



Northern Ontario  
School of Medicine

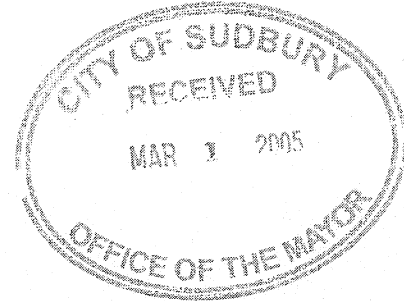
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CLERKS - DEPT

March 1st, 2005

Mayor David Courtemanche  
City of Greater Sudbury  
200 Brady St.,  
Sudbury, Ontario  
P3A 5P3



Dear Mayor Courtemanche,

I am writing on behalf of the Northern Ontario School of Medicine Bursary Campaign requesting to be put on a council meeting agenda. The purpose of the presentation would be to explain the campaign and seek the City of Greater Sudbury's support and commitment for this important initiative. Thank you for your consideration of this request. I can be reached at 673-9591. Take care and help take care of others.

Sincerely,

Gerry M. Lougheed Sr.  
Co-Chair  
Northern Ontario School of Medicine

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Lakehead University  
955 Oliver Road  
Thunder Bay ON P7B 5E1  
Tel: 807-766-7300  
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Northern Ontario  
School of Medicine

April 6, 2005

Mayor David Courtemanche and Councillors  
City of Greater Sudbury  
PO Box 5000, STN 'A', 200 Brady St.  
Sudbury ON P3A 5P3

Dear Mayor Courtemanche and Councillors,

Several years ago, the Northern Ontario School of Medicine began as a goal of a few northern community leaders to develop a "made-in-the-North" medical school. Thanks to government representatives, community champions and Medical School staff and faculty, this vision is becoming a reality that all of Northern Ontario can take pride in securing.

The School of Medicine is approaching its opening date of August 2005. Over 2,100 student applications were received, new buildings are under construction, more than 290 clinical faculty members have been recruited from across Northern Ontario and the interview process to select the first class has begun.

In preparation for the inaugural class of 2005, a special Northern Ontario Bursary Fund has been established. Bursary funds will allow School of Medicine students to pursue their dreams of northern medical service and to dedicate time to clinical studies and research projects that directly impact the health of Northern Ontario residents.

It is our sincere hope that the City of Greater Sudbury City Council will invest in our unique community-focused medical school by factoring bursary support in your global budget. Based on a population ratio formula, we respectfully ask council to consider an investment of \$30,000 per year, for five years which represents 1\$ per citizen.

To arrive at a fair and equitable request, the School of Medicine looked at the population percentage of Northern Ontario occupied by the City of Greater Sudbury (18.5% of 839,549) and multiplied this by \$1.00 per person of the total Northern Ontario population. We believe this formula approach allow municipalities a proportionate opportunity to support the Bursary Fund relative to their population base. In researching other jurisdictions with similar medical schools, such as Northern British Columbia, we found this formula well received.

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All Northern Ontario cities, towns, townships and villages will be asked to participate in supporting the financial well-being of the medical students who will make great contributions to our northern physician recruitment and retention initiatives.

Enclosed you will find a package of information on the School of Medicine and the Bursary Fund. I sincerely look forward to presenting to Council on April 14 and appreciated this opportunity.

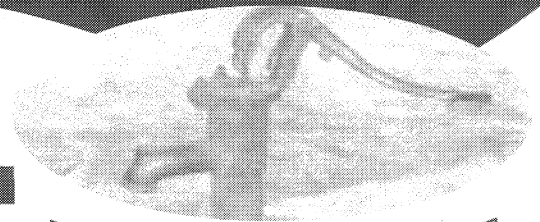
Kind regards,

Gerry Loughheed Jr.  
Campaign Co-Chair  
Northern Ontario School of Medicine Bursary Fund

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*Life before profit!*



## Privatization or private sector participation

### **The illusion of choice**

In the struggle to quench the thirst of the millions of people without access to water, the World Bank and the International Monetary Fund (IMF) believe that private sector provision of water is superior to public provision. However, the experiences of Indonesia and other developing countries with the private sector raise questions about this strategy. While serving the poor should be at the heart of water service projects, these people are usually excluded because they cannot pay the higher costs of privatized services. Fundamental rights to democratic

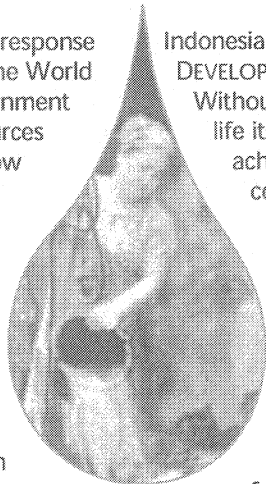
decision-making and to water access are eroded in the process.

