

# Community Futures REGIONAL ACTION

# Plan



## Results & Next Steps

December 2013

## Executive Summary

Community Futures planned and organized a series of Regional Action Plan meetings from mid-November to early December 2013. Local community members were invited to gather and identify personal, organization and physical assets as well as to answer the key question: “In the next 3-5 years, what projects would be a good fit for our region and that, if realized, would lead to sustainable jobs, growth and prosperity?”

Several Priority Projects were identified. Here are three examples: Master Tourism Destination plan/Master Recreation Trail Plan, Biomass development and the Development & Promotion of Business Support Services.

The resulting Priority Projects identified provide a valuable reference point for Community Futures in understanding the areas in which our local communities would like to see further investment. This information will help Community Futures fulfill its mandate of matching effective community investment with its established funding priorities.

Next steps for the Regional Action Plan include encouraging ongoing dialogue through the Regional Action Plan e-Newsletter and through our website, continuing to nurture effective relationships with key community partners and reflecting upon the report’s identified priorities and using them as reference points in matching Community Futures established funding priorities with those identified by our community members.

## **What is the Community Futures Regional Action Plan?**

### **Purpose**

As the region's delivery agent for the Community Futures and Eastern Ontario Development Program, the Community Futures Development Corporation of North & Central Hastings and South Algonquin is planning ahead for the next five years. Our role is to match our own funding priorities with the needs and priorities of the communities that we serve. Regional Action Plan meetings were held to give individuals from the communities within our service area the opportunity to articulate and prioritize potential community economic development projects that will lead to jobs, growth and prosperity. The information gathered in these meetings is incorporated into our business plan and will serve as a reference point in identifying our funding priorities.

The Regional Action Planning process will:

- Be an opportunity for Community Futures to be a catalyst for economic development by having meetings where people can share ideas and make connections
- Present Community Futures as a key potential partner in economic development efforts
- Provide a valuable database of economic development priorities and community assets
- Lead to a greater level of collaboration between Community Futures and its community members

### **Methods**

The Regional Action Plan process was based on the Asset-Based Community Development (ABCD) approach. The ABCD method mobilizes communities to understand their assets, skills and talents. The approach is driven by the community through a participatory facilitation process.

#### **The Asset-Based Community Development (ABCD) Approach**

##### **Traditional Approach vs Asset-Based Approach to Community Development**

Traditionally, the first step in carrying out community improvement efforts has been to identify problems and needs that exist in the community. With an Asset-Based Community Development (ABCD) approach, the focus is on what assets the community does have, not on what it is lacking.

##### **Needs Approach**

- Focuses on deficiencies and builds dependence
- Results in fragmented responses to local needs
- Residents have little voice in deciding how to address local concerns

## **Asset Approach**

- Focuses on effectiveness and identifies ways that people can give of their talents
- Seeks to empower people

## **Asset Based Community Development is:**

- Internally focused— Strategic planning or priority setting focuses on assets found within the community and does not rely upon the advice of outside experts or consultants
- Relationship Driven - Local people, informal organizations and institutions work hard to connect with one another in order to be sure they are working as a team, not against one another. This means good communication is key

## **ABCD is based on the genuine belief that:**

Every person has skills, gifts and talents important to a community; each time these abilities are used, the community is strengthened; strong communities are ones in which the capacities of local individuals are identified, valued and used and the development of the community should be built upon the talents and resources of its members.

## **Public Consultation Meetings**

Four meetings were scheduled in key locations throughout our service area:

- Whitney (South Algonquin) – November 28, 2013
- Birds Creek (North Hastings) – November 20, 2013
- Limerick (North Hastings) – November 18, 2013
- Madoc (Central Hastings) – December 4, 2013

Invitations were sent to individuals that represented local municipal, business and not-for-profit sectors. The invitee lists were drafted in consultation with established community partners.

