

Story: FOCUS Cambodian Youth Program Community: Black Creek, Toronto



Brief Description:

Many activities have arisen in this community out of the need for Cambodian youth to have culturally-specific opportunities. The leadership model adopted is grounded in peer support with a strong link to elders in the community and their culture. The initiative began in 2001 as a partnership between Black Creek FOCUS, the local alcohol and drug prevention program, the Canadian Cambodian Association of Ontario (CCAO), and the Khmer Buddhist Temple. The Hong Fook Mental Health Association was peripherally involved. Collectively, they were known as the "Cambodian Service Providers" and their role was to look at issues specific to this population and offer opportunities for youth involvement.

Sustainability Component: Sustaining the Program

Sustainability Details:

Three years ago the group successfully applied to the City of Toronto's Drug Prevention Grant program to diversify their funding from solely on FOCUS dollars. Last year it was decided that it was in the best interest of the program to transfer formal affiliation to the CCAO and in support of that, the FOCUS program is acting as a "trustee" through this transition time. This will ensure the necessary accountability as the CCAO "gets up to speed" gradually. As well, this trustee role will help to maintain the integrity of the program and build capacity in the new host agency. This was particularly important as the new host had new senior administrators. The previous program host, Black Creek FOCUS project, now acts more as a consultant to the program.

Part of what made this program transfer possible was a strong working relationship between "old" and "new" host agencies – staff in one sit as Board member in the other, for example. One of the keys to this process was the need, and success, with having the transition appear seamless to participants.

The rationale for transferring the program rested in:

- The opportunity to infuse "new blood" into the program
- There being a better fit with the program and the other initiatives of the CCAO
- Better access to other related resources such as translation
- The natural cultural fit for this program and the CCAO.

It was decided that a written "trustee agreement" should be created and this was a really good mechanism for sustainability as it secured formal commitment to the end result and the process.

Overall, in the view of Lisa Randall - Coordinator of Community Mental Health and Focus programs, when working towards sustainability:

- Build relationships – have as many people as partners as possible in a project; "cultivate their investment" but "give up the partners that just don't fit".
- Find common ground so there is not a "weird fit"; it should be as natural as possible
- Let the program have a life of its own and be OK that it will grow and evolve; have this discussion up front.

For more information, contact:

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Jane Finch Community and Family Centre, 4400 Jane Street, Suite #108, Toronto, Ont M3N 2K4

KEY POINT

In transitioning the program to the new "host", it was important to do this gradually so accountability could be maintained, the integrity of the program transferred and allow for time for training and other capacity-building efforts in the new host.



20 @heart

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A Feature from Ontario's Heart Health Resource Centre

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@heart is published regularly as a Feature to focus on topics of current interest to the provincial heart health partnerships that comprise the Ontario Heart Health Program (OHHP).

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Your comments and suggestions are appreciated. Please address all correspondence to the Editor, @heart, at HHRC.

The focus of this issue is on Sustaining Community Health Promotion Initiatives...

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The purpose of this Feature is to highlight several community initiatives that have been successfully sustained following some form of dedicated, special funding, such as a grant. The specific stories were selected from Ontario communities and were recommended by Communities Coalition, FOCUS Project Coordinators and Coordinators in the OHHP: Taking Action for Healthy Living Program. The stories were used as practical, realistic examples of sustainability in a community planning forum held in Niagara Region in March, 2005. Specifically, the eight stories profiled in this Feature are:

- Black Creek Cambodian Youth Program
- Drug Safety Program, Grey Bruce FOCUS
- Food for Thought, Healthy Living Niagara
- No TV, Muskoka-Parry Sound Heart Health
- Grey-Bruce FOCUS programs
- Picture This! North Simcoe 2000-2050: Our Plan for a Healthy Community
- Simulation Vehicle, Renfrew County FOCUS
- Valleys 2000, Bowmanville

A big "Thank you" to the program contacts who shared their stories with me.



Thank You!

Sustainability is encouraged in the guidelines for the OHHP: Taking Action for Healthy Living, as it is with the provincial FOCUS program. FOCUS deals with the prevention of alcohol and substance abuse in 22 Ontario communities. The Sustainability Model provided by the HHRC to support these guidelines has been used to frame each story presented.

Readers are encouraged to think about the programs profiled here for uptake in their community and/or look to the process used to achieve sustainability for hints to be used in your area.

