
MUNICIPALITY OF TRENT HILLS

**OFFICIAL PLAN AND ECONOMIC DEVELOPMENT STRATEGY
COMMUNITY CONSULTATION HIGHLIGHTS
WARKWORTH, CAMPBELLFORD, HASTINGS
JULY 14-15, 2009
REVISION O**

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Executive Summary

Attached are meeting proceedings from the Municipality of Trent Hills community stakeholder consultations held on July 14-15 in Warkworth, Campbellford and Hastings.

The purpose of these sessions was to gather input from the community on issues, challenges and opportunities in the Municipality over the next 5-10 years.

This document contains the raw meeting proceedings. The summary below is a high level summary of the findings across the three communities.

The strengths and assets that people most value and make Trent Hills unique are:

- Trent Severn Waterway;
- Physical & environmental beauty: rolling hills, country roads, vistas, rural landscapes etc.;
- Community spirit and involvement: tremendous volunteer base;
- Small town, rural lifestyle;
- Arts and culture: lots of artisans and crafts people;
- Local food and agriculture base
- Hospital

Weaknesses, Needs, Gaps	WW	CF	HA	Total/40
1. Employment: lack of good job opportunities	7	11	12	30
2. Balance of development vs. protecting our environment and natural beauty	7	10	4	21
3. Awareness and marketing of Trent Hills... tourism and attracting visitors	3	8	6	17
4. Public transit	3	4	9	16
5. Business attraction & retention: Lack of support for small business	4	6	5	15
6. Downtown revitalization including heritage preservation, façade improvements		6	7	13

Priorities	WW	CF	HA	Total/38
1. Business attraction especially high end, small companies -> new jobs	9	11	10	30
2. Tourism development: raise awareness and increase # visitors	6	10	9	25
3. Balanced growth that includes a clear vision, innovative thinking on development to attract people, businesses while preserving our rural lifestyle and sense of space	6	5	9	20
4. Protect health care		10	5	15
5. Transportation strategy		3	9	12

Action Plans

These are the top implementation ideas from each group. See sections 4.1 – 4.3 for the detailed action plans. Note: these are not ranked.

1. **Build food cluster:** from farm to table with added focus on tourism. Lots of great examples in Vermont ... hold workshop to introduce VIABLE new agricultural opportunities ... encourage organic farming, promote pesticide free produce
2. **Business attraction.** Offer incentives for new businesses to try out Trent hills. e.g. short term, cheap retail space ...find under used buildings and match them with newly arriving businesses
3. **Support and sell our agriculture.** Host a major show/conference highlighting sustainable, environmentally friendly agriculture e.g. an environmental version of the ploughing match with unique and possibly small farming ideas. Encourage restaurants to use local produce, rather than Sysco produce. This could provide an outlet for local organic produce.
4. **Tourism strategy:** Put TH on map - develop a tourism strategy that determines target segment (day visitors, 3 day, 1 week ?? etc). We need a huge annual event unique to the area ...e.g. possible unique and big annual event that could really put Trent Hills on the map. Play up our arts, culture, local talent and host festivals and events that will draw people to the area. Ensure (branded) marketing material is available at all of those events that identify the priorities for the area
5. **Support our existing businesses:** continue to help businesses help themselves through grant CIP, etc and with professional assistance to work with business plans and goal setting
6. **Educate our people:** 80% of kids who leave Campbellford High School do not go on to post secondary education. Implement further trade training and apprenticeships.... Partner with Loyalist College, Fleming College and/or Trent University to provide off-site post-secondary programs in Trent Hills.
7. **Excuse me, how do I find....?** Trent Hills specific signage program: develop tourism signage, not typical blue signs, expand to feeder highways ...Better signage to promote trails and special scenic locations
8. Getting around. Development transportation strategy;
9. Continue **downtown improvement plans** -- try and work with absentee landlords to clean up and repair their buildings

Editor's Notes:

- a. The notes in this Executive Summary provide a summary of the findings from each session. Given the variety in each focus group, the summary above should be considered directional in nature and is by no means a scientific comparison.
- b. The symbol // indicates that two similar ideas have been merged together.
- c. This document contains the meeting proceedings and is not intended as a "Final Report"

1.0 – Strengths & Assets

What do you see as the most important strengths and assets of the Municipality of Trent Hills?
 Note: the group brainstormed ideas and then identified which items make Trent Hills unique.
 These are not ranked.
 XXX = differentiates TH from others

