



## **A SYMPOSIUM ON RURAL DEVELOPMENT**

**Geneva Park YMCA Conference Centre,  
Orillia, Ontario, Canada  
June 10-12, 1983**

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## INTRODUCTION TO SYMPOSIUM DOCUMENT

The current recession in Canada has had a significant effect on rural community life and has brought a new challenge to the existence of small towns across the nation. Shifting population between urban and rural areas present changes in the need for basic services and the cost of their delivery. While significant programmes are being undertaken, they often operate in isolation. These efforts continue with little recognition of their enormous contribution and, more significantly, without the means to impart the valuable insights gained to others in similar situations and facing similar challenges.

On the weekend of June 10-12 approximately 100 people from across Ontario met together to participate in "Sharing Approaches That Work" - A Symposium on Rural Development. During the 3 days, 40 organisations and communities presented their experiences and accomplishments while participants discussed the factors contributing to success.

Discussion during the symposium focused around three basic questions:

1. **What are the major trends affecting rural communities in Ontario?**
2. **What are the components needed for the success of local development efforts?**
3. **What are the guidelines for success in local development efforts which have come from the practical experience of the participants?**

This document contains the preliminary results of the work of the Symposium.

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THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

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## **I. TRENDS IN RURAL DEVELOPMENT**

In the first session, participants began by visiting the displays from the 40 projects and programmes. This provided the opportunity for individual discussion about particular development efforts.

Participants then met in six teams to share their experience of development programmes and identify trends they have experienced. The six teams then came together as a total symposium and grouped similar data into seven major trends affecting rural development.

The seven major trends in rural development determined by the Symposium participants are:

**LOCAL INITIATIVE AND CONTROL**

**AWARENESS OF COMMUNITY-WORLD INTERCONNECTION**

**INTER-COMMUNITY DEMONSTRATION & SHARING**

**SELF-SUFFICIENCY BASED ON LOCAL RESOURCES**

**LOCALIZED & PERSONALIZED RESPONSE TO SOCIAL NEEDS**

**TRANSITION TO COMPREHENSIVE FUTURE PLANNING**

**APPROPRIATE USE OF RESOURCES & TECHNOLOGIES**

## LOCAL INITIATIVE AND CONTROL

### DECENTRALIZED ACTION AND CONTROL

There is a trend in local development toward community initiative and control of development projects. This is illustrated by:

1. Proliferation of community controlled projects.
2. Senior Government financial support for community defined project.
3. Emergence of local leadership.

### COMMUNITY ACTION

There is a trend in local development toward involvement, participation and sharing. This is illustrated by:

1. More prevention programmes on alcohol and drug problems, Child Welfare, life skills, birth control.
2. Nuclear freeze or disarmament.
3. "Hotline" for unemployed.
4. New "Right to Life" group.

### SELF-DEVELOPMENT AND RECOGNITION FOR VOLUNTEERS

There is a trend in local development toward training and recognition and self-development for volunteers. This is illustrated by:

1. Professional training for volunteers.
2. Volunteers are being given challenges with more difficult problems and are being included in team decisions.
3. Many volunteers are getting jobs in the work force.

### COMMUNITIES TAKING OWN INITIATIVES

There is a trend in local development toward communities' making decisions or policies to better themselves - to decide on a series of alternatives to satisfy apparent local needs. This is illustrated by:

1. Victoria County planning an Arts Festival to culturally raise the standards of its local population.
2. Town of Lindsay to celebrate its 125th Anniversary to make local citizens more aware of their heritage and the local history of the community-at-large.
3. The Village of Fenelon Falls has planned a month of festivities (July) to recognize the development of the Trent Canal - 100 years old - within the village. A large committee of volunteers is actively involved in the execution of this project.

### COMMUNITY AWARENESS

There is a trend in local development toward community awareness. This is illustrated by:

1. Pickering Airport - People or Planes.
2. Ajax Citizens Together.
3. Hay Lake Assembly.

## LOCAL INITIATIVE AND CONTROL (Cont.)

### FUTURE COMMUNITY DEVELOPMENT

There is a trend in local development toward people being concerned about the future development of local communities. This is illustrated by:

1. Job creation projects.
2. Local people voicing their opinions and concerns.
3. Volunteers.

### ORGANIZING AT THE LOCAL LEVEL

There is a trend in rural development toward organizing at the local level illustrated by:

1. Organization of farm women in Lanark Co.
2. Realization of ethnic origins as step for development.
3. Lake St. Peters Native Alliance.

### GRASSROOT PARTICIPATION

There is a trend in local development toward greater grassroots participation in decision making. This is illustrated by:

1. Local initiative rather than Provincial-Federal.
2. Job creation projects.
3. Establishment of a health clinic.

### INCREASED INDIVIDUAL RESPONSIBILITY

There is a trend in local development toward increased individual responsibility. This is illustrated by:

1. People growing their own food again.
2. Team efforts.
3. Taking leadership roles.

## AWARENESS OF COMMUNITY-WORLD INTERCONNECTION

### CULTURAL AWARENESS AND COMMUNITY HERITAGE

There is a trend in local development toward cultural awareness and community heritage. This is illustrated by:

1. 4-H Heritage Club - Each child does their family tree and investigates any historical background that comes from this.
2. Historical Society - planning a celebration and hopefully having a book published for the 75th anniversary.
3. Dokis Community Planning Board - planning a school committee to help gain control of education for Native students; e.g. language and legends.

### RESPONSE TO CHANGING NEEDS

There is a trend in local development toward the development of new structures to deal with the issues. This is illustrated by:

1. New structures are: home support systems, agricultural environment to deal with youth problems, new concepts in caring for the dying.

## **AWARENESS OF COMMUNITY-WORLD INTERCONNECTION(Cont.)**

### **GREATER CONCERN FOR THE LIVING ENVIRONMENT**

There is a trend in local development toward a concern for the economic as well as the atmospheric environment. This is illustrated by:

1. More people moving to rural areas.
2. Services are becoming more accessible.
3. Transportation being improved.

### **CREATIVE CHANGE IN LIFESTYLE**

There is a trend in local development toward entrepreneurialship, financial independence and risk taking. This is illustrated by:

1. A social worker's hobby of wood-working becoming a second career.
2. 10 Seniors creating a money-making cook book.
3. Borrowing money from a bank to start a new business.

### **RURAL POPULATION MORE AWARE**

There is a trend in local development toward the rural population becoming more aware of their own needs and are going after services which have previously by-passed them. This is illustrated by:

1. Retarded children now being educated and trained where in past were hidden.
2. Support programmes for families.

### **GLOBAL VIEWPOINT AT LOCAL LEVEL**

There is a trend in local development where the local viewpoint is part of a global view. This is illustrated by:

1. Global instant communications.
2. Feedbacks from the local perception influencing the global viewpoint.

### **INFORMATION REFLECTING CHANGING ATTITUDES**

There is a trend in local development toward the production of information which reflects local attitudes. This is illustrated by:

1. Public participation programmes of large institutions like Hydro.
2. Activities like this symposium.
3. The proliferation of self-help activist groups like Energy Probe.

## **INTER-COMMUNITY DEMONSTRATION & SHARING**

### **IMPORTANCE OF DEMONSTRATIONS TO PROJECTS**

There is a trend in local development toward using projects elsewhere as demonstrations or models for success. This illustrated by:

1. This symposium.
2. Informal networks.
3. Effects of mass communication.
4. Improved documentation.

## **INTER-COMMUNITY DEMONSTRATION & SHARING (Cont.)**

### **INTER-GENERATIONAL CO-OPERATION**

There is a trend in local development toward youths and adults finally realizing that we have a lot to learn from each other and can put our heads together and help each other. This is illustrated by:

1. 5 years ago kids were kids, now the older generations are learning that kids have a lot offer.
2. Kids didn't care about what our elders thought but adults are people too, and can teach us quite a bit about lifestyles and life itself.

### **NEW EAGERNESS TO LEARN THROUGH USE OF RESOURCES**

There is a trend in local development toward a more knowledgable and specialized volunteer and an eagerness to learn through the use of resources. This is illustrated by:

1. Seeking out information from proper sources.
2. Awareness of resources increasing.

### **NEED SHARING**

There is a trend in local development toward need sharing. This is illustrated by:

1. Construction of hydroponic greenhouse.
2. Senior citizen housing project.
3. Revival of traditional native crafts.

## **SELF-SUFFICIENCY BASED ON LOCAL RESOURCES**

### **LOCAL ECONOMIC SELF-SUFFICIENCY**

There is a trend in local development toward economic self-sufficiency and local investment in our own economic base. This is illustrated by:

1. People creating their own jobs such as Nutri-Farm Produce.
2. Keeping money in own community such as insetting up co-op store.
3. Community resource management such as in beautifying rural communities.

### **COMMUNITY RESOURCES AVAILABLE**

There is a trend in local development toward in communities starting to recognized that community resources are available for people to accomplish their goals. This is illustrated by:

1. People within community defining their own needs.
2. Communities raising money for own projects.
3. Communities identifying local leadership.

## **SELF-SUFFICIENCY BASED ON LOCAL RESOURCES (Cont.)**

### **WOMEN MORE ACTIVE IN COMMUNITY DEVELOPMENT**

There is a trend in local development toward women becoming more visibly and actively involved in rural development. This is illustrated by:

1. The involvement of women in community presentations.
2. Farmers' wives organization.
3. Native people's projects.
4. More professions open to women.

### **SURVIVAL**

There is a trend in local development toward survival based on the realization by youth that they must be self-disciplined and self-sufficient or self-reliant. The quality of being an individual is all important. This is illustrated by:

1. Formation of youth farm groups (4-H), further education (Agricultural Colleges), and family farm groups.
2. Total family involvement and support - each generation of families passing on to each other - mutual support (Father & Son farm agreements).