In groups of 4-6 individuals, participants were guided through a process of mapping local assets: personal assets (ex: skills, certifications, training...), organizational assets (local groups, services, agencies...) and physical assets (ex: natural features, historical sites, unique attractions...). Each participant was given a sheet where they recorded their own personal assets. The sheet also contained a field where participants could record their email address if they were interested in being kept up to date on the progress of the planning process by means of a "Regional Action Plan e-Newsletter".

Organizational and physical assets were recorded on large flip-chart paper.

After mapping assets, participants were asked to begin discussing and recording their answers to the following question: "In the next 3-5 years, what projects would be a good fit for our region and that, if realized, would lead to sustainable jobs, growth and prosperity?"

To round off the meeting, the resulting project suggestions were posted and everyone was asked to rank their top three priorities by recording a “1”, “2” and “3” where “1” represented their top choice, “2” their second and “3” their third.

The Regional Action Plan report priorities were determined by adding up the scores given to each project suggestion – “1” was worth 3 points, “2” was worth 2 points and “3” was worth 1 point.

### **Publishing the Meeting Results**

The results of the Regional Action Plan meetings are published in this report. Projects identified as priorities in this report are listed on page 6 and were selected based on how they were scored by meeting participants. Suggested project ideas that are not included in the current priorities lists can be found in Appendix A.

In addition to summarizing the results for our entire service area, summaries have also been included that reflect the priorities that were identified in each of the three distinct regions within our service area (South Algonquin –see page 9, North Hastings –see page 10, and Central Hastings –see page 12).

### **Other Reports**

Other resources considered in the Regional Action Plan process were recently drafted documents from other community partners in order to reference their findings on matters of economic development. A summary chart showing their identified priorities has been included in this report on page 8.

## **Regional Action Plan Next Steps**

In order to move forward with the Regional Action Plan results and community economic development efforts in general, we will aim to:

- Encourage ongoing dialogue through the Regional Action Plan e-Newsletter and, on a more long-term basis, use our website as a hub for community economic development information
- Continue to nurture effective relationships with key community partners (ex: municipalities and business organizations)
- Reflect upon the report’s identified priorities and use them as a reference point in matching Community Futures established funding priorities with those identified by our community members

## Regional Action Plan Results Summary

The Community Futures Development Corporation (CFDC) of North & Central Hastings and South Algonquin has a geographically large Service Area. The communities within our service area share many similar characteristics, but are also unique in many ways.

Consequently, the results from the four Regional Action Plan meetings are provided in two forms.

First, the results are presented in consideration of the entire CFDC Service Area and the focus is regional in nature.

Secondly, the results are presented for each of the three distinct regions within the CFDC Service Area – South Algonquin, North Hastings and Central Hastings. Some of the priority projects listed in these sections will have a more local focus.



### Priority Projects identified that have a regional focus:

*The following Priority Projects are listed in relative priority sequence based on how they were scored by meeting participants.*

- Master Tourism Destination plan/Master Recreation Trail Plan
- Biomass development
- Development of a Tourist Information booth (South Algonquin)
- Forest Industry - equipment loans, and promoting local producers and retail
- Development & Promotion of Business Support Services
- Cooperation between Economic Development Officers/ Joint/regional initiatives
- Regional Zip Line expedition for Tourists
- Regional Food Co-op
- Loyalist College – expansion of courses
- History & Heritage highlighted: The Old Hastings Road
- A viable and vibrant Centre for the Arts (workshops, teaching, rehearsal, etc.)
- Culture, Wellness, Leisure Centre
- Community Recreation Centre – indoor pool, etc.

Other Priority Projects specific to the location in which a Regional Action Plan meeting was held can be found listed on the summary sheet for each location (South Algonquin –see page 9, North Hastings –see page 10, and Central Hastings –see page 12).

### **Organizational & Physical Assets Identified**

As part of the ABCD approach, meeting participants were encouraged to identify organizational and physical features of their region and communities that could be considered “assets”. An asset could be anything that has a positive impact on the economic and social vitality of an area.

Some examples of Physical Assets are: Lakes, clean drinking water and air, good roads, historically significant buildings, proximity to large markets, mineral deposits, recreation facilities, etc.

