall meeting, it is important to develop a meeting content outline and agenda to:

- Provide the community with accurate and timely information about current conditions;
- Identify key stakeholders and their potential roles in the adjustment process;
- Generate enthusiasm among participants to undertake community adjustment initiatives.

Keeping good minutes is very important, especially in a gathering such as a town hall meeting where a diversity of opinions will be expressed from a wide variety of participants. As such, it is recommended that both flip charts and a minute-taking template be utilized. While consideration might be given



In order to get your committee members, there must be an opportunity for all citizens to participate and it will take more than one or two meetings and some advertising to get the message out that the adjustment committee is going to be created. Having said this, it is important to have participation from many different sectors.

Manitouwadge CAC

Section C

to recording the meeting, the efficiency of this method needs to be weighed against the possibility of inhibiting some participants from speaking.

A minute taking template can be found in Appendix I.

The chair or facilitator should be recognized as a neutral individual, ideally with a reputation for facilitating other similar successful projects. A good facilitator is also assertive and is able to communicate what may be perceived as negative news in a constructive manner.

Facilitators should also have the ability to:

- Listen actively
- Encourage open communications
- Manage the flow of discussions
- Be tactful and sensitive

It is important to develop strategies to deal with potentially difficult situations. When a community is going through adjustment, citizens can feel fearful, frustrated or angry. As such, they may view the meeting as an opportunity to vent their feelings. Laying out ground rules at the start of the session can help to keep the meeting running smoothly. Some suitable ground rules might be:

- Only one person at a time will be allowed to speak
- Request to be allowed to speak by raising your hand
- Everyone is encouraged to speak
- Please keep your discussion on topic; off topic discussions will be placed in a “parking lot” on the flip chart
- This meeting is focused on identifying solutions and actions so please present your comments with this in mind
- Try not to reiterate the comments of another person

The town hall meeting should provide stakeholders with a clear direction on what residents believe needs to be done to help the community to adjust to the labour market change. You should also consider surveying participants to learn how they would like to receive information on the Community Adjustment Plan. In Schreiber/Terrace Bay, for example, participants identified mail outs, radio advertising and posters as their preferred way of receiving information, allowing the committee to target its communications.



Section C

While some participants may be asked to sit on the Community Adjustment Committee, it is likely that additional recruitment efforts will be required. In Manitouwadge, committee members were first recruited by asking about 15 key community stakeholders to come to a meeting to learn about the adjustment process. An attempt was made to cover as many sectors of the community as possible such as mining, forestry, education, health, organizations, clergy, businesses, etc. After this initial approach, it was not difficult to attract volunteers to the Committee.



The main MCAC committee was comprised of resource (ex officio) and community members and a quorum was determined by having 50% or more of the community members in attendance. This increased the likelihood of having a quorum and enabled the committee to function more effectively.

Manitouwadge CAC

The Committee – A Shared Vision

Prior to developing the Community Adjustment Plan, it will be important to discuss and determine the composition, roles and mandate of the Community Adjustment committee. Areas to be determined are:

- Composition – who will be on the committee and what sector will they be representing?
- Responsibilities/Mandate – why does the committee exist and what will it do?
- Reporting – How will the committee report on its activities, to whom and how often?
- Committee Terms of Reference
- Meetings – How often will the committee meet?

Having these factors determined and available in writing will help the committee to focus on its goals, as will having the mandate of the committee printed at the top of each agenda and keeping track of the committee's activities. For a sample Committee Activity Sheet, see Appendix K.

Committee members will be required to agree and adhere to a Confidentiality Agreement and have no conflicts of interest. For a sample CAC Confidentiality Agreement and Conflict of Interests Declaration along with a sample Committee Terms of Reference, see Appendix J.

Developing the Plan

There is an inspirational adage that says, “People don’t plan to fail. Instead they fail to plan.” Because you certainly don’t want to fail, it makes sense to take all of the steps necessary to ensure success, including developing an action plan. There are lots of good reasons to work out the details of your organization’s work in an action plan. They include:

- To understand what is and isn’t possible for your organization to do
- For efficiency: to save time, energy, and resources in the long run
- For accountability: To increase the chances that people will do what needs to be done⁸

The next step will be to develop the Community Adjustment Plan, based on input from the town hall meeting and from Adjustment Committee members, keeping in mind MTCU criteria.