## **LOCALIZED & PERSONALIZED RESPONSE TO SOCIAL NEEDS**

### **PERSONALIZATION OF SERVICES**

There is a trend in local development toward personalization of services. This is illustrated by:

1. The development of alternatives to institutional settings.
2. A greater awareness of tolerance of individual differences.
3. Citizens demanding more accountability at a local level from government and local services.

### **FOCUSING ON ABILITY RATHER THAN DISABILITY**

There is a trend in local development toward integration of services for special population and accessibility of public services for handicapped - curb, washrooms, telephone etc. This is illustrated by:

1. Bill 82 - all children have the right to equal education.
2. Awareness of public services e.g. Belltel, public works to design services for handicapped.

### **EXPANDED RETIREMENT AND LEISURE TIME**

There is a trend in local development toward an increase in leisure time because of increased numbers of retirees, shorter work week and unemployment. This is illustrated by:

1. Increased demand for social services.
2. Increased number of volunteers coming from retired persons.
3. More attention is being given toward constructive leisure activities.

## **TRANSITION TO COMPREHENSIVE FUTURE PLANNING**

### **LOCAL DESIRE FOR FUTURE PLANNING**

There is a trend in local development toward local initiative.

This is illustrated by:

1. Successful programs like the cranberry bogs on Gibson reserve.
2. More local control of projects.
3. Community pride.

### **FIREFIGHTER APPROACH TO PLANNING**

There is a trend in local development in dealing with day to day problems, a lack of an organized approach to planning, unclear long range goals and competitive as opposed to cooperative development.

This is illustrated by:

1. Under use of programmes and facilities.
2. "Have" and "have not" communities and community groups.
3. Rivalry for resources.
4. No clear priorities.

## **APPROPRIATE USE OF TECHNOLOGY IN COMMUNITY**

### **A SCALE-ORIENTED USE OF TECHNOLOGY IN COMMUNITY**

There is a trend in local development toward small scale operations using inexpensive, low tech methods and for large scale operations effectively utilizing expensive, hi-tech equipment. This is illustrated by:

1. Small farms using horses to skid wood, as fuel and equipment costs rise.
2. Large operations using hi-speed methods.

### **USE OF RESOURCES AND TECHNOLOGIES**

There is a trend in local development toward appropriate use of resources and technologies. This is illustrated by:

1. Moving towards telecommunications networks of local communities.
2. Development of a tourist industry Beachburg, Ontario .
3. Hydroponic gardening greenhouses in Port McNicoll.

KEYSTONES OF LOCAL DEVELOPMENT

INNOVATIVE USE OF LOCAL RESOURCES	EFFECTIVE USE OF APPROPRIATE EXPERTISE	PLANNING TO MEET IDENTIFIED NEEDS	DEDICATED SKILLFUL LEADERSHIP	USE OF VOLUNTEERS THROUGH COMMUNITY INVOLVEMENT	MOBILIZING COMMUNITY AUTHORITY
<p>New flexible methods</p> <p>Develop local resources</p>	<p>Catalyze use of experts</p> <p>Strong &amp; competent management</p> <p>Co-ordination</p> <p>Ongoing evaluation for management</p> <p>Outside resources can be helpful</p>	<p>Making use of a planning tool</p> <p>Clearly identify the need</p> <p>There has to be a defined need</p> <p>Clarity of purpose</p> <p>Planning</p> <p>Planning is basic to progress</p> <p>Assess community needs &amp; resources</p> <p>Continual renewal of goals plans &amp; commitment</p> <p>Recognizing &amp; identifying needs</p>	<p>Dedicated leadership</p> <p>Leadership skills</p> <p>Enthusiasm &amp; personal belief</p> <p>Commitment to project success</p> <p>A willing, working board</p> <p>One dynamic initiator</p>	<p>Community involvement</p> <p>Volunteer workers</p> <p>Community involvement support</p> <p>Make volunteers feel needed</p> <p>Concern for community betterment</p> <p>Involving community in 2-way dialogue &amp; communication</p>	<p>Support from the community</p> <p>Support from those in authority</p>

## KEYSTONES OF LOCAL DEVELOPMENT

The Second session of "Sharing Approaches That Work" focused participants on the question of "What are the components necessary for the success of local development efforts?" Working in six teams, participants discussed examples from their projects and programmes and identified "keystones" of local development. These keystones were then illustrated through practical experiences from development efforts.

The six teams met as a total Symposium and identified the six major keystones of local development. These six major keystones include:

**INNOVATIVE USE OF LOCAL RESOURCES**

**EFFECTIVE USE OF APPROPRIATE EXPERTISE**

**PLANNING TO MEET IDENTIFIED NEEDS**

**DEDICATED SKILLFUL LEADERSHIP**

**USE OF VOLUNTEERS THROUGH COMMUNITY INVOLVEMENT**

**MOBILIZING COMMUNITY AUTHORITY**

## **INNOVATIVE USE OF LOCAL RESOURCES**

### **NEW FLEXIBLE METHODS**

A keystone of local development is New Flexible Methods. This is illustrated by:

1. Friendship Centre Parry Sound advertising on radio & TV and using a newsletter to inform other reserves in Ontario of upcoming events and activities.
2. Groups are invited to share their experiences and expertise for development and, at the same time, retaining cultural and traditional values.

### **DEVELOP LOCAL RESOURCES**

A keystone of local development is the capacity to run and control the project including appropriate technology, local support and cooperation, and local control of capital. This is illustrated by:

1. Bonnechere Crafts at Golden Lake drew on local cultural base and the need for involvement of women.
2. The Mondragon Industrial Workers' Co-op mobilised local resources and capital.
3. The Dunnville Labourers' Co-op took local resources and put them to work through marketing.

## **EFFECTIVE USE OF APPROPRIATE EXPERTISE**

### **CATALYTIC USE OF EXPERTISE**

A keystone of local development is the need to use outside expertise and catalysts. This is illustrated by:

1. Dehydrate locally grown foods for longer shelf life.
2. Native Crafts - management, marketing and ongoing assessments.
3. Green Lettuce Project at Port McNicoll using imported expertise.
4. Native Education Programme, Small Business Management Course at Trent University.

### **STRONG AND COMPETENT MANAGEMENT**

A keystone of local development is that no matter how feasible a business proposal is, it will not succeed without proper management. This is illustrated by:

1. Bear Island Trading Post - in depth planning, strong market, excellent management, community support.
2. Renovation of commercial area of Kleinberg, Ontario volunteer professional architects, town planners, sponsored by well-known community leader.
3. Township of Atibohan - Economic development, strong community desire. Broad community support, utilization of all community resources both human and financial.

## **EFFECTIVE USE OF APPROPRIATE EXPERTISE (Cont.)**

### **COORDINATION**

A keystone of local development is coordination. This is illustrated by:

1. Centennial farm, R.R.4, Orillia, Ontario coordination of services, facilities, people and resources from the community.
2. Friendship Center, Parry Sound, Ontario between board of the center and people responsible achieved by assigning strict responsibilities.
3. Student council, Erin, Ontario. Brought concern in open between students and staff.

### **ONGOING EVALUATION**

A keystone of local development is ongoing evaluation. This is illustrated by:

1. Home Support Services - evaluation by volunteers allows administration procedures to be updated resulting in effective service.
2. Richmond Resource Center - evaluation has provided indicators giving direction for change of services to Adolescent Support Program - i.e. information gathered each week helps us to identify areas of discussion that will meet teams specific needs.

### **OUTSIDE RESOURCES CAN BE HELPFUL**

A keystone of local development is the use of outside resources where necessary to provide experience and training. This is illustrated by:

1. Nutri-Farm Produce - provide outside business experience in business management.
2. Historical highlights of Kearney - Data collection on history of area.

## **PLANNING TO MEET IDENTIFIED NEEDS**

### **MAKING USE OF A PLANNING TOOL**

A keystone of local development is concentrating on a planning process to achieve attainable goals and objectives. This is illustrated by:

1. Peterborough Industrial Training Institute.
2. Dokis Community Planning Board.
3. Ojibway Language & Culture.
4. Historical Highlights of Kearney.
5. Nutri-Farm Produce.
6. Future Stock.
7. Working together.
8. Feed the Nation (Nigeria).
9. Spring Arts Festival, Finneton Falls.

## PLANNING TO MEET IDENTIFIED NEEDS (Cont.)

### CLEARLY IDENTIFY THE NEED

A keystone of local development is making sure you have a clearly identified need in the community. This is illustrated by:

1. Family Crisis the need for emergency shelter which now is incorporated and has a working board formed.
2. Nutri-Farms the need for employment was identified by our membership of Be-Waa-Bon where the people needed jobs.
3. Teen Programme the need for teens, who can't function in home setting. These teenagers and their families receive counselling at Richmond Resource Centre.

### THERE HAS TO BE A DEFINED NEED

A keystone of local development is the necessity of having needs defined and believed in by all participants. This is illustrated by:

1. Port McNicoll's feasibility studies before Nutri-Farm Project.
2. Information study in Cambellford had to prove to COMSAC the need for the service in order to get funding and personnel.
3. Richmond Resource Centre have to know why they are serving the people they want to serve.

### CLARITY OF PURPOSE

A keystone of local development is ongoing at all times with workshops, literature etc. This is illustrated by:

1. Home Support Services for Seniors.
2. Those who are in a paid position MUST be able to take directions from VOLUNTEERS.
3. Do not duplicate, existing services must complement each other.

### PLANNING

A keystone of local development is a feasibility study such as for marketing. This is illustrated by:

1. Bear Island Trading Post feasibility study on who would use the services.
2. Able Enterprises Work Cooperative sought out employment opportunities for local people by discussion with local political and business people.
3. Sudbury 2001.

### PLANNING IS BASIC TO PROGRESS

A keystone of local development is effective planning. This is illustrated by:

1. "Anishnaabemdaa", "Ojibwe Language Project at Curve Lake".
2. Wanita (Dokis Community Planning Board.), planning events ahead of time so we could have a clear idea of community's needs.
3. Peterborough Industrial Training Institute.