Some examples of Organizational Assets are: Active volunteer base, local government offices, social agencies and programs, business organizations, youth sports clubs, etc.

These assets often provide the foundational elements that shape the identity of a community. The assets identified in the four Regional Action Planning meetings can be found listed in Appendix A. A quick glance through these identified assets provides a snapshot of the types of things that make our service area (North & Central Hastings and South Algonquin) such a rewarding and unique place to live.

**Areas of Strategic Importance as Identified in the Top-level Values, Goals and Objectives Contained in Municipal Documents from within our Service Area**

*Arranged in priority sequence based on the number of times each item was highlighted as a top-level priority item within the source documents*



**Source Documents:**

- Bancroft Integrated Community Sustainability Plan
- Draft Marmora ICSP 26 Sept 2011 (Draft)
- Hasting Highlands Birds Creek - SPI - 03-30-12
- Marmora and Lake 2011 - 2014 Economic Development projects
- South Algonquin Official Plan Final Draft Mar 7 2012
- Centre Hastings CIP Goals & Objectives
- Tweed ICSP - Final July 2010 July 21



## Regional Action Plan Results Summary: South Algonquin

The Township of South Algonquin is located in Nipissing District and is adjacent to Algonquin Park. Whitney is the commercial hub of South Algonquin and comprises businesses and organizations that service local residents and tourists. Forestry and servicing tourists going to Algonquin Park are important to the local economy.

The Community Futures Regional Action Plan meeting took place in Whitney at the Lester Smith Community Centre on November 28th 2013. There were a total of 11 participants: 6 community members representing businesses, the forestry industry and a local health organization, and 4 staff and 1 board member from Community Futures.



### **The priority projects identified by the participants for this area are:**

- Development of a Tourist Information booth
- Waste Management - recycling
- Maintenance and development of trails in the area and to Algonquin Park

*All other project suggestions as well as the organizational and physical assets inventory recorded at this meeting can be viewed in Appendix A.*

## Regional Action Plan Results Summary: North Hastings

North Hastings comprises 7 municipalities: the Town of Bancroft, the Municipality of Hastings Highlands, and the Townships of Faraday, Carlow Mayo, Limerick, Wollaston, and Tudor & Cashel. It is located in the northern part of Hastings County.

Community Futures Regional Action Plan meetings took place in 2 locations. The first meeting took place in Limerick at the Limerick Community Centre on November 18th 2013. The second meeting took place in Birds Creek at the Bridge Community Church on November 20th 2013. Special thanks is extended to the North Hastings Economic Development Committee (NHEDC) and its Project Coordinator - Chris Drost for helping with the planning and facilitation of these two meetings.



### Limerick Meeting

There were a total of 13 participants including 2 Community Futures staff and 1 North Hastings Economic Development Committee (NHEDC) representative. **The priority projects identified by the participants for this area are:**

- Master Trail Plan for North Hastings
- Regional Zip Line expedition for Tourists
- Regional Food Co-op
- History & Heritage highlighted: The Old Hastings Road

*All other project suggestions recorded at this meeting can be viewed in Appendix A.*

### Birds Creek Meeting

There were a total of 44 participants for this meeting including 4 Community Futures staff. **The priority projects identified by the participants for this area are:**

- Biomass development
- Forest Industry - equipment loans, and promoting local producers and retail
- Master Tourism Destination plan/Master Recreation Trail Plan
- Loyalist College – expansion of courses
- A viable and vibrant Centre for the Arts (workshops, teaching, rehearsal, etc.)

- North Hastings School of the Performing Arts
- Culture, Wellness, Leisure Centre
- Community Recreation Centre – indoor pool

*All other project suggestions as well as the organizational and physical assets inventory recorded at this meeting can be viewed in Appendix A.*

## Regional Action Plan Results Summary: Central Hastings

Central Hastings comprises of the Municipalities of Tweed, Centre Hastings, and the Townships of Madoc and Marmora & Lake.

The Community Futures Regional Action Plan for this area took place in Madoc at the Arts Centre Hastings on December 4th 2013. There were a total of 16 participants including 3 staff and 3 board members from Community Futures.

