

John Mayberry is Chair of the Board and CEO of Dofasco, one of the most successful steelmakers in North America. He is quick to point out that this company could not have achieved that status without help from its employees, its suppliers and customers, and most certainly, its local community.

“At Dofasco, I can confidently say our people are our greatest strategic asset. They create value, and therefore we can compete,” Mayberry says. “The simple philosophy is to treat others like you would like to be treated. Everyone has a right to be, and wants to be on a winning team.”

*In October 2002, the Caledon Institute of Social Policy released its report **A Social Vision for the New City of Hamilton**. This Social Vision was prepared at the request of the Social and Public Health Services Department of the new City of Hamilton. In the course of preparing this Social Vision, we met many committed individuals who are making important contributions to social well-being. This edition profiles four of many ‘real leaders’ in the Hamilton community.*



John Mayberry is Chair of the Board and CEO of Dofasco.

For more than 90 years, Dofasco has acknowledged the achievements of its local community, in part out of gratitude, and in part because this company is a firm believer in the mutual benefits associated with a healthy community.

In an effort to recognize the importance of stakeholder engagement, Dofasco's Board of Directors has adopted a Communication Policy. One of the first of its kind in Canada, the policy is a commitment to communicate with surrounding communities and keep them informed of the company's activities.

Carolyn Milne, President and CEO of the Hamilton Community Foundation, knows John as a fellow community leader. She explains: "We all need role models today and John is a wonderful example of what it means to be a corporate citizen." She maintains that his leadership and contributions are demonstrated to the community in both good times and in bad. "John knows that when times are harder, that's when the community needs the help of its corporate citizens most."

In many ways, Dofasco exemplifies the goal of corporate social responsibility. It sells products to customers in the automotive, construction, energy, manufacturing and appliance industries, and strives to give back to the community in which it operates and to ensure that the environment is not compromised for future generations.

For example, Dofasco signed an Environmental Management Agreement – or EMA – in 1997. "We were the first company in Canada to do so," says John. "This voluntary, proactive agreement with Environment Canada and Ontario's Ministry of the Environment sets out commitments for improvements in waste, water, air and energy use – commitments beyond what's normally required."

John understands that in addition to supporting and embracing the community, a successful business must ensure that it takes care of the environment. He explains: "In our

experience at Dofasco, environmental performance, competitiveness and productivity are closely and inextricably linked."

Dofasco embraces the notion of sustainability, which is defined as the ability to meet the needs of the present without compromising the ability of future generations to meet their needs. Dofasco's success as a company is determined by more than just one measure. The company is working toward the triple bottom line of sustainability: financial performance, environmental responsibility and social well-being. "Every single business decision we make involves an assessment of this triple bottom line. And our results speak for themselves," John says.

"Dofasco's experience, I'm sure, is not unique. One of the best ways of looking outward is to take a good hard look at ourselves and the things that give us strength. When engineers build skyscrapers, they spend a great deal of time thinking about the foundations, and so should we," he comments.

John reasons that it is crucial to support the local community because such collaboration will lead to a win-win situation. Businesses need a community that is growing, vibrant, with a good social core, a cultural identity and an effective social safety net. He argues that in such a community, "employees will stay with their companies longer and employers will attract the shining stars if their community shines. Customers will want to come and see you more often. Costs will be reduced if the community as a whole is addressing social problems proactively."

Dofasco is actively involved with the United Way. If a company does business globally, John contends, it also must sustain its competitiveness locally. "Therefore, you also



John Mayberry (centre) chats with colleagues in the lobby of Dofasco.

need to think about the foundations in your host community. It's part of your competitive arsenal. Having a vibrant and focussed United Way is a big part of maintaining a great community. So there is a clear mutuality of interests at play here."

Winston Tinglin, CEO of the United Way in Hamilton, says that John is a leader in terms of his understanding of the relationship between community and business. "John understands the linkage between a healthy and strong community and a healthy and thriving business, and he exemplifies that in many ways." Tinglin maintains that John also understands how, by working with an organization like the United Way, you can have a significant impact on the social fabric of a community.

Dofasco's involvement with the United Way is a great way to develop leadership abilities, according to John: "I remember my own experience in 1982, when I was campaign Chair, and I can sincerely tell you it helped develop in me some capabilities I now recognize as important."

He is also a strong proponent of encouraging employees to become actively involved in their community. "I believe we have to rekindle the idea of voluntarism in our ranks. I am convinced that people will do extraordinary things for their community if you ask them and if you help them see the way to make a difference." As Tinglin points out: "Some of the most outstanding volunteers at the United Way have come from John's own company."