## PLANNING TO MEET IDENTIFIED NEEDS

### ASSESS COMMUNITY "NEEDS" AND "RESOURCES"

A keystone of local development is an assessment of needs and concerns and resources to be "tapped". This is illustrated by:

1. Ptho. Ind. Training Project (apprenticeship) study team surveyed the community to determine where the greatest need appeared re apprenticeship training.
2. Djibwa Language Project recognize declining cultural language sensitivity.

### CONTINUAL RENEWAL OF GOALS, PLANS, AND COMMITMENT

A keystone of local development is continual rethinking of and recommitment to the goals and plans of the project by the community. This is illustrated by:

1. Atikokan Economic Development regular review of goals, involving new local human resources, and establishment of plans and targets for 12-24 month periods.
2. Dunville True Experience Work Cooperative where original concept stalled, participants redefined approach and made it work.
3. Sudbury 2001 when angora goat project bombed, the concept was rethought and reintroduced in an achievable form.

### RECOGNIZING & IDENTIFYING NEEDS

A keystone of local development is identifying needs of community and developing an effective strategy. This is illustrated by:

1. Senior Citizens Housing aged parents, the number of senior citizens on reserve, senior citizens desire to remain in community.
2. Electrification of community to allow community to develop economically and socially, to provide the community with essential services, necessary to upgrade their living conditions as at Lake St. Peter.

## DEDICATED SKILLFUL LEADERSHIP

### DEDICATED LEADERSHIP

A keystone of local development is the dedication of the volunteer to the project. This is illustrated by:

1. Hydroponics - many meetings of 11 people, got outside advice, projected plan for 8 months, found grant money, followed out design, went into business.

### LEADERSHIP SKILLS

A keystone of local development is a qualified leadership and enthusiasm. This is illustrated by:

1. Operation Beaver: Moricetown, B.C. (The Chief in the community) Volunteers working under the direction of the Chief with the people of the community.
2. Nutri-Farm: Organizing and technological expertise, also "Chidamo" Preoject which preceeded the Nutri-Farm - community support and involvement.
3. St. Michel De L'Attalaye, Haiti, organizing and technological expertise, volunteer support.

## DEDICATED SKILLFUL LEADERSHIP (Cont.)

### ENTHUSIASM & PERSONAL BELIEF

A keystone of local development is personal contact, setting an example and to be encouraging to your key people and volunteers.

This is illustrated by:

1. Language Program.
2. Industrial Training Institute.
3. Dokis Community Development.

### COMMITMENT TO PROJECT

A keystone of local development is maintaining positive attitude.

This is illustrated by:

1. Nutri-Farm wanting to carry the project through and overcome the negative and positive factors which arise.
2. Festival of the Sound allowing for feedback arising from each season's performance.
3. ARC Enterprises.

### A WILLING WORK BOARD

A keystone to local development is a broad-based, willing and working board. This is illustrated by:

1. Wyndham House for Girls - it took a board about 10 years to find a location and obtain funding.
2. Drayton Community Health Centre - the board organized a door-to-door canvas to raise funds to build a health centre.
3. Nutri-Farm Produce - a board holds monthly meetings to supervise and direct the staff.

### ONE DYNAMIC INSTIGATOR

A keystone of local development is having one individual who initiates and generates enthusiasm. This is illustrated by:

1. One particular woman motivated others in Focus on Women into action
2. Concerned Farm Women was formed on the instigation of one woman who brought farm women together for the sharing of ideas and common concerns.
3. Sudbury 2001 found that under a series of leadership the project lagged whereas when one dynamic leader took over the project sprang into life.

## USE OF VOLUNTEERS THROUGH COMMUNITY INVOLVEMENT (Cont.)

### COMMUNITY INVOLVEMENT

A keystone of local development is use of volunteers through community involvement. This is illustrated by:

1. Centennial Farm is accepted by community, broad cross-section of the community on the Board, youth from the farm volunteer in the community.
2. Haliburton Community Home Support Services senior citizens are involved on the Board and in delivering service; clerk, treasurers and councillors are aware of service and involved with it in some instances; clear objectives; leadership; three hundred volunteers; local coordinators in each local community supported by central office staff.
3. Frederick Street Centre have volunteers; workshops for community; classes for correspondence courses.

### VOLUNTEER WORKERS

A keystone of local development is using volunteer workers. This is illustrated by:

1. Organizing people and resources of communities to strengthen existing businesses, attract new industry and provide jobs to reduce high employment like the Be-Wah-Bon Metis Local in initiating the Nutri-Farm Produce project.
2. Peterborough Industrial Training Institute volunteer committees define the training needs for the community.

### COMMUNITY INVOLVEMENT

A keystone of local development is community support ensuring involvement. This is illustrated by:

1. Children's Mental Health Services 60 supporters actually involved in service and regional council whose initiative with the Minister secured funds.
2. Leadership leading to replacement of archaic legislation such as removal of liability for trespassing from individual farmers.
3. True Experience, Dunville where Mayor of town and other local VIP's lobbied Deputy Minister for funds.
4. Grassroots problem identified locally; resolution to the Board; modified and voted on by Board of Directors (Provincial) before action taken.

### USE OF VOLUNTEERS THROUGH COMMUNITY INVOLVEMENT

A keystone of local development is the concern for community betterment. This illustrated by:

1. Home Support Project (MOW) - kept seniors in their own home a little longer by providing hot nourishing meals.
2. Centennial Farm - preparation for life through practical values and life skills.

## **USE OF VOLUNTEERS THROUGH COMMUNITY INVOLVEMENT (Cont.)**

### **MAKING VOLUNTEERS FEEL NEEDED**

A keystone of local development is making volunteers feel needed. This is illustrated by:

1. Home Support Services transportation; housework; meals on wheels; yardwork, gardens & snow shovelling; foot clinics; financial counselling.
2. Information Centres provide information on Government services, community services, recreation.
3. A youth lifeskills farm provides home as well as training.

### **INVOLVING THE COMMUNITY IN 2-WAY DIALOGUE**

A keystone of local development is keeping the community informed, aware, and involved in the project. This is illustrated by:

1. Dokis Community Planning Board.
2. Objubway Language & Culture.
3. Historical Highlights of Kearney.
4. Nutri-Farm Produce.
5. Victoria County Spring Festival of the Arts.
6. Drug Abuse Programme, Oakville.
7. Lakeview Condominium.

## **MOBILIZING COMMUNITY AUTHORITY**

### **SUPPORT OF INFLUENTIAL PEOPLE AND GROUPS**

A keystone of local development is support from the community including politicians, media and interest groups. This is illustrated by:

1. Sudbury 2001; Board of 25; Union Presidents; University and College President; Real Estate Board President; INCO and Falconbridge representatives, media person, regional long term planner etc.
2. Focus on Women individuals found there was a common need for women to get together to share information once leading women in community joined the effort, others followed.

### **SUPPORT FROM THOSE IN AUTHORITY**

A keystone of local development is knowledgeable, dedicated leadership. This is illustrated by:

1. Haliburton Home Support Services Fone-a-friend and care-ring for anyone needing regular contacts; help keep seniors in own homes longer by Home Support.
2. Senior Citizens Advisory Council to operate information centre for Seniors.

### CHALLENGES AND RESPONSES IN LOCAL DEVELOPMENT EFFORTS

Following the work of the previous session, participants in Session III used the six major "keystones" to ask the question of what guidelines for effective development they would recommend. Using the experience of their own projects, participants listed those things they considered must "always" be done, and those that must "never" be done if you are to ensure successful development. This work produced the "Guidelines for Local Development".

Participants then took the six major keystones and discussed the challenges they had faced in their own projects and programmes and the ways in which these challenges had been overcome. From this discussion, the participants created a list of challenges and a list of resolves to these challenges that could be valuable to the development of other projects and programmes. The work of this session is included in the statement of "Challenges and Resolves".

## GUIDELINES FOR LOCAL DEVELOPMENT

### INNOVATIVE USE OF LOCAL RESOURCES

- ALWAYS get organised
  - ALWAYS be aware, make inventory of resources
  - ALWAYS gather together people with imagination & enthusiasm
  - ALWAYS list people and skills
  - ALWAYS set very specific objectives in order to see what resources are required
  - ALWAYS "blue sky" for solutions
  - ALWAYS set timetable i.e. when to go after what
  - ALWAYS look at school system
  - ALWAYS be flexible
  - ALWAYS be persistent
  - ALWAYS get names when dealing with government & big companies
  - ALWAYS give private sector the opportunity to participate
  - ALWAYS use politics, politicians to your advantage
- 
- NEVER isolate yourself from the larger community
  - NEVER try to do it all by yourself
  - NEVER turn down an offer of help
  - NEVER confront potential sources of help
  - NEVER give up
  - NEVER assume someone else will do it

### EFFECTIVE USE OF APPROPRIATE EXPERTISE

- ALWAYS have good resource people but don't let them run your show
  - ALWAYS have competent expertise
  - ALWAYS use "case" consultants e.g. retired businessmen, federal government
  - ALWAYS have a clear and tight employment contract with external managers
  - ALWAYS have terms of reference for consultants well spelled out
  - ALWAYS have a strong management committee to oversee experts and have a variety of skills on committee
  - ALWAYS avoid conflict of interest
  - ALWAYS learn to manipulate "red tape"
  - ALWAYS provide money to persons with expertise
- 
- NEVER hire experts to avoid hurting their feelings
  - NEVER use high priced management consultants
  - NEVER hire on a handshake, have a way to fire people in advance
  - NEVER employ people without a job description
  - NEVER lose sight of your goals
  - NEVER look for the super human manager