Community-based water management solutions like those in Brazil, Bolivia and India make sure that the poor have access to water. The success of these approaches should motivate international financial institutions, including the World Bank, to support the meaningful participation of citizens' groups and affected communities in setting water policies, and in managing water resources for the common good.

## Indonesia

### **Forced to open the taps**

In February 2004, partly in response to conditions imposed by the World Bank, the Indonesian government adopted a new water resources law. As a result, water is now recognized as an economic good in Indonesia, and the door to the privatization of water services has opened wider. This law "does not guarantee people access to clean water, and does not protect the poor," says Nadia Hadad of INFID (the International Forum on



Indonesian Development), a DEVELOPMENT AND PEACE partner. Without access to drinking water, life itself, and with it the ability to achieve other human rights, is compromised.

For responding to the "conditions" of the World Bank, the Indonesian government will receive \$205 million – the final installment in a major structural adjustment loan.

This loan was intended to reform Indonesia's water sector through greater private sector involvement. This is a new stage in the World Bank's global strategy to encourage private sector participation in the management of public services.

In 1991 the World Bank facilitated the chaotic privatization of the water supply in Jakarta, Indonesia's capital.

### **Water flows to the wealthy**

In recent years the bulk of water sector investments has been made in urbanized countries with strong economies. A recent study shows that not only is aid from developed countries declining, but that developing countries which have the most severe problems with access to water are no longer a priority for this aid.

In developing countries, multinational water companies choose to service wealthier neighbourhoods in urban areas. Slums and rural areas, where the needs are most urgent, but where people are unable to pay, see little investment in water services. In the villages of Africa, one in every two people currently lacks access to clean water.



This time, local organizations fear that private-sector involvement will go far beyond managing the water system and building aqueducts. Private corporations could also have a strong say in defining national policy. This would disadvantage Indonesian citizens, especially the poor, who have fewer ways of influencing national policy.

*(continued on page 2)*

This backgrounder, and the questions and suggestions on the back, are meant to be used by DEVELOPMENT AND PEACE members when making presentations to groups. Don't forget to check out our website, [www.devp.org](http://www.devp.org), for more resources on this campaign!

Fresh water is a shared legacy, a public trust and a collective responsibility.  
 - Declaration on Better Water Declaration, signed by nearly 200,000 Canadians.

Alternative:  
 Rajasthan, India

## Harvesting the rain

In many parts of India the rainy season's torrential downfall runs off the land before soaking into the arid soil. This results in terrible drought, and a lack of drinking water. If all the rain that fell could be captured, there would be little problem. In Rajasthan, Caritas India, a DEVELOPMENT AND PEACE partner and Tarun Bhyarat Sangh, a local NGO, work with communities on innovative ways of "harvesting" the abundant rainfall.

Villagers have created small crescent-shaped dams from earth and stones, and a series of pits to ensure that precious rainwater penetrates the soil. This in turn helps replenish the area's water table and wells.

In Bhaonta-Kohiyata, villagers reforested 12 square kilometres of land. This has slowed erosion and reduced runoff. Today, the area's fields are greener, the people's thirst has been quenched, and milk production has increased by 10 percent. When people organize and develop common solutions to their problems, a country can spring back to life.



## The new frontier

To ensure that the South pays its debts, the IMF imposes reforms on economically unstable countries. It has used the same recipe for the last 20 years: reduce public expenditures and increase revenues; deregulate and privatize public services.

In El Salvador, Mozambique and Sri Lanka, all of which are indebted countries, the World Bank and IMF have applied the same "privatization combo" to public services. Because most state-owned productive enterprises have already been

privatized, the institutions view basic services as the privatization "frontier".