1.1 - Warkworth

1. XXX Trent-Severn ... Trent river
2. XXX physical/environmental beauty of TH e.g. Rolling hills, vistas, rural landscapes, geologically,...Cycle routes, hiking, walking routes ... Beauty, landscapes
3. XXX people ...innovative thinkers ...community involvement
4. Community leadership (dedicated individuals in various communities)
5. Resilient population willing to help each other unselfishly
6. XX involvement of many community organizations (for pop'n 12,000)
7. XX Tolerant attitude / inclusiveness
8. Significant environmental values (e.g. Wetlands, groundwater etc)
9. Low real estate costs
10. Farmland ... Agricultural component ...Agriculture
11. Mix of rural and towns ...smallness
12. History ...cultural heritage values, -- heritage buildings and streetscapes ...heritage buildings ... heritage street scapes
13. Attracting tourism / people to visit here
14. Attractiveness of warkworth
15. Proximity to metropolitan areas ... Physical proximity to GTA population
16. Small business
17. The Arts
18. Access to educational institutions (e.g. Workforce development, colleges)
19. Excellent planning and economic development staff to assist
20. The "one" bridge in Campbellford
21. Recreational facilities e.g. 3 arenas,
22. Hospital

1.2 - Campbellford

XXX = differentiates TH from others

Common Themes:

Tourism, Recreation, XXX Volunteerism & Community spirit, Natural assets, local food & agriculture, health & wellness, XXX arts & culture, heritage, education, XXX partnerships ...support each other, XXX lifestyle (mix of urban & rural), XX balanced growth & development (econ core without overdevelopment)

Individual Input

1. Xxx Trent severn waterway
2. River
3. Trent severn waterway
4. Xx hospital
5. Hospital and healthcare
6. Hospital and Trent hills family health team
7. Health services available
8. Public health care
9. Tourism
10. Tourism -day tripping - cottage stays - bus trips
11. Diversity and attractions of all Trent hills community
12. Local foods - empire, church key, glovers, potters - maple syrup etc.
13. Local food producers like empire cheese, oak heights winery etc.
14. Worlds finest chocolate store
15. People
16. Variety of talents
17. Creativity and the arts
18. Arts and culture e.g. Westben
19. Arts and culture
20. Musical talent
21. Local artisans and musicians
22. Provincial park
23. Parks
24. Sense of community
25. Strong sense of community, pride, support
26. Collaboration between people and organizations for the well-being of all citizens
27. Community involvement
28. Active volunteers
29. Strong service clubs
30. Small size of community
31. Welcoming atmosphere
32. Natural beauty of landscape
33. Natural and environmental assets
34. Great natural beauty for tourism
35. Recreation
36. Golf, trails, the outdoors
37. Suspension bridge
38. Agri-based economy that leads to self sufficiency
39. Strong agricultural community
40. Services/support for agriculture
41. Rural scenery, fresh air, beautiful landscape, open spaces
42. Quality of life
43. Downtown revitalization projects and municipal support of same
44. Community resource centre
45. Safe environment to raise a family
46. Friendly personalities within the community
47. -friendly welcoming residents who encourage working together for stronger community
48. Hydro electricity
49. -wide base of skills from current residents and those that move to area as retirees
50. Public schools
51. Year 'round draw of activities

52. Municipal economic development dept and strong chamber and business associations
53. Variety of visitor experiences
54. Interest in heritage
55. Community organizations
56. Community foundation
57. Volunteers
58. Strong retail sector
59. The countryside and water
60. Farming community and ability to grow our own food
61. Local manufacturers
62. Beautiful natural areas

1.3 - Hastings

1. XXX The beautiful rural environment ..rural scenery & wildlife ...the beauty of the area the rolling hills the river ..country roads .
2. XXX Environmental health: clean air ...
3. XXX small town lifestyle.. Friendliness of people ... lifestyle
4. XXX culture ...community of artists and artisans
5. XXX The Trent/Severn Waterway and Tributaries ... waterfront areas
6. XXX human resources - all ages, diversity of talent
7. XXX hospital
8. XXX Valuable Agriculture land ... R/e prices
9. Good road system ...no traffic ...lack of congestion
10. Unique tourist destination
11. Community spirit ...culture of volunteerism
12. Area history & heritage
13. Recreational opportunities e.g. Golf courses ...Variety of activities for all interests
14. Marinas/Resorts/Transient Boater accommodations
15. Availability of necessary services (infrastructure, shopping etc.)
16. Location center between Peterborough and Belleville
17. Best fireworks display of any small town in Ontario
18. Only Lock/bridge that people can fish from
19. Good libraries
20. High school (e.g. Music programmed)
21. Four churches in town... 7 religions

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2.0 – Needs & Weaknesses

In terms of the Official Plan and economic development (business growth, investment and interest in the region)... What are the major needs, gaps, barriers, problems, areas for improvement that must be addressed over the next 3-5 years?

Note: the group brainstormed ideas, then merged the similar. Finally, the group was asked to prioritize the weaknesses.