John states emphatically that Dofasco considers both a commitment to the environment and to the Hamilton community to be competitive assets. He believes that Dofasco's tremendous achievements and overall success support this point of view. "We have a deep bond with our community, so we have a vested interest not only in operating profitably and in an environmentally responsible manner, but also with a genuine concern for the well-being of our neighbours and employees."

Dofasco has received a number of awards in recent years which recognize the company's exceptional environmental performance. For instance, the Dow Jones Sustainability Global Index named Dofasco the world's most sustainable steelmaker, and notes that it is among the corporations most respectful of sustainable development in the world. The company also received a Pollution Prevention Award from the Ontario Ministry of the Environment and gained recognition from EthicScan for disclosure and ethical performance.

In October 2001, Dofasco was honoured with the Business and Industry Award and an Air Quality Award at Action 2020's 5th Annual Sustainable Community Recognition Awards. The awards recognize individuals and organizations in the City of Hamilton that promote the implementation of Vision 2020, a project meant to advance sustainable practices in Hamilton and its surrounding communities.

Dofasco is also a strong supporter of innovation through postsecondary education. The company recently launched the Sustainable Enterprise Academy with York University, dedicated to the pursuit of sustainable business practices. It funds research chairs at McMaster University and the University of British Columbia.

Dofasco is one of the Hamilton region's largest employers and a major contributor of time and resources to the community in the form of taxes, voluntarism, leadership and donations. John Mayberry is convinced these successes are linked.

As John puts it: "Challenge presents opportunity, and opportunity often results in innovation. I believe, quite simply, that creative thought and creative problem-solving lead to innovation. And that can only be accomplished by people. We empower our people to innovate, provide them an environment in which they can contribute, explore and build. We've built a culture of opportunity."

Dofasco's oft-cited slogan is: "Our product is steel. Our strength is people." Carolyn Milne sees a great deal of consistency between the company's mission statement and its practices. She says: "John is well aware of the fact that the people who work for him are the people who make up his community." She adds that despite the fact that Dofasco is an international company, Mayberry is clear of where home is. "He certainly hasn't lost his sense of community."

Hamilton is lucky to have **Susan Roach**. A long-time volunteer in the city's mental health community, Susan brings a unique perspective to her work: She is herself a mental health consumer.

Despite being diagnosed with a bipolar mood disorder – an affective disorder characterized by extreme disturbances in mood – Susan recently has been able to make the transition back to full-time employment within this field. She is involved in advocacy and support, and strives to give a voice to those with a mental illness. The combination of Susan's personal experience and academic background (she has a Bachelor of Arts in Social Work from McMaster University) has made her vastly familiar with both the mental health system and with the needs of those she is so committed to helping.

Susan is extremely articulate and has the confidence necessary to speak out on behalf of mental health consumers. She quickly became aware that "some mental health consumers were lacking a voice either because of the severity of their illness or because they simply did not have the opportunity." Susan realized that she had two choices: Either she could remain silent, or she could become somewhat outspoken and work to make changes. Much to the benefit of the mental health community, Susan chose to engage in the latter.

Many of Susan's efforts in volunteer roles in the Hamilton community – as a member of the Mental Health Rights Coalition, on the Board of the Community Mental Health Promotion Program and on the Advisory Board of the Ontario Mental Health Foundation – have involved a strong advocacy role for the rights and needs of consumers and survivors of the mental health system.

One of Susan's major accomplishments is the coordination of an annual 'Christmas Day Drop-In' program, an event in which she has been involved since 1992. Her original idea was to provide a holiday meal for people who, because of their mental illness, may have been isolated from their families. Susan wanted them to have somewhere to go on holiday, especially since many of the resources available for mental health consumers typically are not offered on Christmas Day. "We wanted to provide an opportunity for people to get together and have somewhere to be on that day," Susan explains.

The event, a project of a community organization called Coalition Embracing the Community (ETC), has evolved considerably since it was created. The first year this event was held, space was borrowed from a local agency, and coffee and day-old donuts were served to the 45 people in attendance. Last year, the event welcomed an astounding 414 people! A full-course hot roast beef dinner was served and each person was treated to a gift bag that had been decorated by local school children. Used clothing also was collected for those in attendance. "The Christmas Day Drop-In has definitely grown not only in numbers, but also in participation from the community at large," Susan notes. In 1992, there were three or four volunteers responsible for the overall execution of the event – compared to more than 70 in 2001. "It has become very much a large-scale community project," Susan says proudly.

The cost of this event is approximately \$10,000, an amount borne mainly through fundraisers carried out during the year. Unfortunately, Susan adds: "It is almost an event where you would rather not have anyone show up. Maybe it would be indicative that there was not such a need for this type of thing."