Nancy Dubois
Editor

Resources on Sustainability

On-going support to the topic of sustainability is available through the HHRC on-site Consultation Service - www.hhrc.net/consultationservice and Manual and The Health Communication Unit - www.thcu.ca



Many thanks to



for beginning the dialogue on this topic as part of their annual planning in 2005.



A quick review... the HHRC Sustainability Model:

Sustainability...

means continuation.

Four components of community work are related to this continuation:

1. **The Issue** - of heart health on the agenda's of the public, the decision-makers, and the community partners.
2. **The Programs** - that communities are planning, implementing and evaluating.
3. **The Behaviour Changes** - that people have already made.
4. **The Partnership** - that supports the activities and contributes to the behaviour change process.



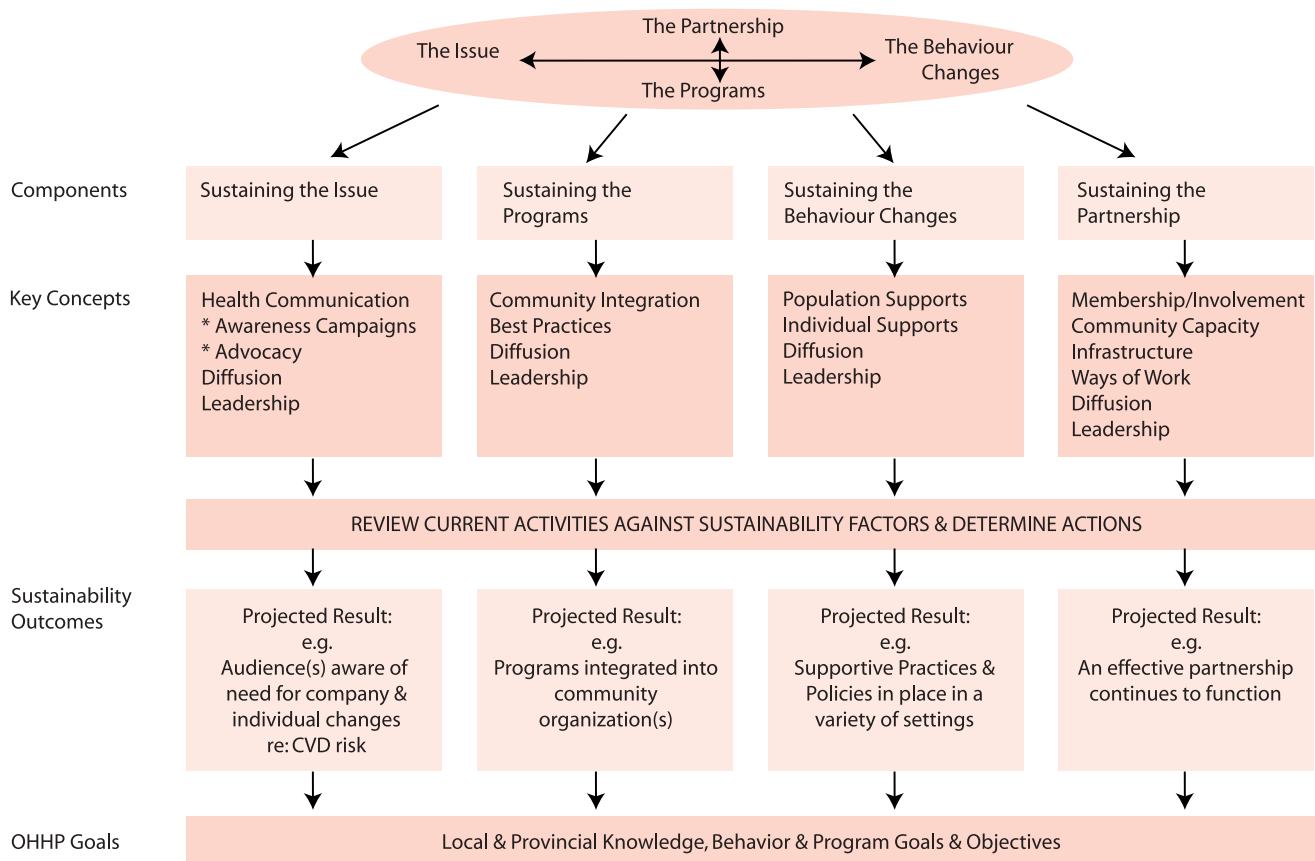
Fall, 1999

For the full feature publication on Heart Health Sustainability visit: www.hhrc.net/pdfs/volume3_2.pdf

"The success of specific heart health initiatives has consistently been linked to the nature and extent of community involvement... The long term success and sustainability of local heart health projects depends on boards of health and their community partners developing processes for working together."