## **PLANNING TO MEET IDENTIFIED NEEDS**

- ALWAYS start with a philosophy
  - ALWAYS communicate
  - ALWAYS prove the need
  - ALWAYS share the problem
  - ALWAYS believe difficult things today, impossible later
  - ALWAYS have a clear cut concept and objective
  - ALWAYS have a complete set of "to dos"
  - ALWAYS outline parameters of the plan
  - ALWAYS be careful not to duplicate efforts
  - ALWAYS state your goal
  - ALWAYS develop time frame
  - ALWAYS think realistically
  - ALWAYS start small
  - ALWAYS consider all resources available to you
- 
- NEVER assume others readiness or others willingness
  - NEVER give up, but stick to your own plan
  - NEVER follow the line of least resistance
  - NEVER jump into pitfalls
  - NEVER leap before you look
  - NEVER take a textbook model without customizing
  - NEVER take for granted the competence of your associates
  - NEVER leave things to chance
  - NEVER let money limit your conceptual thinking or planning

## **DEDICATED SKILLFUL LEADERSHIP**

- ALWAYS be sincere, up-front and honest
  - ALWAYS know the human qualities of the team or group
  - ALWAYS do your homework
  - ALWAYS be dependable, consistent
  - ALWAYS know the people and resources available to the project
  - ALWAYS use the people in the group, delegate responsibility
  - ALWAYS ensure solid support
  - ALWAYS show confidence in others on the team
  - ALWAYS develop good public relations
  - ALWAYS share ideas and successes with co-workers
  - ALWAYS be a good listener
- 
- NEVER assume everyone agrees or supports
  - NEVER be domineering
  - NEVER be wary of political implications
  - NEVER carry the load alone
  - NEVER lose your cool, or your perspective
  - NEVER assume you have all the answers
  - NEVER lose your sincerity
  - NEVER lose your sense of humour

## USE OF VOLUNTEERS THROUGH COMMUNITY INVOLVEMENT

- ALWAYS use a model and modify it to suit your needs
- ALWAYS believe in the instigation of the programme
- ALWAYS take into account individual skills and desires
- ALWAYS give volunteers an opportunity to share equally in the planning
- ALWAYS have staff work with volunteers with an equal sense of responsibility
- ALWAYS be enthusiastic
- ALWAYS establish goals and objectives
- ALWAYS look for leaders who could bring others into the project
- ALWAYS have orientation
  
- NEVER worry about bring in new people as volunteers
- NEVER be discouraged, but believe in success
- NEVER let a volunteer feel he/she is worthless, a less than successful effort can be corrected or overcome
- NEVER allow volunteers to control budget without consultation and checking with proper authority
- NEVER let losses be the overpowering issue but count the gains and make the best of what you have
- NEVER ask a volunteer to do something you wouldn't do yourself, within your capabilities
- NEVER ask a volunteer to attempt what is outside their capability

## MOBILIZING COMMUNITY AUTHORITY

- ALWAYS maintain personal contact
- ALWAYS work out in advance what you want to do
- ALWAYS know what you are talking about
- ALWAYS meet the requirements and produce the goods
- ALWAYS find out what is expected
- ALWAYS find out how you and your project are perceived
- ALWAYS be ready to change
- ALWAYS have a few people to begin with
- ALWAYS have well planned and researched compatability with the community
- ALWAYS approach people in a collegial fashion
- ALWAYS seek points of agreement, not contention
- ALWAYS make project reflect community's ideas
- ALWAYS be detached from your ownership
- ALWAYS inform the media
- ALWAYS let authorities get credit through media
- ALWAYS have ongoing evaluation to stay in tune and on target with needs
- ALWAYS include a "user" in planning process
- ALWAYS have a solid base of cohesion, agreement, and capability before approaching authority
  
- NEVER omit market feasibility
- NEVER bite off more than you can chew
- NEVER assume anything
- NEVER not do your homework
- NEVER do it alone
- NEVER try to rush authorities
- NEVER get publicity until project is in place
- NEVER overlook the value of someone's negativity toward your project, it can be useful in your planning
- NEVER alienate
- NEVER go "over someone's head" unnecessarily

## CHALLENGES AND RESOLVES

### INNOVATIVE USE OF LOCAL RESOURCES

In the arena of lack of imagination and vision a major challenge is expanding vision. This challenge can be resolved by:

- using audio-visual material
- having group visit similar projects
- arranging workshops for exchange of ideas to expand creative thinking and articulate vision

In the arena of inadequate leadership style and skills, a major challenge is how to stimulate creative leadership. This challenge can be resolved by:

- providing training in leadership skills
- being honest, talking about the problem
- changing leadership

In the arena of organisational run-around, a major challenge is getting direct action. This challenge can be resolved by:

- establishing effective contacts
- working from the appropriate level up - reach for the top
- getting to know bureaucrats, having them understand your needs, request specific answers

In the arena of difficulty in convincing people of the need, a major challenge is proving that the need exists. This challenge can be resolved by:

- documenting needs and benefits through use of the media
- co-opting the hesitant with position & title, recognition
- meeting the people with the need

In the arena of creative use of volunteers, a major challenge is ensuring positive use of human resources. This challenge can be resolved by:

- having volunteer profile forms listing skills and training
- suggesting and/or providing training
- letting them define what they want to work on

### EFFECTIVE USE OF APPROPRIATE EXPERTISE

In the arena of engaging expertise, a major challenge is ambiguous contracts and job descriptions. This challenge can be resolved by:

- writing contract in plain english, limited legal phraseology
- having realistic goals for time and commitment
- having job description prior to hiring all staff
- engaging a lawyer you can trust to draw employment contracts to meet your needs
- contacting good legal aid in first stage of planning

## EFFECTIVE USE OF APPROPRIATE EXPERTISE

In the arena of appropriate hiring of expertise, a major challenge is nepotism or hiring for all the "wrong reasons". This challenge can be resolved by:

- hiring on ability regardless of relationship
- having specific personnel policies which do not permit nepotism
- having some people from outside do the hiring
- having a clear firm job description for each worker

In the arena of effective management, a major challenge is poor management skills of managers. This challenge be resolved by:

- ensuring good training for your future manager and community leaders
- providing proper training and evaluations systems for your manager
- hiring a manager who is trained and committed

In the arena of utilizing external resources, a major challenge is unclear perception of the problem. This challenge can be resolved by:

- group discussions
- seeking help before proceeding if can't identify problem
- studying the situation, identify the "actors", their motives, goals etc.

In the arena of working with external expertise, a major challenge is the subversion of your agenda. This challenge can be resolved by:

- being very clear about your objectives and communicating them
- keeping focused on initial objectives
- making sure Board consists of a majority which is your group not outsiders
- choosing from a widespread variety of skills when choosing Board members

In the arena of acting on experts' proposals, a major challenge is financially impractical solutions proposed by the experts. This challenge can be resolved by:

- getting several bids on defined problems
- defining affordable limits of proposed solutions
- having "terms of reference" stating desired results and the maximum amount to be paid
- viewing "experts" as ordinary people like you
- keeping overhead budget separate from operations budget making sure the greater amount is for operations.

## **PLANNING TO MEET IDENTIFIED NEEDS**

In the arena of involving the community in planning, a major challenge is stimulating a desire to plan. This challenge can be resolved by:

- informing the community of the need for their support
- facilitating a brainstorm session
- identifying the problem

In the arena of planning stages, a major challenge is how to effectively plan. This challenge can be resolved by:

- bringing in outside resources to present planning concepts and methods
- adapting expertise information with your own planning requirements
- implementing the plan

In the arena of effective planning, a major challenge is forming common goals. This challenge can be resolved by:

- finding out what the need is and stating your goal
- sharing the concept
- stating aims, objectives, time frame and evaluation methods

## **DEDICATED SKILLFUL LEADERSHIP**

In the arena of rigid systems, a major challenge is creatively meeting criteria and dealing with "red tape". This challenge can be resolved by:

- establishing rapport with policy makers
- knowing the system and your own strengths
- being flexible and reasonable when dealing with "the system"

In the arena of ineffective planning processes, a major challenge is to develop realistic goals through consensus. This challenge can be resolved by

- involving the total group in the planning
- using resources and experts as available
- reviewing and assessing constantly

In the arena of lack of group communication, a major challenge is to develop effective working relationships. This challenge can be resolved by:

- using team building techniques
- varying agendas, work and fun
- recognizing achievements regularly

## **USE OF VOLUNTEERS THROUGH COMMUNITY INVOLVEMENT**

In the arena of sustaining volunteers, a major challenge is the loss of concept of project aims. This challenge can be resolved by:

- having written objectives and aims readily available to all
- evaluating regularly
- keeping communication lines open

In the arena of volunteer participation, a major challenge is poorly planned meetings. This challenge can be resolved by:

- written reports to the executives concerning volunteer programmes
- individual preparation
- planned agenda
- putting a time limit on discussion
- keeping to the agenda
- communication prior to the meeting

In the arena of volunteer tasks, a major challenge is an unclear understanding of the role of a volunteer. This challenge can be resolved by:

- clearly defined job description of the project requirements
- orientation training
- clear and concise written and oral communication

## **MOBILIZING COMMUNITY AUTHORITY**

In the arena of community recognition, a major challenge is acceptance of project integrity. This challenge can be resolved by:

- getting publicity with news releases, letters to editor and news conferences
- seeking public endorsement from key people known to the community
- asking an independent group to assess financial viability of project

In the arena of project competitiveness, a major challenge is that projects may be perceived as a threat or poor risk. This challenge can be resolved by:

- clarifying project intent and lessening fears
- substantiating project integrity
- giving example of similar project in another community which is successful

In the arena of project self image, a major challenge is debilitating self image of project's importance to the community. This challenge can be resolved by:

- transferring of courage by education
- looking at similar projects and methods
- seeking out people within the population who are involved in similar activities

## MOBILIZING COMMUNITY AUTHORITY

In the arena of inflexible policy and interpretation, a major challenge is finding out how policies and interpretations can best meet your needs. This challenge can be resolved by:

- knowing rules and procedures
- researching policies to find out where your proposal best fits the purpose of the agency or department from whom you are seeking help
- showing immediate and short term results, "how do they benefit"
- working with those who set policies to negotiate alternative plans
- approaching those who make decisions and interpret proposals to inform them of the activities to be undertaken and the effects

In the arena of local coalition establishment, a major challenge is the obscure interface for local volunteer efforts with government, corporations and other agencies. This challenge can be resolved by:

- identifying the senior decision maker and the chain of command
- approaching the senior decision maker with a clear proposal
- seeking cooperation of strong community representative to assist in contacting senior decision maker

**PANEL ON LOCAL DEVELOPMENT APPROACHES**

**NUTRI-FARM PRODUCE**

Nutri-Farm Produce is a business set up by Native people (Metis and Non-Status) in the field of Hydroponic Lettuce Growing. Its basic objective is to provide long-term employment for our members in a field of new and expanding technology.