2.1 - Warkworth

Voting Results

Multiple Selection (maximum choices = 5) (Allow bypass)

Number of ballot items: 17

Total number of voters (N): 10

Total

- 7 1. Pressure for growth threatens rural environment ... Small severances outside the urban areas, chipping away at farmland ...uncontrolled residential development outside of urban areas
- 7 2. Employment ...lack of income opportunities ...jobs that work with the community values
- 4 3. lack of appreciation of environmental issues ..
- 4 4. Business development & retention: ability to attract a critical mass of small businesses (that stay)relatively high taxes ..lower taxes for business ...high utility rates water and sewer
- 3 5. Any local public transportation
- 3 6. Goals and decision-making: Lack of clear strategic goals and objectives (measureable) ...too many adhoc decisions ...what is the overall goal/vision? ...inconsistent execution of municipal rules (OP Bylaws)
- 3 7. traditional municipal growth models are not sustainable ... Tax revenue based on attracting population when the county is faced with a limits-to-growth population cap
- 3 8. Recognition factor - absence of awareness of Trent Hills
- 2 9. limited health care facilities (hospital is excellent, but overburdened) ...lack of g.p.'s
- 2 10. lack of good processes to involve residents in key decisions
- 2 11. Proximity to GTA and accompanying pressures
- 1 12. lack of affordable housing
- 1 13. Investment ready facilities (need a product to sell)
- 1 14. youth retention - few opportunities for youth employment
- 1 15. Broadband access!!
- 0 17. traffic congestion C'ford

2.2 - Campbellford

Voting Results

Multiple Selection (maximum choices = 6) (Allow bypass)

Number of ballot items: 19

Total number of voters (N): 15

Total

- 11 1. Lack of job opportunity ... availability of employment with good income potential ...-more jobs for higher educated youth who have to leave area
- 10 2. Development: what is the right balance? dev charges scare off potential projects ..New provincial greenbelt legislation -> may limit growth in TH ... how much agric land do we protect?
- 8 3. More creative and sustainable tourism development along the waterway
- 7 4. Difficult to recruit new people to LIVE in Trent Hills (they may work here but commute from elsewhere)
- 6 5. retain and protect our natural resources and heritage - the basis of our economy ...Lack of financial incentives by Council for designated heritage buildings
- 6 6. Lack of Community support of small businesses ...more support for small businesses, e.g., facade improvements, tax breaks
- 5 7. Retention of existing employers (Warkworth Pen. Industry, Hospital etc.) ...more industry to support tax base
- 5 8. Look to the future - is TH ready for escalating energy costs and climate chaos - to determine our economic strategy? ...need to look beyond days of cheap energy/transportation... will need to manufacture locally ..to find the right type of industry to keep the youth and young adults in our community ... food and agriculture critical
- 4 9. Lack of transportation
- 4 10. Very limited accommodation for visitors
- 3 11. Traveling through Campbellford in a timely fashion ..traffic flow patterns and bridge bottleneck
- 3 12. lack of professional skills base for recruiting .
- 3 13. burnout of volunteers
- 3 14. Provincial Park -threat of closing because of lack of income, steps should be taken to ensure operation
- 2 15. Attitude of 'same old - same old' needs to be 'adjusted to move forward ...Overcoming baggage of amalgamation
- 2 16. Stability & availability of services - food business, gas, etc.
- 1 17. High taxes compared to Toronto which is heavily subsidized
- 0 19. Proximity to 401 (for marketing, visitors, etc.)

Note: prior to voting, the group brainstormed ideas and then merged the similar items. Below in non-bold are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group). Items that did not have any ideas merged are not included.

- 6. retain and protect our natural resources and heritage - the basis of our economy**
...Lack of financial incentives by Council for designated heritage buildings
 preservation of heritage
 Lack of financial incentives by Council for designated heritage buildings

7. Lack of transportation

transportation

-improved public transportation to Trent Hills

2.3 - Hastings

Voting Results

Multiple Selection (maximum choices = 6) (Allow bypass)

Number of ballot items: 20

Total number of voters (N): 15

Total

- 12 1. places for people to work/employment ... lack of job opportunities especially for youth
..Lack of higher paying jobs
- 9 2. Lack of public transit
- 8 3. Lack of health & recreational facilities for seniors in Hastings & WW
- 7 4. Appearance of downtowns, especially Hastings ...run-down appearance of some buildings; We need to enhance our quaint, small town appearance; landlords from "away"
- 6 5. Industrial/small business infrastructure (land, sewer, services) ... redevelopment of Hastings downtown
- 6 6. volume of tourism to sustain business .. we need to create a "draw" to make people who travel hwy. 45 a reason to stop (i.e.) water park; Tim Horton's, etc.; mini golf.
- 5 7. high taxation ... property taxes
- 4 8. Internet/communications rural areas
- 4 9. Residential development ..Size of community - small population base
- 4 10. Advertising/publicity: promoting TH... is it effective?
- 3 11. limited health and wellness services e.g. specialists/support services
- 3 12. Growing Senior Population which will be "passing on" in the next 10-15 yrs ...how will we replace them? how to attract younger folks?
- 3 13. Potential for sewer/water problem;
- 3 14. Youth retention.... youth activities other than sports ... maintain school #s
- 1 15. Need to enhance individual profiles each town ...awareness & branding
- 1 16. Lack of community involvement / volunteers
- 1 17. Mindset/Attitudes - opposition to change
- 1 18. We don't harness the wisdom/experience of our citizens...
- 1 19. Lack of trendy shopping area in Hastings