Heart Health Program Application Guidelines, Ministry of Health, June 1997

The Heart Health Sustainability Model



Story: Parkdale FOCUS Programs

Community: Parkdale Neighbourhood, Toronto

Brief Description:

Three programs with similar outcomes in terms of sustainability are described here:

- Mum's Support Program - A peer mentoring approach with a buddy system to link newcomers in the community services. Assistance in such things as getting children to school, filling out forms, or getting through labour and delivery are some of the supports offered.
- Community Watch – This program has enjoyed much success in addressing community issues of substance use, crime and neighbourhoodism.
- Healthy Child Screening – This is a relatively new program that has been running in six locations in June for the last two years. It is conducted in local schools such that participants circulate through a series of stations, each representing a different topic for child (1-5 years) screening (e.g. speech and language, dentist, optometrist, audiology). The health care professionals volunteer at their station and participants, many of whom are non-status Canadians, don't have to worry about OHIP billing issues. If referrals are necessary after the screening, program staff arrange for this. It has been necessary to be very creative to sustain a focus on the issue of substance use within the screening event.



Sustainability Component: Sustaining the Program, Sustaining the Issue

Sustainability Details:

The **Mum's Support Program** actually evolved into a new program – "Community Parent Outreach Program". From the FOCUS Project, it was subsumed by St. Christopher's House, a multi-service organization with 200 staff and 60 programs and some 93 years of experience in the Parkdale community. This allowed for participants to connect with a wider range of programs and services to address a broader set of needs and issues.

Community Watch has undergone a challenging transition in that the program has expanded to address issues beyond the FOCUS mandate of alcohol and drug use. It has taken on a life of its own as a passionate group of participants with its own logo and fundraising activities. FOCUS, who has chaired the group, feels it is time to "let it go" as they have wandered away from the original goal. This is the right thing for the group to do – just not with leadership from FOCUS. It is the reality of community development work

Healthy Child Screening – This is a labour-intensive event that does not require a lot of money but does need significant time to plan and deliver from staff and volunteers. It has been sustained to date by everyone taking on a different role in the shared planning of the event and in creating a "how-to" manual to assist with building capacity for the longer term. The largest challenge has been to find someone to be the overall coordinator for the event. To date the role of FOCUS has been to "lead from behind".

For more information, contact:

Program Coordinator - Joanna Reynolds, (416) 536-1234 x 21
joannare@stchristhouse.org



KEY POINT

One of the wonderful things about sustainability is its nature to be transformative. It is important to talk with the new program homes throughout the process to support them and work out the details.



Story: No TV / Try It Community: Muskoka-Parry Sound Heart Health



KEY POINT

Building relationships around one program allow for many other opportunities to be explored – as long as the WWIFT Factor is strong – What's In It For Them.



Brief Description:

This initiative began as a relatively small week-long initiative in 2000 as part of SummerActive, promoted largely in workplaces in Huntsville. It began through an existing strong relationship between the Heart Health Coordinator, Alicia Tyson, and a contact person at the Recreation Department. Together, they approached Algonquin Outfitters regarding their interest in offering water-based activities on a "try it" basis. They offered a free kayak / canoe night and a mountain biking session for which Algonquin Outfitters provided the equipment and a leader. In addition, the golf range offered a free night on the driving range, the local walking club led trail walks, a Tai Chi class was offered and a mobile skateboard centre at the Rec Centre was made available. Swims and tennis were also offered to the community. The program grew in 2001 to include a Passport (see below) with stickers and Bracebridge and Gravenhurst joined on.

Through "No TV / Try It", they were seeing new, previously inactive residents participate but the event had grown to such a state that, by 2005, it was a very labour-intensive endeavour, especially at a time of year (early June) when Recreation Departments, who were a key partner in each Municipality, are quite busy. So, now, the program consists of a one-page passport in the three local Leisure Guides in/reaching/covering five communities that suggests self-managed activities instead of special events. The Passports are returned to the Recreation Department where all participants receive a Prize Kit. Heart Health's role now focuses on the development of the Passport and the provision of the prizes.

PASSPORT

Join The Fun! Take the first step to an active, healthy lifestyle. Keep track of the days that you were TV free, physically active and made healthy food choices. Check a minimum of 40 spaces and you are eligible for prizes.