### The priority projects identified by the participants for this area are:

- Development & Promotion of Business Support Services
- Cooperation between Economic Development Officers/ Joint/regional initiatives
- Joint Council Meetings

*All other project suggestions as well as the organizational and physical assets inventory recorded at this meeting can be viewed in Appendix A.*



## APPENDIX A

### Priority Projects and Physical Assets for North and Central Hastings and South Algonquin

\*Please note that the following priority projects are weighted with the first being of most priority.

\*\*Please note that the alphabetical list, following the weighted projects, is of no particular ordered priority.

#### Weighting metric

1 = 3 Points

2 = 2 Points

3 = 1 Point

### Bancroft Priority Projects and Physical and Organizational Assets (North Hastings)

There were approximately 40 attendees representing various sectors of the economy.

(1,1,1,1,1,1,1,3) **22 Points** - Biomass

(1,1,1,1,2,2,2) **18 Points** - Forest Industry – equipment loans, promote locally produced retail @ producers

(1,1,1,2,2,2,3,3,3) **18 Points** - Master Tourism Destination Plan/ Master recreation plan trail

(1,1,1,2,2) **13 Points** - College Growth (courses making use of existing resources)

(1,1,2,3,3,3,3) **12 Points** - A viable and vibrant centre for the arts (workshops, teaching, rehearsal)

(1,2,2,2,3,3) **12 Points** - North Hastings School of performing arts

(1,1,1,2,3) **12 Points** - Culture, wellness, leisure centre – old BPS

(2,2,2,2,3,3,3) **11 Points** - Community/Rec centre – indoor pool

(1,1) **6 Points** - Town of Bancroft Parks master plan

(1,1) **6 Points** - Social enterprise development for non-profits

(1,1) **6 Points** - Conference centre (With built in rooms for rent)

(2,2,2) **6 Points** - Biomass Heating

(1,3,3) **5 Points** - renovations helping business facade “trades day”

(2,2,3) **Points 5** - Develop and Promote non-motorized trail network

(1,2) **5 Points** - Alumni Facebook + other communication contacts

(1,2) **5 Points** - Earth Science Centre (Rocks, Forests and Wildlife)

(1,2) **5 Points** - Tree Planting (adopt a tree) + Blossoming tree

(2,2) **4 Points** - Covered farmers market (also concerts)

(1,3) **4 Points** - Regional technology + information Centre

(1) **3 Points** - “Artisans Marked” for local producers

(1) **3 Points** - Clean the bottom of river

(2,3) **3 Points** - Conference facility

(1) **3 Points** - Small manufacturing e.g. maple syrup sap boiling

- (1) **3 Points** - Biomass cogenerating
- (1) **3 Points** - Mineral collecting tours
- (2) **2 Points** - Water attraction – Splash pad like in Madoc
- (3,3) **2 Points** - Better presentation of trails/crown land
- (3,3) **2 Points** - Signage and facade Improvement (Address by laws, Public Recreations)
- (2) **2 Points** - Skills trade centre
- (2) **2 Points** - Recreational geology tourism/trail development + tour development
- (3) **1 Point** - Cross-country ski trails & non-motorized
- (3) **1 Point** - Artists squats – Gallery, local artists and outside artists
- (3) **1 Point** - Technical based learning – based on local industries

- A) Replicate Haliburton Arts Community (display and learning centre)
- B) Regional food co-op
- C) Support for young folks moving into trades
- D) Video conference 2 WKAGE/ Find out virtual workforce needs.
- E) Buy local for town – businesses also
- F) Swim the York!
- G) Other college teaching – trades + technology, cooking cuisine teaching in local restaurants
- H) Student housing
- I) Pellet Stove social enterprise (Renew Flake Board plant)
- J) North Hastings Trails Master Plan
- K) More Town Infrastructure
- L) Eagles Nest Zip Line
- M) Public Murals
- N) North Hastings Jazz festival
- O) Facade colour theme
- P) Geocoaching = growth to other Rec. Sports
- Q) Improved high speed + cell service
- R) Community voice for the youth on boards
- S) Better unified promotion of region (arts, nature, tourism, industry)
- T) Aerial Adventure Course
- U) Consulting firms
- V) Recreational geology
- W) Stop the leakage
- X) Dry cleaning
- Y) Made in North Hastings sales website
- Z) Wheels event – bring in street bikes
- AA) Clark L. Eagles nest non-motorized trail
- AB) Spiritual retreat centre
- AC) Youth social enterprise Riverside park in summer
- AD) Helicopter tours, aerial photography, chartered flights, execs from out of town