Note: prior to voting, the group brainstormed ideas and then merged the similar items. Below in non-bold are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group). Items that did not have any ideas merged are not included.

2. Lack of public transit

public transportation

transportation

not enough public transportation

3. Internet/communications rural areas

high-speed internet

4. Appearance of downtowns, especially Hastings ...run-down appearance of some buildings; We need to enhance our quaint, small town appearance; landlords from "away"

slow BIA revitalization/infrastructure
redevelopment of Hastings downtown

7. places for people to work/employment ... lack of job opportunities especially for youth

..Lack of higher paying jobs

job opportunities
places for people to work

industry/employment

13. Potential for sewer/water problem;

cost of water &sewers

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3.0 – Priorities (5 years)

In terms of economic development (business growth, investment and interest in the region)...
 What are the priorities for Trent Hills in the next three years? What must get accomplished?
 Note: the group brainstormed priorities, then merged the similars. Finally, the group was asked to select the most important priorities considering the following criteria:

- High impact (on future econ growth and investment in Trent Hills)
- Feasibility (given resource constraints)

3.1 - Warkworth

Voting Results

Multiple Selection (maximum choices = 4) (Allow bypass)

Number of ballot items: 9

Total number of voters (N): 9

Total

- 9 1. Encourage business development ...Attracting businesses-that create employment
...attracting MORE small, unique and high end businesses
- 6 2. Encourage tourism "Come for a visit, have a good time, leave your money and go home"
...Major initiative to raise awareness to attract summer and winter tourists e.g. possible
unique and big annual event that could really put Trent Hills on the map
- 6 3. Planning process (integrity, accountability, reality)
 - consistent planning decisions
 - Recognition that the planning process have sufficient human and financial resources to
accomplish the objectives of the plan
 - Accountability to the community to insure return on investment ...need measures &
monitoring
- 4 4. Increase awareness of Trent Hills
- 4 5. encourage agricultural innovation
- 2 6. encourage affordable housing in built up areas
- 2 7. encourage local consumption/shopping
- 1 8. Reduce cost of utilities- water and sewer, hydro

Note: prior to voting, the group brainstormed ideas and then merged the similar items. Below in non-bold are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group). Items that did not have any ideas merged are not included.

**2. Encourage business development ...Attracting businesses-that create employment
 ...attracting MORE small, unique and high end businesses**
 encourage small businesses
 Attracting businesses-that create employment

**3. Encourage tourism "Come for a visit, have a good time, leave your money and go home"
 ...Major initiative to raise awareness to attract summer and winter tourists e.g.
 possible unique and big annual event that could really put Trent Hills on the map**

attracting MORE small, unique and high end businesses that will cater to tourists and residents

Major initiative to raise awareness to attract summer and winter tourists e.g. possible unique and big annual event that could really put Trent Hills on the map

7. Planning process (integrity, accountability, reality)

Recognition that the planning process have sufficient human and financial resources to accomplish the objectives of the plan

Accountability to the community to insure return on investment ...need measures & monitoring

3.2 - Campbellford

Voting Results

Multiple Selection (maximum choices = 4) (Allow bypass)

Number of ballot items: 13

Total number of voters (N): 14

Total

- 11 1. encouraging small businesses and agriculture local food production/marketing opportunities
- Create a balance between small business & agriculture - need creative approach to agri-related business attraction
- Retaining and preserving agricultural land and value added agricultural businesses.
- 10 2. Tourism Development - i.e. continue Downtown Revit to attract ...self directed day trips with themes
- 10 3. Protecting health care in the community i.e. aging demographic, preventative health care
- 8 4. Sustainability of present services ...Retaining the business and services we already have, pro-actively, what are their needs, what can we do before they have the threat of closing.
- 5 5. Right balance for development ...develop an overall policy/vision for development
- 3 6. Jobs - skills training initiative to develop workforce
- 3 7. Need a transportation plan to fix the public transit issues
- 2 8. support for heritage and natural resourcesProtect the water shed and the forests use them sustainably
- 2 9. find a niche industry for our youth and create an educational format around that to retain those youth
- 1 10. Recreation growth
- 1 11. Inertia: planning and approvals process needs to move faster
- 0 13. Make Campbellford Business Park 'Green' and interpret hydro-electricity as attraction

Note: prior to voting, the group brainstormed ideas and then merged the similar items. Below in non-bold are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group). Items that did not have any ideas merged are not included.