In some cases, there may be considerable pressure to take action very quickly to address a community’s needs and concerns. However, taking care to develop a well-thought-out plan will reap rewards in the longer term. One of the challenges then will be to ensure that the community is kept informed of the importance of careful and inclusive planning.

Each action step should include the following information:

- What actions will occur
- Who will carry out these actions
- When they will occur
- What resources (i.e., money, staff) are needed to carry out these actions
- What communications will be required and with whom
- How results will be measured

Section C

The Plan will have to demonstrate that it meets a need or needs, has clear objectives that are measurable, has a sustainability strategy and shows evidence of a participative and inclusive process.

The acronym **SMART** is often used in describing the five characteristics of clear objectives. **SMART** stands for:

- **Specific:** This term refers to a situation that is easily identified and understood through numbers, ratios and fractions, percentages, frequencies. In this case, being “specific” means being “precise”.
- **Measurable:** Need to have the ability to measure, to track the action(s) associated with the given objective. Therefore, objectives and actions all need to be somehow quantifiable.
- **Attainable:** Objective needs to be able to be achieved given the existing capabilities.
- **Relevant:** This refers to setting appropriate objectives for a given individual or team: you need to think if they can truly do something about it or is it irrelevant for the job they perform.
- **Timely:** Has a clear time frame from start to finish.

An effective Community Adjustment Plan should address the opportunities across the community as a whole. The Schreiber/Terrace Bay Community Adjustment Plan, for example, addressed lifestyle development, community enhancement, industry attraction, workforce development, energy, health and marketing. The Manitowadge Plan identified attracting new residents, business retention and expansion, maintaining existing health care services, encouraging and facilitating support for and between existing community organizations and ensuring accessible education as that community's priorities.

Reviewing existing Community Adjustment Plans can be helpful, bearing in mind that each community's situation is unique. The Manitowadge Community Adjustment Plan is contained in this Report in Appendix P. The White River CAC Objectives and Deliverables document can be found in Appendix Q and the Red Rock, Dorion/Hurkett, Nipigon, Red Rock Indian Band Community Adjustment Plan is in Appendix R. To download the Schreiber/Terrace Bay Plan, go to:
<http://terracebay.ca/?pgid=25>



Section C

Evaluation

It will be useful to conduct an evaluation of the activities and outcomes of this Phase. Questions to be addressed might include:

- How effective were you in your recruitment activities? What, if anything might have made this work better?
- Were you successful in attracting as many people as planned to your community consultation session? Why or why not?
- Did the consultation sessions result in the identification of workable, easy to prioritize action items? Why or why not?
- Were you able to engage the number of partners that you had hoped in the process? Why or why not?
- Did the groundwork that went into the establishment of the committee result in effective, productive meetings? If not, what changes would be useful?



It is important that each Adjustment Committee develop its own identity by using a well thought out theme. This is important in communicating with the residents and keeping the committee focused. In Red Rock we used the “Adjusting Our Sail” theme and in Greenstone we use the “Reasons for Tomorrow” theme.

Yvon Desroches, Greenstone Community Adjustment Coordinator
(formerly Red Rock CA Coordinator).



Section D

■ Phase Three: Community Implementation of the Adjustment Strategy

Implementation of the Action Projects

Once the Plan is approved, the Committee can move on to the implementation stage. In some communities, a new subcommittee focused on implementation is struck but in other cases, the existing Community Adjustment Committee stays in place to handle the implementation phase, often working with subcommittees of community partners.

Funding

All projects will require funding from outside sources. The AAP process initiates a community adjustment process with the intention of leveraging additional financial and advisory resources. With this in mind, it will be important to have the skills to prepare effective sponsorship and grant applications as well as to solicit community in-kind contributions. The most common sources of funding for this type of an organization are:

- Government funding programs
- Community in-kind contributions
- Corporate sponsorships and donations

Government Funding Programs

There are a variety of government funding programs that support community and economic development, some specifically for Northern Ontario. For a directory of these types of programs along with their website addresses, please refer to Appendix M.