Privatization is sweeping the basic service sectors - water, electricity, education and health - as well as other sectors such as telecommunications, transportation and financial institutions. Frequently, it is the World Bank that advises countries and promotes private sector participation in these areas. Through its various agencies, the Bank plays the role of donor, creditor, advisor, investor, insurer and arbitrator.

Indonesia (continued)

## The IMF and World Bank: Globalizing conditions

In 1997, Indonesia, already one of Asia's most indebted countries and further affected by the Asian economic crisis, turned to the IMF for a line of credit. The IMF required, through its letter of agreement, that the Indonesian government adopt a model to "promote competition and accelerate privatization, while expanding the role of the private sector in providing the nation's infrastructure."

Indonesia agreed to reform its economy and to modify its national laws accordingly. Following the IMF's lead, the World Bank imposed similar conditions in an effort to consolidate the proposed reforms. Institutions and governments which lend to the Indonesian government, including Japan and Great Britain, subscribe to the same logic and follow the World Bank's recommendations.

There is a trend toward the "globalization" of assistance whereby a whole "pack" of lenders follow the lead of the World Bank and IMF's policy priorities.

By globalizing aid and the conditions linked to loans, "choices" available to Southern nations are limited, and more or less decided outside national boundaries. As David Hall and Robin de la Motte of the Public Services International Research Unit point out, "this has the effect of moving decision-making power to the international level, where the influence of multinational companies is at least as strong as that of national governments." In the process, national sovereignty is eroded.

## World Bank

Created: 1944

Membership: 184 countries  
 Purpose: To combat poverty and contribute to development in "underdeveloped" countries or nations affected by war or upheaval

Means: Long term low-interest loans for major infrastructure projects and structural adjustment programs

Control: voting power is proportionally based on financial contributions  
 G-8 nations control about 40 percent of the votes  
 The United States alone controls 16% of the votes

Structure: the World Bank group is composed of five agencies  
 Two of these support the private sector

- The International Finance Corporation (IFC) loans for private sector involvement in development projects
- The Multilateral Investment Guarantee Agency (MIGA) insures direct foreign investment against political risks

### WATER SERVICES

- Breakdowns: 100 active water purification and water supply projects
  - Privatization: Between 1990 and 2002, one in three water supply loans was conditional on some form of privatization
- a figure that is rising

Alternative:  
 Porto Alegre, Brazil

## Participatory management

The city of Porto Alegre, Brazil, drawing on its innovative participatory budgeting process, also manages its municipal water service in a participatory way. The service consults thousands of people each year to try to respond to their needs.

The water service belongs to everyone, but operates at arm's length from municipal authorities. While the mayor appoints its director, a council with representatives from all sectors of society meets weekly to establish and

maintain priorities. There are 50 annual public consultations.

Lower water rates ensure that the poor have access to safe drinking water at reasonable cost, which benefits almost one-fifth of the population. Even then, the water service continually earns a profit, making over \$4 million in 2001 alone. These profits are reinvested to expand services, improve water treatment and to fund public education on water issues.



Source: Carlos, a consortium of international NGOs focused on water delivery. For government delivering water and water services in Latin America and the Caribbean, 7 April 2004; Environment and Urbanization, October 2003; IFD; Investigative Journalism in the Public Interest; New Internationalist, March 2004; Andrew Hicken, Organizational Structure and Performance in Urban Water Supply: The case of the SAQUAPAC Co-operative in Santa Cruz, Bolivia, University of Birmingham, 19th April 2004; IAPPA, Global Population and Water Access and Sustainability, 2001; WaterAid and Tearfund, 2002; www.waterbank.org; www.rainwaterharvesting.org

Life before profit!

Development and Peace



## A community co-operates

Between 1988 and 1999, the number of people connected to the Santa Cruz, Bolivia water system increased by more than one-third. The World Bank calls the successful water service behind this achievement one of the best companies of its kind in Latin America, and classifies it as a private company.

In fact, the water service is a legal co-operative, and as such, not a profit-making business. As a co-operative, its profits must be reinvested in the service it provides.

Santa Cruz is one of Bolivia's larger centers and is relatively independent, which may explain why it has kept public control of its water resources. Since 1979, users have been involved in its decision-making structure as representatives on an important committee and board. Its fee structure guarantees access to drinking water for all users.