2. Tourism Development - i.e. continue Downtown Revit to attract ...self directed day trips with themes

Tourism development, support of existing initiatives, increased funding promoting tourism opportunities - self directed day trips with themes
 Increase marketing \$\$\$ for tourism, heritage
 Continue encouraging downtown revitalizations in all 3 urban centres

3.3 - Hastings

Voting Results

Multiple Selection (maximum choices = 4) (Allow bypass)

Number of ballot items: 12

Total number of voters (N): 15

Total

- 10** 1. attract new employment // Attract small business esp. IT centres and encourage industry to industrial parks
- 9** 2. Transportation Strategy -> Transportation Links between TH communities and larger nearby cities
- 9** 3. Tourism development ...promotion of local areas uniqueness
- 9** 4. Continue downtown improvement plans
- 8** 5. land use guidelines: consistent land use and transportation policies which will protect natural and agricultural environmentsInnovative thinking for how building and development will take place to both attract a larger population base and at the same time preserve the sense of space and beauty of the environment. ...environmental protection/sustainable development
- 5** 6. Protecting health care in the community ...more doctors
- 3** 7. Improve local recreation facilities espec for seniors
- 2** 8. Maintain our Culture
- 2** 9. Renewal of Infrastructure incl. communications HS ... sewers and water ...More residential development
- 2** 10. Attract more retail/service industry
- 1** 11. We need to develop our "people" resources rather than rely on "financial" resources; need to develop swap/bartering.

Note: prior to voting, the group brainstormed ideas and then merged the similar items. Below in non-bold are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group). Items that did not have any ideas merged are not included.

2. Transportation Strategy -> Transportation Links between TH communities and larger nearby cities

develop a transportation plan for the municipality and to larger centres

Transportation Links between TH communities and larger nearby cities

5. Tourism development ...promotion of local areas uniqueness

Continue to build Tourism ... promotion of local areas uniqueness

8. attract new employment // Attract small business esp. IT centres and encourage industry to industrial parks

We need population growth and to get that we need to: develop businesses to create jobs; develop tourism to attract people to come and play/live in Hastings; develop housing employment opportunities attached to the needs of community

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4.0 – Implementation

Implementation and Action plans. Given the priorities identified in question 3, what specific actions could you suggest for each of our top priorities? What exactly should the Municipality do regarding the top priorities?

Note: the group brainstormed ideas for each priority and then selected the most compelling opportunities considering the following:

- High impact (on future econ growth and investment in Trent Hills)
- Feasibility (given resource constraints)

4.1 - Warkworth

Voting Results

Multiple Selection (maximum choices = 7) (Allow bypass)

Number of ballot items: 34

Total number of voters (N): 10

Total

- 4 1. BUS: hold workshop to introduce VIABLE new agricultural opportunities
- 4 2. BUS: offer incentives for new businesses to try out Trent hills. e.g. short term, cheap retail space
- 3 3. AG: Encourage restaurants to use local produce, rather than Sysco produce. This could provide an outlet for local organic produce.
- 3 4. AG: encourage organic farming, promote pesticide free produce
- 3 5. BUS: find under used buildings and match them with newly arriving businesses
- 3 6. AG: Host a major show/conference highlighting sustainable, environmentally friendly agriculture e.g. an environmental version of the ploughing match with unique and possibly small farming ideas.
- 3 7. TOUR: Put TH on map - need a huge annual event unique to the area ...e.g. possible unique and big annual event that could really put Trent Hills on the map
- 3 8. PRIORITY: Encourage tourism "Come for a visit, have a good time, leave your money and go home" ...Major initiative to raise awareness to attract summer and winter tourists e.g. possible unique and big annual event that could really put Trent Hills on the map
- 2 10. Brand TH (e.g. Prince Edward County "the County"... can we be "The rolling Hills"?)
- 2 12. Severance approval should depend on whether proposal conforms to applicable Official Plan regulations, rather than the absence of objections from the public
- 2 14. TOUR: Trent Severn Canoe & Kayak race from Trenton -> Georgian Bay... all communities compete for best hospitality
- 2 15. PRIORITY: Increase awareness of Trent Hills
- 2 16. TOUR: Three day ideal trip on website - options for segments (adventure seekers, history buffs, cyclists, golfers etc)
- 2 17. BUS: encourage small factories
- 1 18. TOUR: Win a weekend, a boat tour, etc.
- 1 19. TOUR: Trent Hills currency aimed at tourism
- 1 20. Have municipality's professional planner be more influential in planning decisions and more direct in following policies.
- 1 21. More weight for the LTCA in the severance process.