June 1st to 25th

TUESDAY June 1st		WEDNESDAY June 2nd		THURSDAY June 3rd		FRIDAY June 4th		SATURDAY June 5th	
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SUNDAY June 6th	MONDAY June 7th	TUESDAY June 8th	WEDNESDAY June 9th	THURSDAY June 10th	FRIDAY June 11th	SATURDAY June 12th
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SUNDAY June 13th	MONDAY June 14th	TUESDAY June 15th	WEDNESDAY June 16th	THURSDAY June 17th	FRIDAY June 18th	SATURDAY June 19th
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<input type="checkbox"/> Healthy Eating	<input type="checkbox"/> Healthy Eating	<input type="checkbox"/> Healthy Eating	<input type="checkbox"/> Healthy Eating	<input type="checkbox"/> Healthy Eating	<input type="checkbox"/> Healthy Eating	<input type="checkbox"/> Healthy Eating

SUNDAY June 20th	MONDAY June 21st	TUESDAY June 22nd	WEDNESDAY June 23rd	THURSDAY June 24th	FRIDAY June 25th
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<input type="checkbox"/> Active Living	<input type="checkbox"/> Active Living	<input type="checkbox"/> Active Living	<input type="checkbox"/> Active Living	<input type="checkbox"/> Active Living	<input type="checkbox"/> Active Living
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Sustainability Component:
Sustaining the Partnership

Sustainability Details:
The program had to "grow big" to get known and get the idea of trying new physical activities out into the communities. But the shelf life for the activity needed to scale it back after several years. However, the partners stayed involved, and made the necessary changes. In fact, the original Recreation Department and equipment outfitters have partnered on other things as well. Through the relationships developed in this program, these partners are now joining Heart Health around the Active 2010 community planning opportunity.

For more information, contact:
Alicia Tyson, Simcoe Muskoka Health Unit, atyson@simcohealth.org, 705-721-7520, 1-877-721-7520

KEY POINT

Developers need to be ok when the program changes as it transitions into the hands of the new "owners".



Story: Drug Safety Program, FOCUS

Community: Grey, Bruce

Brief Description:

The sustainability aspect of this program centres on a fundamental resource used in grade 7 curriculum with students and parents that originated in the private sector with Community Safety Net.

This program originates from Winnipeg, Manitoba. The resources are introduced at school but then go home to parents as an on-going reference. Initially, the Owen Sound Scenic City Lions Club came to the FOCUS program requesting their support in distributing the resource. FOCUS representatives were making classroom presentations and began distributing this resource. When the curriculum changed, FOCUS worked with junior high PE teachers in adapting the resource.



www.communitysafety.net.com

Sustainability Component: "Sustaining the Program"

Sustainability Details:

In the last year, FOCUS has been able to remove themselves from "the loop" on the distribution of the resource. They act as a resource to teachers now on an as-needed basis. The storage and distribution of the resource, which is now part of a comprehensive national program, is managed by the local Lions Club who contacts the schools to gain access and does general promotion. So FOCUS was an important partner in getting the program launched and the "dots connected".

For more information, contact:

Marie Barclay,
Co-ordinator - Grey Bruce FOCUS Project
Tel: (519) 376-9420 ext. 405
mbarclay@publichealthgreybruce.on.ca

KEY POINT

Support the program in the early stages but when no longer necessary, when others can and are doing it, back away. But continue to offer support if needed.



Sustaining a Partnership: The Alberta Healthy Living Network

This provincial coalition, focused on the prevention of chronic diseases, has grown from the precursor Alberta Heart Health Project.

Although there has never been a large infusion of money, members continue to come to the table because, according to Ellen Murphy, Co-Chair of this group:

- a) The belief that something good will happen and this is the way to go; and,
- b) There are real benefits associated with networking.

For more information on the AHLA:

Alberta Healthy Living Network
Suite 1001, College Plaza
8215-112 Street
Edmonton, AB T6G 2C8
Phone: (780) 492-8532
Fax: (780) 492-2373
Email: ahln@ualberta.ca
Cynthia Smith, Manager
Phone: (780) 492-6502
Email: cynthia.smith@ualberta.ca



Simulation Vehicle

In Renfrew County, the FOCUS program worked with the Police to bring a Simulation Vehicle to the community. Right from the outset, sustainability was built in – the Police are responsible for the upkeep and insurance on the vehicle. Partners can use it as needed but an officer accompanies it for insurance purposes. There was a written agreement from the beginning and they are in the process of setting up a maintenance fund.