### **Physical and Organizational Assets**

Community Advocacy and Legal Centre  
PE+H Consecutive Assoc.  
ON BIA Board  
Snowmobiling Club  
Professional Forestry Association  
SOLS (Southern Ontario Library Services)  
Telford School of Business  
Board Loyalist College  
Minor Hockey  
Belleville General Hospital Foundation  
Hockey Mom Website  
Expertise in business development rural areas  
College of Early Childhood educators  
Organizing Alumni Services  
Millennium Park  
Little Mississippi seniors club  
ATV trails  
Switch Yard  
High Falls  
Skate Park  
Vance Park  
Elk  
Gym (Maynooth)  
Alzheimer's Assoc  
Private Property as potential food source  
L'Amable Gym  
Pinecone Forest Sanctuary  
Crown Land  
Vacant Commercial Space  
Historic Sites  
Fish Hatchery  
Minerals/Rocks

### **Limerick Priority Projects and Physical and Organizational Assets (North Hastings)**

There were a total of 10 attendees representing various sectors of the economy within one area of the North Hastings region.

(2,1,1,1,2,3,3) **15 Points** - Master Trail Plan for North Hastings

(1,1,2,3) **9 Points** - Zip Line

- (1,2,2) **7 Points** - Regional Food Co-op
- (1,1,3) **7 Points** - History & Heritage along old Hastings Road
- (1,2) **5 Points** - Log Museum in Ormsby
- (2,2,3) **5 Points** - Major Sporting Events
- (2) **2 Points** - Trails – Nellie Lunn, Eagles Nest Extension
- (3) **1 Point** - Bancroft PS Incubator
- (3) **1 Point** -Bike Tours

- A) Ghost towns along old Hastings Road
- B) Zombie Run Coehill
- C) Geo Centre (Earth Sciences)
- D) Tree Planting
- E) Business Centre Hub for Shared Services
- F) Targeted Business Attention Program
- G) Bio Mass
- H) Call Centre
- I) Sustaining Current Businesses
- J) GP Flakeboard
- K) Indoor Pool
- L) Better Trail Marking

### **Physical and Organizational Assets**

- High Falls
- Vance Farm
- The Gut
- Nellie Lunn
- Eagles Nest
- Loggers Field
- Peterson Trail
- McGeachie trial + Cottage
- Off Season Accomadations (i.e. Bible Camps)
- Cafe (Coe Hill)
- ‘Unofficial Gathering Places’
- Coe Hill Fitness Centre
- The York River
- Remarkable Scenery



## **Whitney Priority Projects and Physical and Organizational Assets (South Algonquin)**

There were a total of 6 attendees that represented major businesses and health organizations in the region.

- (1,1,1,1) **12 Points** - Information Booth
- (1,2,2) **7 Points** - Recycling Program (Common Area)
- (2,2,2) **6 Points** - Recreational Trail to the Algonquin Provincial Park
- (2) **2 Points** - Senior Residence
- (2) **2 Points** - Regional Promotion of Services
- (3) **1 Point** - Directional Signage to trails, parks, etc.
- (3) **1 Point** - Business Skills Training
- (3) **1 Point** - Summer Activities for Kids

- A) Railway Bed
- B) Meals on Wheels
- C) Daycare (subsidized) – Wise Owl Facility
- D) Reliable Internet Access
- E) Public Access Washrooms