- 1 22. Improve signage on roads, highways
- 1 23. BUS: driving tour brochure- auto rally
- 1 24. AG: Promote 'non-chemical' land use special growing for food markets
- 1 25. BUS: allow outdoor events without municipal interference
- 0 26. TOUR: Instead of a 2nd bridge - run a summer ferry across the river - people only - encouraging them to walk, not drive. Every user gets a shopping voucher for not driving in the downtown core.
- 0 27. TOUR: radio announcements on oldie stations, appeal to boomers with money
- 0 28. separate politicians from process and remove appointees who break rules
- 0 29. need to develop strategic documents in addition to OP and economic development plan e.g. for recreational, health, transportation and other facilities
- 0 30. TOUR: geo-caching promotion
- 0 31. BUS: make it practical
- 0 32. AG: encourage agriculture based businesses
- 0 33. TOUR: Must have attractions, not just a few shopping areas
- 0 34. AG: agriculture ideas from agriculture Canada

4.2 - Campbellford

Voting Results

Multiple Selection (maximum choices = 7) (Allow bypass)

Number of ballot items: 69

Total number of voters (N): 15

Total

- 4 1. utilize arts, culture, local talent and host festivals and events that will draw people to the area. Ensure (branded) marketing material is available at all of those events that identify the priorities for the area
- 4 2. -continue to help businesses help themselves through grant CIP, etc and with professional assistance to work with business plans and goal setting
- 4 3. build food cluster - from farm to table with added focus on tourism - some great examples in Vermont
- 4 4. 80% of kids who leave Campbellford High School do not go on to post secondary education. Implement further trade training and apprenticeships.
- 4 5. Partner with Loyalist College, Fleming College and/or Trent University to provide off-site post-secondary programs in Trent Hills.
- 4 6. Trent Hills specific signage program // develop tourism signage, not typical blue signs, expand to feeder highways //expand sign advertising along the 401 corridor to bring traffic to our area.
- 3 7. Continue to work towards building a health and recreation centre with an indoor pool and other fitness facilities
- 3 8. Promote and enhance (with trails, swimming and kayak/canoe access, etc.) the natural areas we have - water courses, Ferris Park, Crowe Bridge, forests, etc. to attract
- 3 9. PRIORITY: Right balance for development ...develop an overall policy/vision for development

- 3 10. Build a strategic food cluster based on sustainable, value-added agriculture - from field to table, including a culinary institute to develop new food products and train chefs to use local agricultural production
- 3 11. build resort along waterway that will create and sustain jobs, provide accommodation for visitors and health and wellness facilities for residents
- 3 12. encourage joint marketing between small business and other partners - Trent Hills as destination
- 3 13. identify shoulder seasons in tourism as a priority - develop incentives for businesses to create marketing campaigns during these periods
- 3 14. develop cycling lanes between campbellford, warkworth, hastings to encourage weekend trips/tourism
- 3 15. continue focus on retention of viable agricultural lands
- 2 16. PRIORITY: Jobs - skills training initiative to develop workforce ..find a niche industry for our youth
- 2 17. encourage local merchants - buy locally
- 2 18. Build a health and recreation centre with an indoor pool and other fitness facilities
- 2 19. make downtown revit permanent part of budget
- 2 20. Recognize that lack of transportation and high taxes and development charges are a deterrent for potential buyers of property in Trent Hills.
- 2 21. incentive program for facade improvements
- 2 22. incubator space for new retailers/youth entrepreneurs - possibly one of our municipally owned buildings
- 2 23. support the local cheese industry to improve its required water improvement project
- 2 24. determine key skills needed in our area, then create programs to help people developed those skills needed.
- 2 25. be open and have easy planning process in place for value added and agri tourism ventures
- 2 26. Utilize the Community Resource Centre to host specialized competency based training that focuses on the skills needed for this area.
- 2 27. explore opportunities to partner with colleges in bringing education to Trent hills
- 2 28. create preventative health care strategies
- 1 29. -recognize that all development cannot be centralized to urban centres where services are easy to get - to encourage our lifestyle we have to allow creative use for land that is not profitable for farming anymore
- 1 30. Don't try to draw a new big business when we have lots of current businesses that need help in staying long term and creating jobs.
- 1 31. Resource Centre can apply to MTCU for designation as a Private College that can offer skill-based programming.
- 1 33. match community needs to educational opportunities
- 1 35. recreation/fitness centre - will support needs of aging boomers and also influence younger working people in their decision to locate in Trent hills
- 1 36. Have festival and event organizers work together to plan and coordinate marketing between all Trent Hills communities
- 1 38. hold workshop to introduce VIABLE new agricultural opportunities
- 1 39. expand high school coop programs for agriculture and food production related opportunities - i.e. Prince Edward County won Ag Innovation Award for partnering farms/restaurants for student learning
- 1 40. Host a major show/conference highlighting sustainable, environmentally friendly agriculture e.g. an environmental version of the ploughing match with unique and possibly small farming ideas.
- 1 41. Build on the arts and culture and music cluster we already have, including revitalizing the Aron Theatre