Learnings about initiating a project are:

1. Start with dedicated volunteers.
2. Organize regular meetings, e.g. monthly.
3. Identify the people you are out to serve and discern their problems.
4. Take on what's necessary at first, even though it may be big and a bit scary. For us it was a \$2.5 million housing project.
5. Do it yourself - we were not prepared to have someone else build for us.
6. Be ready to use outside expertise at the same time. We had a stance of learning.
7. Raise the question of what is the long-term need.
8. Do several feasibility studies to get the right project.  
We had four pushed at us and we identified the one.
9. Be prepared to learn new things. It's a new technology - we're learning things we hadn't known before.
10. Use a self-help approach.
11. Be patient, goal-oriented and plan wisely.

## PANEL ON LOCAL DEVELOPMENT APPROACHES

### ATIKOKAN

The Atikokan Project is a community response to impending economic disaster. It involves long-term planning by the local leadership, mobilization of local human and financial resources, judicious use of senior government assistance and professionals from outside, continual rethinking of the objectives and methods - all directed towards the development of a different economic future under the influence of community desires.

Learnings about sustaining a project are:

1. The threat from the outside (e.g. closing down of a major industry) is what you respond to.
2. Every year you have to revitalize the effort.
3. Don't bureaucratize the project.
4. Keep membership open - watch for newcomers in the town who can keep ideas flowing in.
5. Don't leave it on the people who started it, year after year after year.
6. Have chartered members who become senior statesmen - they legitimize it and are not directly involved in the activities.
7. Have a core group that keeps it going.
8. Have broad participation - there are 150 people actively involved and I am only one part of it.
9. Make sure there are early successes - identify things that can be accomplished - easy things.
10. See every problem as an opportunity.
11. Keep starting over - identifying new project.
12. Volunteers are the core of the project.
13. There are dangers with just paid staff. Have them be a supplement to the voluntary effort.
14. Ten years is a long time - you have to crank up the group again and again.

## PANEL ON LOCAL DEVELOPMENT APPROACHES

### THE DYING/LIVING CENTRE

The Dying/Living Centre is a program that is an alternative to dying in the hospital where family and friends can be involved in the death experience in an affirming healing way. It is an opportunity for spiritual awakening. The philosophy behind the Dying Centre is that there is a part of us that does not die, a part that transcends death. Dying is a different experience for people who have this perspective. The Dying Centre assists the patient to discover peace and resolution in the experience of death.

Learnings about initiating a project are:

1. If you start something, you have to believe in it.
2. Do the groundwork well - set the groundwork 8 months before you go public on it.
3. Talk with individuals about the concept. Don't have it all worked out.
4. Don't hesitate to say, "We need you." Contact fellow conspirators.
5. You need an approach to starting that you are comfortable with.
6. There is no need for consensus at the beginning. It is first important that the concept catches hold.
7. Once the concept catches hold, there will be no problem with funding. The concept is the key.
8. Let people have ownership of the project.
9. You need task groups. We have education, the non-profit foundation and then a consensus group.
10. Constantly struggle with balance - stay open.
11. Go live with your model for a while. I spent time in New Mexico getting inside the concept.
12. I shared my clarity and experience.
13. Decide what you want to get out of your meetings.

## PANEL ON LOCAL DEVELOPMENT APPROACHES

### SUDBURY 2001

Sudbury 2001, formed in 1977, is an organization dedicated to initiating appropriate and diversified economic development within the Sudbury area through the cooperative involvement of leaders from labour, business, media, government, academia and other key interest groups. Important projects are the creation of a mohair industry through Naturally Mohair Inc. and the Ethanol Business Plan toward the manufacture of ethanol as a fuel. The Industrial Trade Directory and Small Business Assistance program reflect the additional service role of Sudbury 2001 to the community, as does the Economic Atlas - a resource manual for the region of Sudbury.

Learnings about sustaining a project are:

1. Don't give up - we weathered storms.
2. At first we tried a real fancy approach - then we went back to basics to solve problems.
3. Do your studies.
4. Get working on a small scale at first - start small.
5. Use self-help to solve problems.
6. Keep people on research to discover new options.
7. The media is very important.
8. Help farmers create markets. Farmers are not marketers. Farm equipment is not available for rent by small farmers in the north.
9. Do feasibility and market studies.
10. Review, review, review. . .
11. Get all the skeletons out of the closet.
12. Expansion: You need key people on board level, research level, development level and maintenance level.

PARTICIPATING PROJECTS

PROJECT: Abel Enterprises  
394 West Street, Simcoe, Ontario N3Y 1T9

CONTACT: Don Disher, Coordinator (519) 426-8760 (O) (416) 659-1064 (H)  
Jacques Tremblay, Consultant (519) 426-4590 (H)

OBJECTIVES: To find housing and jobs for 50 people who are socially and economically isolated by long term mental illness.

ACTIVITIES: Provide contract work, manufacturing and social and recreational supports.

ACCOMPLISHMENTS: People have more self-sufficiency, so far 10 people have part-time work, and there is growing community acceptance.

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PROJECT: Atikokan Economic Development  
Box 1990, Atikokan, Ontario P0T 1C0

CONTACT: Brian W. Ross, Economic Development Commissioner  
(807) 597-2757 (W) (807) 597-4208 (H)

OBJECTIVES: In the face of the closure of iron mines which put half the work force out of work, the objective is to replace the economic base of the community and build a secure future.

ACTIVITIES: Planning, promotion, economic and financial analysis, infrastructure development, support service development, small business assistance, and documentation.

ACCOMPLISHMENTS: The community has survived! A manufacturing base is emerging and there has been expansion of the tourism industry.  
Population 1978: 5733, then mines employing 1100 closed.  
Population 1982: 4744.

PROJECT: Bear Island Trading Post  
Bear Island, Ontario POH 1CO

CONTACT: Doug McKenzie, Manager (705) 237-8943(W) (705) 327-8876(H)

OBJECTIVES: To develop a self-supporting business on Bear Island managed and staffed by people from the community. Also to develop a cottage industry and to develop the site as the main tourist attraction in the area.

ACTIVITIES: A local manager has been trained and the store is operation.

ACCOMPLISHMENTS: The financial picture looks good. People from the community generally support the store.

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PROJECT: Bonnechere Algonquin Crafts  
Box 75, Golden Lake, Ontario K0J 1X0

CONTACT: Mary Ann McPhie, Manager (613) 625-2062(W) (613) 628-3746(H)

OBJECTIVES: To achieve and maintain a viable business in our community for women.

ACTIVITIES: It produces soft leather items of footwear and clothing of native design for wholesale.

ACCOMPLISHMENTS: Increase cultural awareness, create initiative and employ otherwise unemployable women, and supply the market with good quality native crafts that identify our community.

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PROJECT: Centennial Farm Youth Business Bureau

CONTACT: Doug Allan, Director (705) 325-3066  
Jim Connick (705) 325-1951  
Darrin Atkinson (705) 325-1951

OBJECTIVES: To rehabilitate youth through earning, learning, and living.

ACTIVITIES: Provide opportunities for the residents of Centennial Farm to earn money through a variety of jobs.

ACCOMPLISHMENTS: The youth have developed a new-found dignity, a feeling of self-worth, and means of self-support.

PROJECT: Come Home to the Valley Community Development Corporation  
Box 1274, Pembroke, Ontario K8A 6Y6

CONTACT: Al Link, President (613) 732-7643

OBJECTIVES: To promote economic development in the Pembroke area while  
simultaneously maintaining consideration of social objectives.

ACTIVITIES: Initiating an amusement park, a weed harvester machine, a  
community block organization, and a movie club.

ACCOMPLISHMENTS: Hired 3 employees, set up a network of community organizations,  
sponsored a TradEx Dance, and visited mentally retarded adults.

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PROJECT: Community Information Centre - Orillia  
76 Mississauga Street West, Orillia, Ontario L3V 6A2

CONTACT: Eunice Streeter (705) 326-7743

OBJECTIVES: To assemble and maintain information of all aspects of cultural,  
social, economic and personal matters for the purpose of  
providing free assistance and referrals to the public, and to  
identify unmet needs in the community.

ACTIVITIES: Responding to requests for information quickly while maintaining  
confidentially.

ACCOMPLISHMENTS: We have survived for 14 years. People keep telling us we do  
a good job.

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PROJECT: Community Information - Lanark, Leeds/Grenville  
32 Wall Street, Brockville, Ontario K6V 5V8

CONTACT: Sandra Mark (613) 345-3792

OBJECTIVES: To maintain accurate, up-to-date files of the resources available  
to resident and to assist them in locating resources and services.

ACTIVITIES: Compiled a list of over 700 services and agencies and published  
a directory. Set up an office and obtained salaries for a full  
time staff person.

ACCOMPLISHMENTS: We have obtained funding for six different sources, involved  
community residents in public workshop and training sessions  
and in notifying us of changes or new inclusions.

PROJECT: Concerned Farm Women - Research Survey Phase I and II  
Box 457 Chesley, Ontario NOG 2N0

CONTACT: Beth Slumskie, President (519) 363-2589(H)

OBJECTIVES: To identify the extent of the psychological stress of farm families; to identify the financial, social and psychological needs of farm families with emphasis on women. To change the attitudes of the people involved to one of positive action and reaaction.