Attendance at the event reflects the demand for such an initiative. Last year, approximately 20 percent of the people who attended the event were under the age of 14. “I think that is indicative of the situation in our community and probably in other communities – we have a large number of homeless people and their limited disposable income makes it difficult to have a Christmas dinner at home,” Susan points out.

Kathy Ferguson, a Public Health nurse who worked with Susan says: “I just cannot believe her dedication. She works tirelessly and is so committed to the ETC and has been since the inception of this project.” Susan’s dedication has not faltered over the ten years that she has been coordinating the event. In fact, her commitment has grown stronger with each passing year. Moreover, Susan organizes the event “with such a laid-back and positive atti-

tude. She keeps people on board and motivated,” adds Kathy.

Susan’s dedication to the mental health community has been recognized by the Centre for Addiction and Mental Health. It is certainly no surprise that she has been nominated for the Centre’s ‘Courage to Come Back Award’ for 2002. This award recognizes people who have a mental health diagnosis or a problem with addiction who have become active members in the community and who have acted as role models. Susan says: “I guess an important part of it for me is doing something that helps to address the stigma and stereotypes that people frequently hold about mental health or addiction.” The award is presented each year to someone who is living with a mental illness or an addiction and who has demonstrated extraordinary courage in overcoming challenges, persisted in



Susan Roach is an active volunteer in Hamilton’s mental health community and has been nominated for the 2002 “Courage to Come Back” award.

taking control of their life, contributed to the understanding of mental illness, and is dedicated to reducing the stigma associated with mental illness. As Kathy Ferguson admiringly observes: “Susan has exemplified all of those things.”

Susan acknowledges the challenges her parents have faced over the years due to her illness and is very grateful for their ongoing support. One of the reasons that Susan was so adamant about creating the ‘Christmas Day Drop-In’ was because she knows of many fellow mental health consumers who do not have the support of their family or friends. “One of the real motivations for me was that the support of my family was something I realized that I did have, despite everything else.” Susan’s parents have been extremely proactive and positive in terms of attending events and being part of what she does; she has been able to draw a great deal of strength from them.

Susan is now working within the mental health community and has made the transition in a very professional manner. “She really is quite an inspirational person,” says Kathy. In January 2001, Susan returned to employment with the Good Shepherd HOMES program as a peer support worker. On a part-time basis, Susan provided personalized support to tenants who had a history of chronic homelessness and serious mental illness. The purpose of the program was to work with individuals to try to help them maintain their housing arrangements. Susan proved such a valuable asset to the program that her position was increased to full time within six months.

Since making this transition, Susan has had the opportunity to be on the other side of the fence. “My peers and colleagues are aware

that I am a mental health consumer and most of them see that as a very valuable asset to the work that I do.” Susan feels that she is able to give people a glimpse of what it is like to be on the recipient side of the system – a perspective that is invaluable to the doctors and counsellors in this field of work.

Susan is optimistic about recent changes to the mental health system and feels they are a step in the right direction. “The system, like any other, is not perfect. But I think we are starting to see some really positive things happen – we’re getting more services in the community – I think that’s the direction that mental health services are taking.”

Susan currently is working for the Assertive Community Treatment team in Hamilton. This team counsels individuals with severe and persistent mental illnesses with the goal of providing intensive services to keep them in the community.

As for her future plans, Susan is considering pursuing a Master’s degree in Social Work “because I think it would make me better at what I do.”

Lorraine Chapman, a director at Good Shepherd Non-Profit Homes in Hamilton and Susan’s former employer, notes: “Susan has developed or rediscovered a tremendous bank of personal strength which gives her the capacity to provide much-needed support to others in need.” Susan has, indeed, made a courageous and productive comeback that has greatly benefited the mental health community in the City of Hamilton.

Brenda Mitchell and June Cunningham are full-time volunteers. While both women are involved with several nonprofit agencies and community projects in their hometown of Hamilton, they currently are working together on a committee that is searching for an innovative way to deliver primary health care services to the residents of Hamilton's east downtown.

Public Health and Community Together (PHACT, pronounced 'fact') is a committee established in 1997 by the City's Public Health department to develop partnerships and neighbourhood action plans for four of the more underprivileged neighbourhoods in Hamilton: Beasley, Corktown, Landsdale and Stinson. All four neighbourhoods share a border with First Place, a multi-purpose complex consisting of independent living and assisted living apartments for active seniors. The complex houses a community centre as well as a variety of commercial and community services.

Brenda and June work both with volunteers from the four neighbourhoods and with health care professionals on quality-of-life issues. Brenda is Chair of the PHACT committee and comments: "We share problems, concerns, ideas for new projects, and most importantly, information about our neighbourhoods and about the different services available at many health care agencies."