Preparing government funding applications can be complex and time consuming. Having volunteers or staff who are experienced in preparing government funding proposals will help to make this task go more quickly and smoothly. In general, a funding proposal will need to include:

- Introduction/Background
- Rationale for the Request – the need
- Expected outcomes
- Outline of proposed project
- List of partners and their roles
- Detailed work plan
- Detailed budget
- Details of how evaluation will be carried out

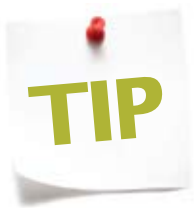
It is a good idea to talk with funders prior to putting together a proposal to gain tips and insights into their requirements. Based on these discussions, develop a “Funding Proposal Checklist” to ensure that your proposal is thorough and complete, thus ensuring a quicker turnaround. For a sample Funding Proposal Checklist, go to Appendix N.

Community In-kind Contributions

This can include volunteer time as well as materials such as office supplies and meeting facilities.

Corporate Sponsorships

Local businesses depend on the well-being of the community for their livelihood and communities that fail to develop adjustment strategies often witness closures of local businesses. As such, business people within the community will welcome and may wish to support the Community Adjustment Program. These businesses can be approached with a formal sponsorship proposal that outlines the benefits to the sponsor (such as having the business logo on all communications materials) or a less formal letter requesting assistance.



Establish subcommittees to concentrate on specific areas of the adjustment process and ensure that there is broad representation on all committees and subcommittees, including all sectors.

Schreiber/Terrace Bay CAC

The Sustainability of the Plan

It will be important to address the issue of sustainability as well during this phase. Who will ensure that the projects that have been identified are actually carried out as envisioned? Will the committee stay in place or will responsibility for ongoing implementation and evaluation be transferred to another organization such as a Chamber of Commerce or Economic or Community Development office of Municipal government?

In Schreiber/Terrace Bay, for example, the Committee presented the Plan to both Municipal councils and took steps to ensure that local community and

Section D

economic development organizations were educated on all aspects of the Plan. The Municipalities have since incorporated aspects of the Plan into their individual strategic plans. The committee also recommended that the two Municipalities create a special projects coordinator position.

The Final Report

The Community Adjustment Final Report should be prepared and submitted at the end of this Phase, addressing the work of the committee as it pertains to the funding agreement with the AAP. The required contents of the Report are:

- a Final Report Summary: A brief description of the project, the results achieved and lessons that may be of value to other similar projects
- b Background: Community factors leading up to this initiative, an outline of problems or situations including an assessment of the magnitude of the restructuring and the impact on the community, organization of the committee, partners, roles
- c Committee Activities: Vision/mandate/purpose of the committee, goals and objectives of the committee, major activities of the project (4-6 activities), unique or individualized activities/projects
- d Result Indicators: Principle outcomes, results against identified goals and objectives, indicators of achievement, comments or analysis of specific results
- e Chair's Comments/Analysis: This could include the demand or degree of participation, the degree of satisfaction with the service, the extent to which the services provided contributed to positive outcomes, which of the services were vital/essential, difficulties encountered/barriers, favourable factors such as meeting place, contributions in kind etc., the experiences of the committee (good and bad), innovations/best practices/lessons learned, ways in which the community is better served as a result
- f Appendices: Appendix A – Final Report Summary, Appendix B – Stages of a Community Development Project
- g Attachments: Agreements and Amendments, List of Committee Members/Partners, Appointment Letters, Committee Minutes, Applicable Appendices



■ Phase Four: Sustainable Support for Community Adjustment

Keeping Momentum

What happens after the adjustment program is just as important as what occurs during the initial adjustment phase although it should be noted that not all initiatives will need to continue to be worked on, as some will be completed and some will evolve into other initiatives.

For those initiatives that do need to continue, as the plan is being developed, it is important to keep asking the question, “Who will take responsibility for this component of the plan once the Community Adjustment Committee is no longer in place?” Some succession strategies used in Northern communities include:

- Keeping Municipal leaders involved and informed at every step
- Educating Economic Development and Community Development officers about the steps that need to be taken
- Sourcing funding for the implementation of projects

In White River, the Committee chose to re-engage their EDC early in the process, resulting in an effective collaborative partnership on initiatives and planning with the CAC. The Committee also chose not to hire a Coordinator for the CAC process, instead hiring an Economic Development Intern through the NOHFC Internship Program, helping to ensure that projects taken on by the CAC do not conclude with the end of the Adjustment process.