ACTIVITIES: Identifying the problem, formulating the survey, conducting the survey, analysing the results, disseminating the findings, preparing the manuscript, publishing the book

ACCOMPLISHMENTS: Made the community and country aware of farm problems. The survey was the first in Ontario to provide an extensive profile of farm women's opinions, perceptions and contribution to agriculture. Instrumental in initiating a "help-Line" for the Grey - Bruce area. Provided a support group for the people involved. Have the findings published in a book to readily be accessible to all interested people.

\*\*\*\*\*

PROJECT: Dokis Community Planning Board  
Dokis Bay, Monetville Ontario

CONTACT: Marie Dokis (705) 763-2200

OBJECTIVES: To promote and stimulate community awarness on the Dokis Indian Reserve. To create a pleasurable forum and learning opportunity for all involved in the group. To strengthen community organiza- tion and involement.

ACTIVITIES:

ACCOMPLISHMENTS:

PROJECT: Drayton Community Health Centre  
Wood Street, Drayton Ontario NOG 1P0

CONTACT: Elbert van Donkersgoed, Member (519) 338-2921(w) (519) 638-3064 (h)

OBJECTIVES: To construct a health centre and to actively seek out a doctor(s) and a dentist for the village.

ACTIVITIES: Maintaining the building, which was funded, designed, and built.

ACCOMPLISHMENTS: The village has had 2 doctors since the completion of the building in 1972. Renovations in 1976 brought a dentist. Renovations in 1980 brought a part-time dentist. The village has not lacked health services.

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PROJECT: Drayton Rotary Cleanathon  
Drayton, Ontario NOG 1P0

CONTACT: Elbert van Donkersgoed, Rotarian (519) 338-2921(w) (519) 638-3064(h)

OBJECTIVES: To clean-up and maintain a part of the communities environment. To encourage children to raise the funds needed for their own summer activities.

ACTIVITIES: Each spring before the grass becomes too tall we take groups of children (6 to 10) up and down the areas road to pick up all the garbage. Each child has asked local residents to sponsor him or her prior to the cleanathon to provide funds for transportation, swimming lessons and to organize summer sports and crafts programs.

ACCOMPLISHMENTS: Eight to ten pick-up truck loads of garbage, healthy physical activity for the children, and children learn the importance of caring for our environment and gain a sense of responsibility for their summer activities.

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PROJECT: Diamond Triangle, Economic Development Commission  
1011 William Street P.O. Box 27, Colbourg Ontario K9A 4K2

CONTACT: Richard A. Spence, Dir. Economic Dev. (416) 372-5481

OBJECTIVES: To increase employment through economic development practice in Industry, tourism, and agriculture.

ACTIVITIES: Economic Development and planning for the Towns of Cobourg and Port Hope and the Townships of Hamilton and Hope.

ACCOMPLISHMENTS: Opportunities exist in Economic, Tourism, and Agribusiness arenas in the area.

PROJECT: Dying / Living Centre  
20 Patricia Dr., Orillia Ontario L3V 6N1

CONTACT: Ms. Gloria Romanic (705) 325-6161(w)

OBJECTIVES: Opportunity for spiritual awakening; alternative to hospital stay-death; opportunity to involve family in members death experience; opportunity to be in a setting which can assist and focus on letting go and resolving ones life / business.

ACTIVITIES: Helping people to stay in that place of knowing, of awareness, that only the body dies.

ACCOMPLISHMENTS: First in Canada with this concept.

\*\*\*\*\*

PROJECT: COMBO Employee Assistance Program  
41 Frederic Orillia, Ontario L3V 5W6  
13 Collier Barrie, Ontario

CONTACT: Ms. Gloria Romanic (705) 325-6161 (705) 726-4976

OBJECTIVES: Earlier / more effective intervention through workplace for employees with non-organic dysfunctions.

ACTIVITIES: COMBO collects, studies, selects and distributes locally useful employee assistance information.

ACCOMPLISHMENTS: One year pilot program completed. Integration of public health/ mental health/ addictions services. Labour-Management joint support.

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PROJECT Durham Regional Community Care

CONTACT: Bernice Dixon, Co-ordinator (705) 433-2900

PROJECT: Focus on Women  
894 5th Avenue East, Owen Sound, Ontario N4K 2R8

CONTACT: Pat Rae (519) 376-6623(W) 376-0815(H)

OBJECTIVES: To increase women's knowledge, self-esteem and political skills.

ACTIVITIES: Adult women's educational events including such topics as depression, use of tranquilizers and alcohol, family abuse. Provide encouragement of feminist therapy groups in our community. Act as a support group, sharing information among project members.

ACCOMPLISHMENTS: We have raised the self-esteem, consciousness of women's issues, and leadership skills of 100-200 women.

\*\*\*\*\*

PROJECT: Future Stock  
Ministry of Tourism and Recreation, 114 Worsley St, Barrie, L4M 1M1

CONTACT: Uwe Sehmrau, District Supervisor (705) 737-3301 (800) 461-4499

OBJECTIVES: To provide a resource package which facilitates a process for communities to plan for their future.

ACTIVITIES: Communities hold a workshop using the format of the Future Stock workbook to identify trends in their community and systematically plan for the future. Pre-workshop activities help an organization to develop terms of reference.

ACCOMPLISHMENTS: The package has universal application with a flexible format. It can be used with one organization or several municipalities. It provides self determination for organizations and communities for a positive direction towards the future.

\*\*\*\*\*

PROJECT: Haliburton County Home Support Services  
Box 956, Haliburton, Ontario KOM 1S0

CONTACT: Marie Wallace (705) 457-2941  
Elsie Bursey (705) 489-2899  
Victoria Agnew (705) 448-2993

OBJECTIVES: To enable the elderly and handicapped to remain independent in their own homes for a longer period and to create in the community an awareness of the process of aging and the needs of the aged.

ACTIVITIES: Provide services to the elderly such as transportation, assistance with shopping and chores, etc. Also education of the community.

ACCOMPLISHMENTS: We have enlisted the help of approximately 375 volunteers in all areas of our county serving the elderly throughout the county.

PROJECT: Health Passport Project  
Sandy Hill Health Centre, 250 Somerset St. E., Ottawa, K1N 6V6  
CONTACT: Marthe Briard (613) 323-2613  
Dennise Albrecht

OBJECTIVES: Promote appropriate drug use amongst elderly multiple drug consumers.

ACTIVITIES: Develop and promote the use of a booklet, "Medication User's HEALTH PASSPORT."

ACCOMPLISHMENTS: Reinforcement of the role of lifestyle in a person's health status, especially in terms of the importance of over-the-counter drugs, diet, lifestyle, and prescription drugs, a holistic approach that involves active participation by the client with the entire health team.

\*\*\*\*\*

PROJECT: Highway #7 Community Development Corporation  
Sharbot Lake, Ontario

CONTACT: Tony Smith

OBJECTIVES: Economic development and job creation.

ACTIVITIES: Provide counseling and other assistance to enable local economic development.

ACCOMPLISHMENTS: Improved research for local project development, housing programs, and expanded businesses.

\*\*\*\*\*

PROJECT: Historical Highlights of the Kearney Area  
Kearney Library, Kearney, Ontario POA 1M0

CONTACT: Evelyn Dault, Librarian (705) 636-5308  
Ralph Bice  
Margriet Fetterley (705) 636-5316  
Hetty White (705) 636-5478

OBJECTIVES: To communicate the early cultural and historical development of Kearney for the benefit of Kearney as a historical attraction to give the community some pride and importance in relation to other communities.

ACTIVITIES: Interview old timers and gather information about the history of the community.

ACCOMPLISHMENTS: Preparation of a book and pictures of Kearney.

PROJECT: Home Support Funding Program  
Ministry of Community and Social Services  
Peterborough Area Office, 60 Hunter Street East, Peterborough K9H 1G5

CONTACT: Alan Cavell, Programme Supervisor (705) 742-9292

OBJECTIVES: To ensure an adequate level of community services to assist elderly persons to maintain an independent lifestyle in the community and to involve the community in identifying and providing services to meet those needs.

ACTIVITIES: Provide up to 50% of program costs for programs that provide services to the elderly.

ACCOMPLISHMENTS: Local planning bodies have been developed in many parts of the area to identify needs and generate community support. Over 3000 volunteers in 16 funded programs are serving the elderly.

\*\*\*\*\*

PROJECT: Home Support Services for Seniors  
489 Timothy Street, Suite 2, Newmarket, Ontario L3Y 6M7

CONTACT: Bernice Irving, Co-ordinator (416) 898-3593(W) 775-7676(H)  
Ann Jackson, Chairman (416) 895-5561

OBJECTIVES: To provide services to enable seniors to remain in their own homes.

ACTIVITIES: Through the efforts of volunteers and home helpers who provide transportation, friendly visiting and telephoning, outside home maintenance, meals, inside home help, etc.

ACCOMPLISHMENTS: There has been tremendous growth of the program both in terms of volunteers and clients served. There is also growing recognition of the program by community nurses, doctors, hospitals, and the seniors themselves.

\*\*\*\*\*

PROJECT: Indian Friendship Centre  
40-42 Gibson Street, Parry Sound, Ontario

CONTACT: Vera Pawls Tabobondung (705) 746-5970  
Sandra Sylvester (705) 746-5970

OBJECTIVES: To provide a medium for the meeting of Indian and non-Indian people and the development of mutual understanding through common activities, to stimulate and assist Indian self-expression and the development of Indian leadership, and to assist and encourage study of Indian needs and to plan services for Indian people through both public and private agencies.

PROJECT: Iroquois Cranberry Growers - Mohawks of the Gibson Band  
Box 327 Bala Ontario POC 1A0

CONTACT: Chief Kenneth Commandant (705) 762-3343(w) (705) 762-3264(h)

OBJECTIVES: Self Sufficiency - A better place to live.

ACTIVITIES: Growing Cranberries commercially; improving the standard of living in every aspect.

ACCOMPLISHMENTS: Successful cranberry production; better homes; NIL (or nearly) welfare roll.