### **Physical and Organizational Assets**

Beach Ball Volleyball  
Public Outhouses  
Boat Launch  
Bark Lake – Lots of Lakes  
Bancroft Chambers of Commerce  
Community Centre  
Grocery Store  
Fall Tourism  
Wildlife such as Moose and Wolves  
Bus Route: Toronto/Ottawa to Algonquin Park  
Hotels and Restaurants  
David – Local painter (artist)  
Couples Resort  
Former Hardware Store (Vacant) For Sale  
Skating Rink (Raise the Roof Campaign)  
3 Elementary Schools with a total of 60 kids  
Senior Centre Building  
Ontario Parks/MNR  
Fish Research Centre

Algonquin Park  
 Landlocked by Crown Land (Positive/negative held back development)  
 Algonquin Land Claim Shaped Whitney (?)  
 Hay Lake  
 Patent Land Cottagers  
 Old Railway Bed Trail  
 Rock Lake – Trail connects park to Whitney  
 ATV + Snowmobile Trails (Winter)  
 Horse Back Riding  
 River + Arts, White Water Rafting  
 Photographers and Paddlers  
 Timber – 2 Mills (Logging Industry)  
 Family Health Team  
 Drug Store  
 Credit Union  
 Library

### **Madoc Priority Projects and Physical and Organizational Assets (Central Hastings)**

- (1,2,3,1) **9 Points** - Awareness of Business Support Services Available/On-Going (Promoted, Membership)
- (1,2,1) **8 Points** - EDO's Cooperation Between Towns – Coordinate Hastings/Municipalities Activities
- (1,1) **6 Points** - Joint Council Meetings
- (1) **3 Points** - Bring People Into the Area
- (1) **3 Points** - EDO's back/finding funding resources
- (1) **3 Points** - Youth Incubator Sites (Mentorship, retention, Strategy + Attraction)
- (1) **3 Points** - Grow and Expand Agri – Business
- (2) **2 Points** - Boutique (wine/beverage/food)
- (2) **2 Points** - Tweed – Increase Capacity Infrastructure for Residents + Businesses
- (2) **2 Points** - Promotion of professional services/Promote Area to Urban Professionals to Locate Here
- (2) **2 Points** - Develop Workforce/ Training Opportunities
- (2) **2 Points** - Unique Business Development need/support succession rate
- (3) **1 Point** - Historical Tour Packages
- (3) **1 Point** - Revitalization of Downtown Areas
- (3) **1 Point** - Trail System Showcasing Water Features and Non-Motorized
- (3) **1 Point** - Develop Incubator Base for High Tech. Industry
- (3) **1 Point** - Old Fashioned Food + Drink Experiences (meal, snow taffy)
- (3) **1 Point** - Home Business Net-Working

- A) Services for Seniors (accessibility) – Access to golf carts for trail system etc.
- B) Promoting Neighbouring Communities Packages

- C) Up scaling tourism (foodies) Providers Offering More High End...
- D) Opportunity for Accommodation Business/Research and Other Facilities
- E) Serviced Industrial Park – Madoc
- F) TIFF Movie Nights/Events
- G) Site Visits Network with Successful Ventures Elsewhere (Instead of repeating, partner + support)
- H) Butter Tart Trail
- I) Friday 13<sup>th</sup> East (port dove style)
- J) Partner With Quinte Bus Development Centre
- K) Job Creation One at a Time
- L) Trail System (Access to local Businesses – Maintenance/Grooming)
- M) Identify Companies to move into The Area
- N) Enterprise Facilitator must be Referred

### **Physical and Organizational Assets**

Tweed Madoc Marble Church  
 Land'O Lakes Tweed  
 Tweed Flea Market  
 Unique Geology – Marble and Iron Ore  
 Land Lakes Rivers  
 Tweed Pavillion  
 Queens borough 1 room school house  
 Madoc Skate Park and Art Centre  
 O'Hara's Mill  
 Schools as Community Hubs  
 Tweed Library – Libraries  
 Queens Borough historic sites  
 Marlbank ruins – Ghost Town  
 Tweed Fair Grounds  
 Unique Businesses with Development Potential  
 Harvesting Hastings