Another good strategy might be to request that the Municipal leaders assign this stage of implementation to a member of their staff, perhaps an economic development, planning or community development person. It will be important, as well, to take steps to ensure that an adequate number of experienced volunteers are still in place to support that person or persons in his or her efforts.



There are no guarantees that projects will continue but there are some things that can be done to encourage follow through:

- i) If the Adjustment Committee has representation from the groups that will carry on the initiatives and these representatives play an active part in the Adjustment Committee's implementation of these initiatives there is likely to be follow through.
- ii) Some activities need a push or a jump start and if the adjustment committee can do this then the chances for it continuing are much better. The solution to a community's adjustment is in its citizens and sometimes they need that encouragement.
- iii) Municipal government participation and commitment are essential for the long haul.
- iv) If the attitude of "someone will take care of us" gets changed to, "we need to solve these issues", then the chances of follow through after the Adjustment Committee completes its mandate are very good.

Manitouwadge CAC

Section E

Evaluation

It is just as important at this stage as in the previous stages to evaluate your results on an ongoing basis and make the necessary modifications if necessary. The evaluation and analytical techniques utilized in the preparation of Sections d) and e) of the Final Report (Results Indicators and Chair's Comments) can be used as a guide to evaluation in this Phase as well.





■ Practices that Worked Well

As stated earlier, those who have helped to lead their communities through the adjustment process can provide the best advice on how to be effective in the development and implementation of Adjustment Plans. As such, this section contains advice on practices that worked well from the practitioners themselves.

From Greenstone CAC

- *I would make sure there are clear guidelines regarding what must be researched regarding the past character of the community. This would include the community history, the character of the residents (workers' mentality, entrepreneurship etc.), the past activities in economic development, identifying the leaders of tomorrow and the level of social capital.*
- *There needs to be an understanding of what community adjustment is and what it is not. Failure to understand this will cause you to be distracted and producing deliverables that are not realistic.*
- *Developing the plan of action can be demanding if proper research on the community is not done. Too often members of council see the community adjustment process as an economic development exercise, which it is not. Community is about engaging the residents and developing a plan of action to effectively accomplish this involvement...An adjustment plan is a one shot deal that must be done right the first time and must be focused on the truths and realities of today. The biggest challenge is identifying projects and who will implement them.*
- *The committee members must be representative of the entire community: business, workers, seniors, women, youth, etc.*

From Manitouwadge CAC:

- *Listen to your citizens, community members and Ministry officials. Be patient. It will take awhile for many people to realize that these changes are coming. Denial takes a while to overcome.*
- *Work toward co-operation amongst the organizations that already exist in your community. The resources available in your community are greater than you think. The municipal government, your EDC (if you have one), industry and business all have to co-operate.*
- *Do not leave out your volunteer groups and the social agencies in your community. They play a very important role in the quality of life in your community which can be seriously affected by the coming changes.*

- *Stay constantly on top of things (daily!!).*
- *We would have benefited greatly if we had been able to talk to community representatives who were going through or who had just completed the adjustment process. To know you are not the only ones going through this is helpful. I also believe that a lot of time can be saved by learning from others as to what worked and what did not.*

From Nipigon CAC:

- *Understand that the community will need help to accept and come to grips with the situation that required an adjustment process and have strategies in place to assist them in that process. That in itself would save valuable time and make the adjustment process much more successful.*

From Schreiber/Terrace Bay CAC:

- *Take your time with the setup of the committee and try to make it as representative of the project area as much as possible as this will guide you in the entire project.*
- *A clear concise plan must be established as to how the CAC will operate and a meeting schedule must be developed. It is a new process to everyone and members must be educated on the necessary commitment and importance.*
- *There is great value in speaking with other community adjustment coordinators.*
- *Rank deliverables by order of importance.*
- *A clear definition of purpose and project areas is essential.*

From White River CAC:

- *Go in with an open and creative mind. Don't expect things to change overnight, and don't be discouraged by how long it takes some things to go through. It is a long process with great rewards at the end.*
- *Also, get the entire community, as well as surrounding communities that may be affected or in the same situation, involved as often as possible.*



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