- 1 42. promote local food
- 1 43. Focus on proximate populations - Kingston to Toronto, Peterborough - staycations as American tourism will likely continue to decline
- 1 44. better communication between Chamber and other resources
- 1 45. -increase \$\$ spent to market our community - implement 1 strategy per year for 4 years
- 1 46. more tourist accommodation - bed & breakfasts, camping facilities
- 1 47. identify arts and culture as a cluster and see funding to support
- 1 48. Aid in business stability prior to businesses closing or being in fear of closing.
- 0 49. helping businesses and community understand our area and the growth in our area, let them see where we are and where we are going.
- 0 50. Utilize local professionals to mentor young people whose interests match their area of expertise
- 0 51. Create an arts hub or centre for the development of future artists - an environment for development of film, music, fine art, etc.
- 0 52. Modify programs to focus on the priorities that come from this plan
- 0 53. -get professional help to assess what we have for skills and how educational systems see us as being helpful
- 0 54. Encourage lifelong learning throughout the Rolling Hills to meet the needs of baby-boomers and second career options.
- 0 55. develop high school programs to encourage nursing program participants
- 0 56. to engage the community ,bringing more educational programs to TH
- 0 58. Brand TH (e.g. Prince Edward County "the County"... can we be "The rolling Hills"?)
- 0 59. complete a skills matrix to determine key skills/niche areas
- 0 60. easy approval/planning process in place for tourism development
- 0 61. Trent Severn Canoe & Kayak race from Trenton -> Georgian Bay... all communities compete for best hospitality
- 0 62. keep what we have and build on our existing strengths while keeping in mi
- 0 63. make retention visits part of annual econ dev plan
- 0 64. Build the indoor soccer field in Hastings
- 0 65. Focus on prevent
- 0 66. to upgrade the health care facilities in Hastings and Warkworth to expand to support family health teams
- 0 67. support the need for new health/fitness centre
- 0 68. Add annual per household taxation, as done before to share expenses of retaining up to date facility
- 0 69. Develop a mentorship program for entrepreneurs and youth.

4.3 - Hastings

Voting Results

Multiple Selection (maximum choices = 7) (Allow bypass)

Number of ballot items: 61

Total number of voters (N): 14

Total

- 6 1. Develop transportation strategy
- 5 2. PRIORITY: Tourism development ...promotion of local areas uniqueness
- 5 3. Better signage to promote trails and special scenic locations
- 5 4. PRIORITY: Continue downtown improvement plans
- 4 5. Develop a tourism strategy that determines target segment (day visitors, 3 day, 1 week ?? etc)
- 4 6. try and work with absentee landlords to clean up and repair their buildings
- 3 7. promote our fishing and fishing resorts, bed and breakfasts, cottage country;
- 3 8. arts & crafts festival
- 3 9. Establish a youth employment program - there are many people looking for small jobs to be done and there is no central place to call
- 3 10. boat rides along Trent
- 3 11. Encourage "green" initiatives with tax incentives and regulatory relief
- 3 12. Establish/promote contest for local business owners to spruce up/redecorate the business exteriors/facades. Increase awareness of the business facade improvement program. Encourage, face to face, certain businesses to apply.
- 3 13. Promote walking trails (e.g. hastings to campbellford)...
- 3 14. Invite tenders from number of bus/tour companies to add Hastings/Trent Hills to one or more of their regular travel routes
- 3 15. focus on sustainable development, not devel at all costs
- 3 16. Work with Municipality to push our absentee landlords that won't fix up their buildings..by law enforcement
- 2 17. Create a Norman Rockwellian type of village atmosphere -- introduce buskers wearing period costumes who stroll the streets singing
- 2 19. define future desired land use mix and location
- 2 20. artist studio tours
- 2 21. Push the Feds and Provence to implement good communication facilities in rural areas
- 2 22. focus on small scale/local business opportunities-work with high school students to determine needs of community and tie to career choices
- 2 23. investigate provincial support for environmental preservation policies
- 2 24. 7 restaurants - great food
- 2 25. Provide more incentives to improve buildings in downtown areas
- 1 26. clean out the tannery jungle
- 1 27. consistent land zoning
- 1 28. Celebrate successes to build community support
- 1 29. Develop a municipal "theme" or brand esp. for Hastings
- 1 30. Advertise programming carried out by the first nations population of our area i.e. the prairie grass park, the historic boat trip on rice lake, the pow wows and drumming programs
- 1 31. clean up the raceway
- 1 32. Trees on Front St. in Hastings would be a great improvement
- 1 33. 4 season tourism