One advantage of the co-operative model is that the fees paid by users are not subject to the same taxes and royalties that would normally apply to private sector investors. Despite praise and loans it has made to the co-op, the World Bank does not promote this type of co-operative model for water services in other countries.

Governments in developed countries support the huge multinational companies promoting the privatization of services at the World Bank and World Trade Organization (WTO). However, in countries like the US, Norway and Canada, governments still manage the majority of public services, including water.

These same countries encourage water privatization in the South through various aid programs. If the citizens of developed countries like our own were aware of this double standard they would no doubt object to such hypocrisy.

In Canada, CIDA (the Canadian International Development Agency), contributes to the *Public-Private Infra-*

*structure Advisory Facility (PPIAF)*. Since 1999 this program has brought together a number of donor countries which work closely with the World Bank. Among other things, the PPIAF promotes an "environment that encourages private sector participation" in telecommunications, energy, transportation and water. In 2003, the water sector represented almost a quarter of the program's activities.

The Canadian constitution grants the provinces "ownership" of water resources and the responsibility to manage them. Yet, in the developing world we promote private sector involvement in this lucrative field. Is this another double standard?

## Questions?

### From Reflection to Action

The following questions are meant to help you with personal or group reflection on this paper.

- 1 What are the points in this article that strike you most?
- 2 After reading this backgrounder, what do you think are some of the advantages of public and participatory management of water?
- 3 What do you think happens when the private sector manages water in the developing world? Refer to this year's Action Sheet and
- 4 What values should guide the choice of a management model for water resources in a country or in a community?
- 5 How do you think you might influence the Canadian government's position on the issue of managing the world's water supply?

Backgrounder 3 : Treacherous Conditions, for more examples. You could also review last year's Backgrounder 2 on privatization and last year's Action Sheet.

MILLENNIUM DEVELOPMENT GOALS

ERADICATE EXTREME POVERTY AND HUNGER  
ACHIEVE UNIVERSAL PRIMARY EDUCATION  
PROMOTE GENDER EQUALITY  
REDUCE WORLD POVERTY BY 2015



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Date: March 24, 2005

**Report Prepared By**

Helen Mulc  
Manager, Business Development

**Division Review**

Name  
and Title

The Greater Sudbury Chamber of Commerce, Greater Sudbury Development Corporation and the Sudbury & Manitoulin Training and Adjustment Board have partnered to deliver a Business Retention and Expansion Program (BR+E) throughout Greater Sudbury.

A Business Retention + Expansion project is a community based, volunteer-driven economic development tool to encourage the stability and growth of local business. It centres around an intensive structured business visitation program that surveys businesses one on one to identify growth opportunities and challenges. BR+E is an ongoing cooperative effort between business, government and other organizations and people in the community to help local firms retain and create jobs, expand and diversify the local economic base.

The BR+E program is a model for economic development that has been tested and refined in many communities in the United States and Canada, as well as internationally. Statistics indicate that 40 to 80 percent of new jobs are created by existing businesses in a community.

A Business Retention + Expansion program will enable us to define the strengths and weaknesses of the local economy as identified by existing owners. The survey results will generate a database of information which economic developers and community leaders will use to prioritize and develop actionable items and policies to best address the needs of local firms and the community.

On March 4, 2005, the Partnership Committee announced the recruitment of Jeanne Warwick, founder of the Diet Center in Sudbury, as Volunteer Chair of the BR+E Program and Mayor David Courtemanche acting as Honourary Co-chair.

Simone Chisholm has been hired as full time Project Co-ordinator. Simone will work with the Partnership Team to co-ordinate the overall BR+E program and ensure it is designed, planned, organized and carried through to implementation and evaluation of the local action plan.

A Leadership Team of five community leaders have committed to chair the various project committees. They include: Visitation Team Leader, Laurie Bissonnette, KPMG LLP; Media Team Leader, Scott Lund, MCTV; Business Resource Team Leader, Bernie Freelandt, Freelandt Caldwell Reilly LLP; and Milestone Meeting Team Leaders Maurissa and Johnny Grano of Creative Odyssey Marketing & Design.

Visitor Volunteers are currently being recruited and the committee hopes to recruit at least 200 to conduct surveys and assist in other areas of the program. All volunteers will under go a 3 hour training session including the Leadership Team members.

Over 200 businesses across sectors and all areas of our community will be visited.