For more information, contact: Cari Forteach with the FOCUS Program at 613.432.5853 or cforteach@rcdhu.com

Story: Picture This! North Simcoe 2000-2050: Our Plan for a Healthy Community Community: North Simcoe County



ACTION TEAMS

Identifying what our community values and what challenges exist is just the first step. In order to have an effect and make improvements there must be action. Our goal is to continuously improve our community by making incremental effective change.

Who Can Be On An Action Team?

Anyone and everyone is welcome!
Bring your Enthusiasm and Passion, your Patience and your Willingness to Work.

Needed:

- Fearless Leaders
- Optimists
- Realists
- Visionaries
- Creative Thinkers
- Team Players
- Supporters
- Problem Solvers
- Good Deed Doers
- Little Engines That Could...

What is an Action Team?

An Action Team will be a small group of people who will focus on one aspect of an indicator and commit to work for a period of one year or less to improve that aspect. Action Team members will be expected to attend meetings of the team and contribute to the work of the team.

What Help Will The Actions Teams Get?

The North Simcoe Community Futures Development Corporation through funding from Industry Canada / FedNor has agreed to sponsor the next step in this multi year process. Each group will receive training and guidance from a skilled local facilitator / trainer and administrative support from NSCFDC.

What Will An Action Team Be Responsible For?

Clearly identifying its purpose
Gathering Information
Forming a Plan
Implementing that plan
Evaluating the effectiveness of the plan
Having Fun



Access a copy of the Picture This!
Plan at: <http://www.nscfdc.on.ca/frame1.html>



Description:

The outcomes of this model, described as "brilliant", have been felt throughout the community. The sustainability aspect focuses on how a plan came alive instead of being put to rest on a shelf.

It all began with a Trillium grant, albeit not the amount requested. When the full amount was not allocated, the local team almost turned it back but instead they decided to train community members to do the work that a Consultant was going to be brought on to do – sent them into the community to ask the question "What do you want this community to look like in 2050?" Seventy-nine community groups were consulted; all the data was analyzed; and 10 change indicators selected. Key to this process was Mary DiTomaso of the North Simcoe Community Futures Development Corporation. She was instrumental in having the municipality chip in funds, among other things. At this point in the process, a huge meeting was held in a local hotel to set the long term direction and a coloured newspaper insert was distributed to every household in the community. The process could have ended here.

Sustainability Component: Sustaining the Issue

Sustainability Details:

What has moved this plan forward to a more sustainable product was a next meeting during which Action Teams were created around priorities that people cared about. Since community data had already been collected in the first phase, it was further used to access \$2.4 Million from the Ontario SuperBuild Fund to build the North Simcoe Sports and Recreation Centre. This local data is used repeatedly, free-of-charge, by anyone else who wants it – a sustainable product in and of itself. Another product of the first phase is a manual that describes the process and learnings so other communities might replicate it.

One team formed was the Transportation Action Team who managed to access dedicated funds for their work over a three-year period to establish a rural transportation system with volunteer drivers. The Community Economic Development Technical Assistance Program provided additional funds to allow for investigation into rural transportation models elsewhere. The model they embraced is known as "Transportation Linking Communities" or "TLC". Committed people, such as the Mayor of Penetanguishene (see inset photo), have been involved from the beginning, going back some seven years now.



For more information, contact:

Community Futures Development Corporation
Société d'aide au développement des collectivités
355 Cranston Crescent, P.O. Box 8 / C. P. 8, Midland, Ontario L4R 4K6
Tel/Tél: 1 (705) 526-1371, Fax/Télé: 1 (705) 526-4993,
Email/Courriel: dmuenz@nscfdc.on.ca

OR

Ontario Healthy Communities Coalition
Phone: (416) 408-4841
Toll Free: 1-800-766-3418
Fax: (416) 408-4843
info@healthycommunities.on.ca
555 Richmond Street West
Suite 505, Box 1100
Toronto, ON M5V 3B1

KEY POINT

The tea pot was warm at every meeting and milk, cream and goodies on hand – a simple gesture to welcome folks.

Talk to people throughout the project so all feel informed.



Story: Valleys 2000 Community: Bowmanville

Brief Description:

This is a story about building trails that included such sustainable physical changes to the community as moving trees. The group approached the long-term task slowly and methodically and thought carefully before proceeding.