\*\*\*\*\*

PROJECT: Multicultural Women's Centre  
777 Sommerset St. West, Ottawa Ontario K1R 6R3

CONTACT: Rosamaria Durand, Co-ordinator (613) 238-4256

OBJECTIVES: To create social and economic opportunities for women of immigrant extraction in the Ottawa - Carleton area.

ACTIVITIES: Offers a full range of settlement services to newcomers.

ACCOMPLISHMENTS: The establishment of a centre which serves as office and operational space need of three small co-operative enterprises.

\*\*\*\*\*

PROJECT: Native Economic Development and Small Business Management Programme

CONTACT: Bob Lavalle, Ont. Native Alliance Five (705) 637-2830  
Bill Logan, Co-ordinator (705) 748-1398

OBJECTIVES: To provide training in Economic Development and Small Business Management to enable participants to activity engage their communities in Community Economic Development and Small Business Development. To enable participants to development competencies requered to obtain employment in the fields of Economic Development and/or Management.

ACTIVITIES: Course for Native Students in economic development and small business management methods.

ACCOMPLISHMENTS: Nineteen graduates of year I employed in various projects and have active roles in projects that have created employment within their communities.

PROJECT: Iroquois Cranberry Growers  
Gibson Band, Box 327, Bala, Ontario POC 1A0

CONTACT: Chief Ken Commandant (705) 762-3343  
Bud Rennie (705) 375-5275

OBJECTIVES: To develop the marsh from raw land into a cranberry farm, to realize a good production level each year, to provide area employment, and to gain credibility in the marketing area.

ACTIVITIES: Developing and managing a cranberry farm.

ACCOMPLISHMENTS: We had a bumper crop last year and are in a sound financial position.

\*\*\*\*\*

PROJECT: Manpower Adjustment Committees Assisting Communities  
51 Brant Street East, Orillia, Ontario L3V 1Z2

CONTACT: J. A. Wilson (705) 326-3215

OBJECTIVES: To assist communities and combat the "crumbling of small town Canada."

ACTIVITIES: Bringing people together to deal with lack of job opportunities in rural areas.

ACCOMPLISHMENTS: Positive results in gaining people's participation.

\*\*\*\*\*

PROJECT: Meals on Wheels  
175 Murray Street, Peterborough, Ontario K9H 2S7

CONTACT: Bernice Clark, Co-ordinator (705) 745-5522(W) 292-9705(H)

OBJECTIVES: To create services to enable seniors or convalescents or handicapped persons to remain in their own home.

ACTIVITIES: Plan for needed services, recruit volunteers, and provide meals.

ACCOMPLISHMENTS: We are serving many meals to people in the city of Peterborough. We are just beginning to try to meet the rural need.

PROJECT: Nutri-Farm Produce  
Box 6, Port McNicoll, Ontario LOK 1R0

CONTACT: Kenneth R. Morin, President/Chairman (705) 534-7337(W) 534-3275(H)  
Robert Flower, Manager (705) 534-7337(W) 526-4628(H)  
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(519) 366-3998(H)

OBJECTIVES: Job creation, on the job training in basic business and new technology, employment of native people.

ACTIVITIES: Organize and operate a new business, specifically a hydroponic lettuce growing operation. We harvest continuously, every week of the year. We are also working on developing hydroponics for other crops.

ACCOMPLISHMENTS: Creation of 9 jobs with an annual budget of over \$200,000, generation of community awareness of economic development, and unification of a local group of volunteers.

\*\*\*\*\*

PROJECT: Ontario Federation of Agriculture  
491 Eglinton Avenue West, Toronto, Ontario

CONTACT: Harry Swerver, General Manager (416) 485-3333(W)  
Ralph Barrie, President (416) 485-3333(W)  
Mary Wicks, Vice-President (705) 738-3169(H)

OBJECTIVES: To save the family farm and local communities in Ontario by improving the financial position of Ontario farmers.

ACTIVITIES: Involve individuals in the organization, develop leadership skills, lobby the government to improve the farm situation, and interface between individual farmers and farm groups with government and big businesses.

ACCOMPLISHMENTS: Legislation passed to remove liability for trespassers from the landowner, legislation in progress to rebate taxes on farm land, and increased consumer awareness of farm problems.

\*\*\*\*\*

PROJECT: Operation Beaver  
Frontiers Foundation Inc., 2622 Danforth Ave., Toronto, Ont M4C 1L7

CONTACT: Charles Catto, Executive Director (416) 690-3930(W) 839-2243(H)  
Linda Catto, Coordinator

OBJECTIVES: To have local communities and the world community work together to meet the local needs.

ACTIVITIES: The Canadian Operation Beaver program involves the joint efforts of communities in disadvantaged areas of the world and committed volunteers of international origin. Together they work on a practical local project, such as housing, electrification, education, etc.

ACCOMPLISHMENTS: Cultural exchange and community self-help development.

PROJECT: Organic Growers Association  
35 Alexandra Blvd. Toronto Ontario

CONTACT: Mr. Stephen Mackneson, Director (416) 488-3687

\*\*\*\*\*

PROJECT: Peterborough Industrial Training Institute  
Box 1351 Peterborough Ontario K9J 7H6

CONTACT: Del Facey, Administrator (705) 743-7232(w) (705) 652-8643(h)

OBJECTIVES: To provide training through apprenticeships in skilled metal trades - initially tool and die, machines and millwright. Through this project to develop the best trained skilled workers possible by rotating apprentices through participating companies.

ACTIVITIES: Apprentices are selected by the Institute (which is a recognized company in the eyes of the Government) These apprentices are indentured to the Institute. Participating industries accept these apprentices on a 6-12 month rotational basis. Apprentice wages come from the Institute and industry who provides the hands-on training are invoiced on a monthly basis.

ACCOMPLISHMENTS: Apprentices are given the opportunity to work with different foreman and management and experience different work environments in their 4 year training period. Entering our 3rd year it is becoming apparent that the breadth of training is indeed producing superior tradesmen. Industry is awakening to the need for shared training.

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PROJECT: Pinecrest Queensway Community Service Centre  
804 Grenon Ave Ottawa Ontario K2B 6G2

CONTACT: Bob Crook, Centre Coordinator  
Jack McCarthy, Centre C.A.S. Community Worker

OBJECTIVES: Coordination of Human Services; Development of New Resources; Individual and group advocacy.

ACTIVITIES: Provide community services information. run Ongoing and short-term programs: Home Support, Community Worker, Family Service Second Chance Clothing Store, Crescendo Project.

ACCOMPLISHMENTS: West end legal clinic, Parent preschool program, Used clothing store, emergency loan fund.

PROJECT: Richmond Resource Center  
41 Frederick Street, Orillia, Ontario L3V 5W6

CONTACT: Lois McGill, Director (705) 325-6161

OBJECTIVES: To provide service to those in the community who for whatever reason are experiencing difficulty coping with everyday living.

ACTIVITIES: Providing a training program for volunteer wishing to prepare for work in the social service field as well as providing direct services to youth and single parent families.

ACCOMPLISHMENTS: Helping single parents gain independence and find avenues through which they can become active and contributing members of society. Engaging many volunteers in helping others in the community.

\*\*\*\*\*

PROJECT: Rural Development Outreach Project  
University of Guelph, Guelph, Ontario N1G 2W1

CONTACT: Professor Weldon Findlay (519) 824-4120(W)

OBJECTIVES: To improve social services and community development in selected rural areas of Ontario.

ACTIVITIES: Perform economic studies, sociological studies, health care surveys, and helping to organize community efforts to meet the challenges discovered.

ACCOMPLISHMENTS: Preparation of numerous reports for local communities to use in community improvement, helped get a volunteer senior citizen transportation co-op started, and reported on local needs to local, provincial, and federal governments.

\*\*\*\*\*

PROJECT: Rural Social Services  
51 Colborne Street, Orillia, Ontario

CONTACT: Malcolm Savage, Program Coordinator (705) 326-8500(W) 325-3295(H)

OBJECTIVES: To provide family supportive services to handicapped persons across a rural county using up-to-date techniques.

ACTIVITIES: We operate a children's mental health centre, a pre-school program for handicapped children, an advocacy service, a program for autistic children, a private home day care program, a support service to retarded adults, a respite care centre, and a community living program for retarded adults.

ACCOMPLISHMENTS: Provision of quality services to families across the rural area without discrimination against minorities.

PROJECT: Sabine Power Supply  
Lake St. Peter, Ontario KOL 2K0

CONTACT: Yvonne LaValley, Native Alliance (705) 637-2709(h)

OBJECTIVES: The electrification of our community. Fire protection for our community. Upgrade the housing and living conditions in community.

ACTIVITIES: Surveying of Power Line and signing of contracts by proposed customers, brushing of line and cleanup - wiring of all houses, installation of Hydro poles and all hardware, stringing of wire, Inspection by Ontario Hydro.

ACCOMPLISHMENTS: Organization, affiliation, incorporation; Recognition and support from government ministries; First phase of our project is completed.

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PROJECT: Senior Volunteer in Public Service  
P.O. Box 1402 Campbellford Ontario KOL 1L0

CONTACT: Mr. Allan Cavell, Program Supervisor (705) 653-2463(h)

OBJECTIVES: To assist seniors with any problem they may have - not only services but any person needing help.

ACTIVITIES: I take part in most community projects as a volunteer.

ACCOMPLISHMENTS: I have been able to open an Information Bureau for Campbellford and area for seniors. Organized many clubs -

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PROJECT: Sudbury 2001 (several)

CONTACT: Lasse Skogberg, Research Analyst (705) 674-2001 (w)

OBJECTIVES: To diversify the One industry town.

ACTIVITIES: Woodlot, Ethanol Plant (experimental), Farmers' Market, Hohaair Garments (naturally Mohair)

ACCOMPLISHMENTS: To create jobs, to show the community these things can be done, To bring labour, business and government together.