The health care clinic at First Place serves both seniors in the complex and the surrounding communities. When it was announced that the health clinic would be closing, the members of the PHACT committee knew that they would have to act quickly to prevent the loss of this valuable facility.

June explains: "East Downtown Hamilton is an area that faces many difficulties. We have a higher prevalence of people with mental

health problems, problems that require long-term care and which translate into repeated visits to the clinic. The clinic works on a roster system – they are paid by the number of patients who come in, not by the number of visits. So they decided that the clinic would be financially better off elsewhere."

This decision would leave the neighbourhoods short of health care services in an area where many members of the community require extra special care. It also would mean that many seniors would have to travel greater distances to hospitals or walk-in clinics. The Primary Healthcare committee (the PHACT subcommittee chaired by June) was formed to propose an alternate model of service delivery.

The PHACT subcommittee had several strategies to prevent the clinic from relocating. First, they appealed to the hospital in an attempt to disallow the closure of the clinic, to no avail. PHACT did manage to get the hospital to agree to maintain a satellite centre clinic – for now. "We're still negotiating with the hospital. The CEO of the hospital has challenged us to come up with a solution, with a model that works for everyone involved. Of course we said: 'You're on!' This is the hardest-working subcommittee I've ever been on," June says.

PHACT began its research by conducting interviews with local politicians, health care workers and community members to determine the barriers to primary health care services and to identify solutions which would lead to increased health care in downtown Hamilton. Though the research is still in its early stages, Cunningham reveals that the model they will propose involves many different specialists working together. The model is based on a comprehensive plan that has been implemented abroad and has met with success in Scotland, England and Australia.



Business on Barton Street East in Landsdale.

“Because our community has varied needs – psychiatrists, geriatric specialists, hematologists, cardiologists, orthopaedic specialists and the list goes on – it makes sense for different doctors to share exam rooms at different times of the day,” June points out. The Primary Health subcommittee currently is working on the fifth draft of a 94-page document to present to the City of Hamilton. The PHACT Steering Committee – a comprehensive group which includes doctors, public health nurses, a professor, a priest, municipal and provincial politicians, grassroots executives and members of the District Health Council – will provide their recommendations before a final version of the document is published. The committee relies on the strength of such academic-agency partner-

ships as a way to draw upon valuable external resources.

Kathryn King is a public health nurse who is now Project Manager for the Strengthening Hamilton’s Community Initiative. She has worked with both Brenda and June, and explains: “Both of these women are very committed to their work. PHACT has some high-level community leaders involved in its projects. Brenda and June have been able to mobilize local politicians who, in turn, help them draw in community leaders such as the CEO of St. Joseph’s Hospital. They understand the importance of developing relationships with key individuals.”

In addition to developing committees to deal with large-scale issues that affect the four Hamilton neighbourhoods, PHACT also coordinates yearly activities for community members. Brenda describes the annual ‘Night Out Festival:’ “It happens the first Tuesday in August and it’s like a going-away party for crime.” The festival involves partners – businesses, doctors, police – coming together to provide information about keeping the community safe and emphasizes the importance of community-based policing. Entertainment and food are provided and are usually donated by area businesses. Brenda explains: “It’s a great way for people to meet their neighbours and it’s a way for us to take back our neighbourhood.”

June notes that PHACT also stages a Christmas party for the poorer neighbourhoods

in Hamilton. “Last year, 200 kids attended the Christmas party and they each got a gift,” she says proudly.

When they’re not involved in PHACT-related activities, Brenda and June are volunteering their time elsewhere in Hamilton. Brenda has volunteered for Correctional Service of Canada and June currently sits on three committees that deal with issues facing elderly and disabled individuals in First Place. Both women currently are involved in community policing: Brenda helped to establish the Hamilton High Risk Offenders Committee several years ago and June is involved with the local Police Advisory Committee.

Members of the community became frightened in 1995 when they learned that a



National Night Out Festival.

high-risk offender was being released into downtown Hamilton. The High Risk Offenders Committee was created to help offenders find access both to psychiatric and social services, and access to employment opportunities. The Committee became a way for community members to become more involved and to take responsibility for their own safety.

For her part, June sits on the Police Advisory Committee which advises on neighbourhood problems such as graffiti, theft, prostitution and drugs.

Kathryn King notes: “Brenda and June bring with them a knowledge of their commu-

nity and that’s so important. They also have an inherent understanding of the way we are all connected. And by that, I mean that not everyone understands the role that our personal networks and connections can play in making a better community. For Brenda and June, it’s just a way of being and it suits them perfectly.”

Both women gain much pleasure from their work. June comments: “I get so much satisfaction in helping other people now. And I firmly believe that a community can never have enough volunteers.” Brenda adds: “It’s wonderful. We are all working together to make a difference – volunteers and professionals alike.”

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