Valleys 2000 is a non-profit, community-based volunteer organization dedicated to rehabilitation and environmental enhancement of a quality urban parkland and trail system in Bowmanville's stream valleys. This millennium initiative grew out of the work of the Clarington Healthy Communities Committee and the Bowmanville Lions Club, together with other interested citizens, building on visions from earlier years.

This is a long-term project that is made up of many different activities. It is an excellent example of what can be accomplished when individuals and groups with different interests and skills work together. After spending a great deal of time and energy laying a strong foundation for their work (e.g., building partnerships and negotiating with land owners), they are now concentrating on project activities.

The group has accomplished many projects that, because of the infrastructure nature and permanent physical change to the community, are wonderful examples of sustainable action. Specifically: One of the first activities of the group was the creation of two secondary trails, totalling 1.2 km. The first trail gives close access to Bowmanville Creek without contributing to compaction and erosion, and the second trail winds through the woodland on the western side of the valley. An excellent example of the level of support the Municipality has provided was their subsequent provision of paved trail through the centre of the valley (2 km long and 3 metres wide). The establishment of these trails has drastically reduced the number of "shortcut" trails criss-crossing the valley and wildlife habitat is regenerating nicely. With the increase in pedestrian traffic, the valley is now a safer place to be and there is less vandalism. Other projects include a focus on Woodland - The planting of native tree species, such as ash and sugar maple, have helped towards the development of a mature, deciduous and coniferous forest. To date, about 50 white pines, 50 cedars, and some hemlock have been brought into the valley. At least 100 cedars and 200 white spruce have been transplanted. As well, construction of the first of three planned ponds was completed in June 2005.

Sustainability Component: Sustaining the Programs (the "program" being sustainable change to the eco-system of the community)

Sustainability Details:

Susan Larsh, former Community Animator with the Ontario Healthy Communities Coalition has this to say about the sustainability of this project: "I think the main reason for the sustainability of this project is that it truly was "an idea whose time had come". One of the members, a retired gentleman, told us the story of when he was a child, his father took him down into the Bowmanville Creek Valley and described what it could look like someday. I like to think that Valleys 2000 is making that happen. When the Clarington Healthy Communities Committee (CHCC) first started, one of the first suggested projects was a trail along the creek. It was decided that it would be better to start with smaller projects and build some successes and profile, but the idea never really went away. So, after some time, a community meeting was held and a few very interested community members joined CHCC. At the same time, the Bowmanville Lions Club was developing their vision for the valleylands. At the suggestion of the mayor, the two groups got together and the rest is history!!

I believe another reason for its sustainability is the multi-sectoral participation in the project. In addition to interested individuals (who bring a wealth of skills and interests) and CHCC and the Lions Club, there are members of a variety of groups including the downtown BIA, the Rotary Club, the Bowmanville Anglers and in-kind contributions from a variety of sources. A huge contributor is the Municipality of Clarington. They are totally supportive and make available staff to attend meetings and provide expert advice. They have also supplied an interest free loan, and negotiated land deals that have made the project possible. There was a concentrated effort to get community input into the design of the plan and continuous opportunities for them to visit and get involved in various pieces of the project. However, more active participation is always welcome! The local schools have been great.

Valleys 2000 has also had the benefit of a highly respected and tireless chair. Like the other members of the committee, Frank Lockhart is full of enthusiasm for the project. He is also not afraid of "getting his hands dirty" – literally. On any given day you will find him down in the valley - shovel in hand, wheelbarrow by his side - making things happen. And, promoting the project to anyone who wanders by!

Funding has been from a variety of sources: Trillium, MNR, local donors and service clubs (Lions and Rotary), and the Municipality of Clarington. Most recently, Valleys 2000 has been the recipient of an Evergreen Common Grounds grant.

The committee was presented with a Community Group Watershed Award from CLOCA (Central Lake Ontario Conservation Authority) and the Jessica Markland Partnerships Award from the Durham Region Environmental Advisory Committee in recognition of their efforts.

For more information, contact:

Susan Larsh, Email: slarsh@web.net Or: Frank Lockhart at (905) 623-6793.



A more detailed account of the work of Valleys 2000 can be found at: http://www.healthycommunities.on.ca/community_stories/gta/Valleys_2000.htm



KEY POINT

This process has taken a long time – it began in October, 1998 – there are no "quick fixes". Some people have dropped off but several have stayed.