PROJECT: Twin Valleys School  
R.R. 1, Wardsville, Ontario NOL 2N0

CONTACT: David Pasikov, Executive Director (519) 785-0400(W) 785-0600(H)  
Les Kerr, Assistant Director

OBJECTIVES: Provide emotionally disturbed teenagers with the skills necessary to reintegrate with the mainstream of society.

ACTIVITIES: Create an intentional community which teaches young people co-operative living skills so the youth can transfer that learning to their next community. The activities we provide are; a fully accredited academic program, vocational program (including farm), life skills program and wilderness adventure program.

ACCOMPLISHMENTS: 1. The creation of a cohesive functional intentional community  
2. Establishment of a fully accredited high school  
3. Establishment of a residential care program licenced by the Ministry of Community and Social Services.

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PROJECT: Victoria County Spring Festival of the Arts  
Box 250, Fenelon Falls, Ontario KOM 1N0

CONTACT: Jim Brown, Founder and past Chairman (705) 887-3270(H)

OBJECTIVES: Provide cultural experiences - to develop an appreciation and understanding and focus for "Arts" development - to provide exposure and recognition for our local "Arts" community.

ACTIVITIES: Planning and organizing a Spring Festival - creating a program for arts and crafts, workshops, seminars, performing arts, drama, visual arts, dance and movement, demonstrations etc. which employ local residents and professionals in ways so that intercommunication and interaction between individuals and groups can take place - a sharing of concerns and experiences.

ACCOMPLISHMENTS: -involvement of 10 major organizations within the county  
-development of a new pride and respect of each other - person to person and community to community  
-opportunity for a community to plan and organize a program which will meet the "needs" of its local population

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PROJECT: Working Together  
114 Worsley St., Barrie, Ontario L4M 1M1

CONTACT: Mr. Uwe Sehmrau, District Supervisor (705) 737-3301(W)

OBJECTIVES: To provide organizations with an alternative to solving their problems on their own.

ACTIVITIES: Distribution of manual with assistance of consultations and workshops

ACCOMPLISHMENTS: 1. Sharing of successes in Ontario 2. Demonstration of collegial support  
3. Data is gathered from future users

PROJECT: Family Service and Single Parents  
41 Frederick St. Orillia Ontario

CONTACT: Barbara Green, Co-ordinator (705) 325-6161

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PROJECT: Festival of the Sound  
52 Seguin St. Parry Sound Ontario

CONTACT: Tim West , Recreation Director (705) 746-2101

\*\*\*\*\*

PROJECT: Northumberland County Association of Senior Citizens  
65 Victoria St N, Port Hope, Ontario L1A 3M7

CONTACT: Maxwell Newroth, President (416) 885-9335

\*\*\*\*\*

PROJECT: Tamarac - Catulpa  
51 Colborn Street, Orillia Ontario

CONTACT: Malcolm Savage, Program Coordinator 326-8500

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PROJECT: Ojibway Language Project  
Curve Lake, Ontario KOL 1R0

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That Work

Orillia, Ontario  
June 10-12, 1983

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General Findings Company, Toronto  
Grand & Toy Limited, Toronto  
Grove Florist, Toronto  
Highwayman Inn The, Orillia  
Hills Maple Leaf Restaurant, Orillia  
Holiday Inn The, Barrie and Orillia  
Holland & Neil Limited, Cooksville  
Inter City Papers Limited, Toronto  
Just Plants, Toronto  
King & Raphael Toronto Limited, Toronto  
Lister F G & Company Limited, Toronto  
McDonald's Restaurants of Canada Limited, Orillia  
Miller Plastics Limited, Toronto  
Molson's Brewery (Ontario) Limited, Barrie and Toronto  
Mono Lino Typesetting Company Limited, Toronto  
Mother's Pizza Parlours & Spaghetti House, Orillia  
Nashua Canada Limited, Mississauga  
Paper Shoppe The, Toronto  
Perly's Maps Limited, Toronto  
Pioneer Hi-Bred, Chatham  
Printing House Limited The, Toronto  
Re: Print Copy & Printing Limited, Toronto  
Rib Chalet The, Orillia  
Queen's Pizzeria, Orillia  
Rombo's Pizza, Orillia  
Select Office Equipment Limited, Cooksville  
Sundial Motor Inn, Orillia  
Technology Transfer, Toronto  
Thomas S. Parish Limited, Orillia  
Thor Motors Leasing Limited, Orillia  
3M Canada Inc., Toronto  
Tilden Rent-A-Car, Toronto  
Whitfield Office Outfitters, Orillia  
Verkerke Reproductions of Canada Limited, Mississauga  
Xerox Canada Inc., Toronto  
F.W. Woolworth & Company Limited, Orillia

## THE INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT

"Sharing Approaches That Work" is a three year, three phase programme being undertaken in conjunction with the International Exposition of Rural Development.

### **Phase I: "Formation of a National Development Network"**

Across Canada, events and activities are being undertaken by Regional Steering Committees during 1983 to identify community initiatives which are making a significant contribution to the quality of life in rural areas. Some of the Regional Committees are organising Local Exchange Conferences and Rural Development Symposia which will provide the opportunity for interchange of local development efforts. These events and activities will identify the key components which have contributed to the effectiveness of projects and programmes responding to needs of their communities. Up to one hundred such successful community initiatives across Canada will be documented and shared throughout the nation.

### **Phase II: "The International Exposition of Rural Development Plenary"**

The National Steering Committee of "Sharing Approaches That Work" will select the efforts which best represent Canada's experience in rural development to participate with 50 other national teams in the "International Exposition of Rural Development Plenary". The Exposition Plenary will be held in New Delhi, India, and will provide the opportunity for practical experience gained through local initiatives in development from around the world to be shared in such a way as to accelerate future development efforts. The emphasis will be on using the gathered experience to create practical directions for local development programmes. The report will be both a summary of successful local development schemes and a directory of replicable ideas, tested approaches and effective technologies for local application.

### **Phase III: "Acceleration of Local Development Efforts"**

This is the most important phase of "Sharing Approaches That Work" when the recommendations and findings of the national events and the Exposition Plenary will be made available to local communities across Canada. This could include initiation of new projects or programmes, acceleration of existing projects or programmes, and replication of successful projects or programmes into the areas of greatest need. The basis of Phase III will be created through the Rural Development Symposia of Phase I, and through review by the National Steering Committee of the recommendations from the International Exposition of Rural Development Plenary. Follow-up efforts could include training schemes created from the gathering of domestic and international experience, establishment of a "repository" of experience from local development initiatives which could be available to local areas seeking to respond to particular local needs, and initiation of development efforts through co-operation between organisations, agencies, communities and corporations involved in "Sharing Approaches That Work".

## SPONSORSHIP

### **GENEVA PARK YMCA CONFERENCE CENTRE**

Geneva Park YMCA Conference Centre is a modern, 150 acre conference facility owned and operated by the National Council of YMCA's. In addition to accommodating many YMCA groups, the Park seeks to attract organisations who would convene events to improve the quality of life Canadians, strengthen the fabric of Canada as a nation and/or expand international understanding and cooperation.

### **MASSEY-FERGUSON LIMITED**

Massey-Ferguson Limited is Canada's own agricultural equipment company. With its international headquarters located in Toronto, Massey-Ferguson seeks to produce the equipment necessary for cost effective and competitive agricultural productivity. Massey-Ferguson has had a long term commitment to improving the quality of life in the rural areas, both within Canada and around the world.

### **NATIVE COMMUNITY BRANCH, MINISTRY OF CITIZENSHIP & CULTURE**

The Native Community Branch is a consultative agency which works with Native communities and organisations. The Branch's goal is to assist those communities and organisations in their efforts to encourage self reliance and participation in the life of the province. Programmes of the Branch include consultative assistance, research and information, publications, policy advisory services, and grants. The Native Community Branch is part of the Multiculturalism and Citizenship Division of the Ministry of Citizenship and Culture, Province of Ontario.

### **PIONEER HI-BRED LIMITED**

Pioneer Hi-Bred Limited is located in Chatham, Ontario, where its research, demonstration and processing facilities serve the whole of eastern Canada. Pioneer Hi-Bred has as its philosophy improvement of productivity through genetic research. Through its ongoing research and development programmes, Pioneer Hi-Bred has contributing to the improvement of the quality of life in rural areas throughout the nation.

### **ROTARY CLUB OF ORILLIA**

The Rotary Club of Orillia was Chartered on December 4, 1945. The object of Rotary is to encourage and foster the ideal of service as the basis of worthy enterprise. It was the first service club of any kind. This service dimension of Rotary now includes Community Service, Vocational Service, Club Service, and International Service. Presently there are 20,000 Rotary Clubs in 157 countries and geographic locations.

## EXPOSITION SPONSORS

The International Exposition of Rural Development is co-sponsored by a diverse grouping of private, public, and voluntary organisations. With the intent of maintaining a multi-lateral perspective, the IERD co-sponsors include: the **United Nations Development Programme**, the **United Nations Fund for Population Activities**, and the **Institute of Cultural Affairs International**. Sponsors for the International Exposition Plenary and programmes in India include the Canara Bank and the Association of Indian Engineering Industries, with the support of the Government of India, the India Advisory Board, and the India Steering Committee.

## THE INSTITUTE OF CULTURAL AFFAIRS

As the organising sponsor for the International Exposition, the Institute of Cultural Affairs International (ICAI) is providing most of the fulltime staff necessary to assure adequate coordination and management. The ICAI is chartered by Royal Decree in Belgium as an association of all the nationally registered and chartered ICA's in thirty-five nations, including Canada. The Canadian Institute of Cultural Affairs (CICA) was federally incorporated in 1976 as a charitable corporation with tax-exempt status (0477992-5908). The CICA financial records are audited annually by Arthur Andersen & Company. The Hon. Hartland de M. Molson and Mr. Norman Jewison are patrons of the Canadian Institute of Cultural Affairs. CICA programmes most widely known include the Lorne Human Development Project in New Brunswick, and Community Forum Canada, conducted in over 600 communities throughout Canada.