- 1 34. Send promo packages out to top city/urban developers inviting them to TH to review/explore development opportunities.
- 1 35. Transportation
- 1 37. Lobby senior levels of government
- 1 38. shuttle buses on a regular basis
- 1 39. Attract bus tours
- 1 40. musical & choral presentations
- 1 42. Dedicate a percentage of our tourism budget to major center TV station advertising.. i.e.: Toronto, Ottawa. Kingston, Buffalo, Watertown stations
- 1 43. dev. of low-cost centre for marriages/divorces
- 1 44. motorcycle rallies
- 1 45. Develop a communication strategy that targets specific groups
- 0 46. discussion with Coach Canada for regular shuttles between towns
- 0 47. clean up the island weeds & shrubs
- 0 48. marketing strategies for farm facilities-activities for children and families
- 0 49. township might make improvement plan and actions available in brochures
- 0 50. work with local businesses to promote area assets
- 0 51. More incentives to improve buildings in downtown areas
- 0 52. Encourage more restaurants
- 0 53. merchants, present and anticipated, need to agree on a common standard
- 0 54. fishing derby
- 0 55. Agric tourism / Farm - pick your own produce
- 0 56. ideal 3 day tour itinerary in TH
- 0 57. Public transit could be subsidized by all tax payers in TH
- 0 58. bass mania should be advertised better; and poker run in September
- 0 59. larger public input into variances and permit issuing
- 0 60. shuttles between towns
- 0 61. Cycling races / tours //cycling tours

□

Appendices

A – Session Overview

**Municipality of Trent Hills
Official Plan & Economic Development Strategic Plan
Community Stakeholder Consultations
July 14-15, 2009 (2 hour sessions)**

The purpose of these sessions are to gather input from the community on issues, challenges and opportunities related to the Municipality over the next 5-10 years. The results of the community sessions along with other community consultation will be used as the building blocks to update the Official Plan and Economic Development Strategy. We will be working with Erik Lockhart and his process from the Queen's School of Business (see below).

Each session have the following objectives:

- Identification of unique strengths and assets of our Municipality;
- Surfacing of longer term needs, gaps and barriers;
- Agreement on 4-6 big priorities;
- Suggested implementation ideas.

Agenda

1. Introduction, Context
2. Unique strengths and assets
3. Needs, Gaps and Challenges
4. Priority Opportunities
5. Next Steps
6. Wrap-up

Facilitator Guide / Discussion Questions – Consider these questions & review the existing Official Plan & Economic Development Strategic Plan prior to attending the session

1. Unique strengths and assets. What do you see as the most important strengths and assets of the Municipality of Trent Hills?
2. Needs & Weaknesses. What are the major needs, gaps, areas for improvement that must be addressed over the next 3-5 years?
3. Focusing on a few major priorities. Based on the above, what must get accomplished in the next three years (major priorities, projects, initiatives)?
4. Implementation and Action plans. Given the priorities identified in question 3, what specific actions could you suggest for each of our top priorities? What exactly should the Municipality do regarding the top priorities?

B – Process Overview

Strategic Planning and Community Consultation process

The strategic planning process included an information gathering component composed of a series of interviews, a survey, and three community consultations. The purpose of the community consultation component was to get input from a broad cross section of stakeholders on the strengths & assets, weaknesses, priorities and actions that could be included in the plan. The stakeholders consulted include:

- Insert here

The community consultations were conducted using an electronic meeting system (EMS), an innovative facilitation process developed from research at the Queen's School of Business. The Queen's EMS, called "the Decision Centre", combines expert facilitation with a state of the art group decision support system to enable groups to rapidly accelerate idea generation and consensus building. This facility consists of a network of laptops accessing software designed to support idea generation, idea consolidation, idea evaluation and planning. The tool supports, but does not replace, verbal interaction; typically 25% of interaction takes place on the computers. Feedback from groups who have used the Executive Decision Centre process includes: meeting times can be cut in half; participation goes way up; better idea generation and alternative evaluation; a more structured process; and automatic documentation of deliberations.

Over 500 organizations around North America use the Centre for meetings such as: strategic planning, visioning, annual planning, focus groups, team building, budgeting, program review, project planning, risk assessment, job profiling, 360 degree feedback, alternative evaluation, new product development and a variety of other meeting types.

In the community sessions, participants were asked, for example, "What are some areas for improvement?" Participants typed in ideas on the laptops all of which appeared on a public screen at the front of the room. These ideas were then discussed and categorized into common themes. The group was then asked "if we could only address five of these in the next year, which ones are most critical? Individuals selected his/her top 5 and the overall results were then displayed to the group and further discussed.