

A PLAN FOR COMMUNITY BASED DEVELOPMENT
FOR THE MUNICIPALITY OF THE COUNTY OF
INVERNESS

Un Plan De Développement Communautaire
Pour La Municipalité Du Comté D'Inverness

Plana leasachaidh coimhearsnachail airson Roinn
a'Shiorramachd Inbhir Nis

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1. INTRODUCTION

1.1 THE CONTEXT FOR LOCAL MUNICIPAL PLANNING

Past - The Old Economy

There have been significant changes in the world economy in the last couple of years and in order to better understand what some of these changes have been it is necessary to look at the characteristics of the old economy. For example, many people (economists, academics, business people and bureaucrats) schooled in the old economy, or more precisely, the old way of thinking, have describe the economy almost entirely in terms of sales, profits and investments. Traditionally the Cape Breton Island economy has depended on two large industrial sectors (coal and steel), importation finished products, exporting raw or semi-processed materials from rural areas of the Island (forestry, and fishing products) to pay for the importation of goods, and financing development of our natural resources through the importation of capital.

The results from these characteristics have been costly subsidization of certain uneconomic industries, a “branch-plant economy”, little integration of our resource industries with the rest of the economy, and manufacturing that must be protected because of the absence of "economies of scale". What this means is that our resources are not as valuable as they once were because developing nations are a cheaper source, or they are being replaced by new advanced material (e.g. copper by fibre optics) and they are rapidly becoming less competitive because of globalization.

Present - The New Economy

There is now a new approach or a different attitude, a different way of thinking, about what the new economy is all about. If you ask the person "on the street" to describe the purpose of economic activity the most common response will be to support and improve the lives of people. Business and government efforts to improve business vitality are the means to that end. Quality of life, income security and if possible meaningful, useful, productive jobs are what matter. But, jobs, because of local values, are a means to an end and not simply an end in themselves.

While it is true to say the new economy is a knowledge economy, this does not go far enough. The new economy requires adaptable, multi-skilled people, which fit the whole lifestyle of this area. This tradition of multi-skilled and independent lifestyles found in Inverness County is a solid foundation for this new form of entrepreneurship. The new world economy remains open to old industries with fresh ideas. The industries of the old economy will not disappear. While fewer and fewer people are being employed in them, our challenge is to be innovative in finding ways for these jobs to be maintained. Old industries will survive by embracing new-economy values like quality, service, value added, design, innovation, marketing, customization, just-in-time delivery and decentralization.

Inverness County is in a position to encourage its traditional industries to use these newer production and management approaches - automating, producing efficiently, marketing aggressively, adding value and creating new products. By looking for new products and services which can be exported worldwide, Inverness County can be at the cutting edge of the future economy.

While keeping an eye on external economic factors and taking advantage of appropriate opportunities Inverness County is a position to reduce its dependency on fluctuating markets by concentrating on developing local talents, natural resources, and value added products. This strategy allows accounting for basic needs - social, environmental and economic stability, by requiring us to protect our most valuable assets. This is consistent with what Development Associations identified in their workshops.

Future - Emerging global trends

It is tempting to think that the current economic slump is just part of a cycle - that the pulp prices will rise and remain high, new industrial plants will hire hundreds of workers, new minerals will be discovered and new mines opened, call centres and tourism will solve all our problems and life will resume its familiar pattern. That is not going to happen. And since Inverness County can't outspend the competition in the rest of the world, the best chance for success is to outthink them by thinking outside the box.

The winds of change are sweeping the whole world. We are experiencing not a cyclical recession, but a fundamental restructuring, a great historical turning point comparable to the industrial revolution. Established industries are in decline; new ones are rising; global markets are opening up while traditional protected markets are disappearing. Economic and technological shifts are changing every aspect of our lives - education, politics, social services, the way we navigate ships and plan houses, the way we cook our food.

In such turmoil, a failure to plan intelligently can have appalling long-term consequences. Even in the short term, an appropriate plan is essential. In short, we must plan. A policy of drifting into the future by being reactive to existing economic conditions will only ensure that our future will be less attractive than our present. Whether we like it or not, our planning process must take place in this context of sweeping, continuous global change, and must not only accommodate these changes but anticipate them while keeping our feet firmly on the ground, and strengthening our economy from within.

How Are We Going To Get There?

Top down planning has proven to be entirely ineffective at addressing a community's long term needs. Community based planning is not only possible it is the only real hope for substantial improvement in the way development occurs. Much of the outside "expert" advice in addressing long standing social, economic or human problems has not stood the test of time in bringing about the desired changes. It remains to communities themselves to try innovative approaches to these old problems. This requires a new way of thinking and perhaps some good old common sense about the challenges facing communities and how these can be successfully addressed.

But why have we made such little progress towards creating a strong economy? The reason we are in such difficulty seems quite simple. Our approach in the past can be described as addressing development issues with a "short-term", "quick-fix" and "how to" mentality. The characteristics that will be required for the next decade are "long-term", "permanent solutions" and "clarity of purpose" about what we are ultimately trying to achieve. These are features that make comprehensive community based development planning for Inverness County a preferable option.

The economic principles that should guide us in this journey are simple and there are only five of them:

1. Prevent the unnecessary leakage of dollars from our communities;
2. Strengthen the local economy by supporting, encouraging and investing in existing local business;
3. Promote the start-up of new local businesses to serve our need;
4. Recruit new businesses that will help achieve local goals and that reflect the values, talents and heritage of our culture;
5. Ensure we protect the social and environmental conditions that support our local economy.

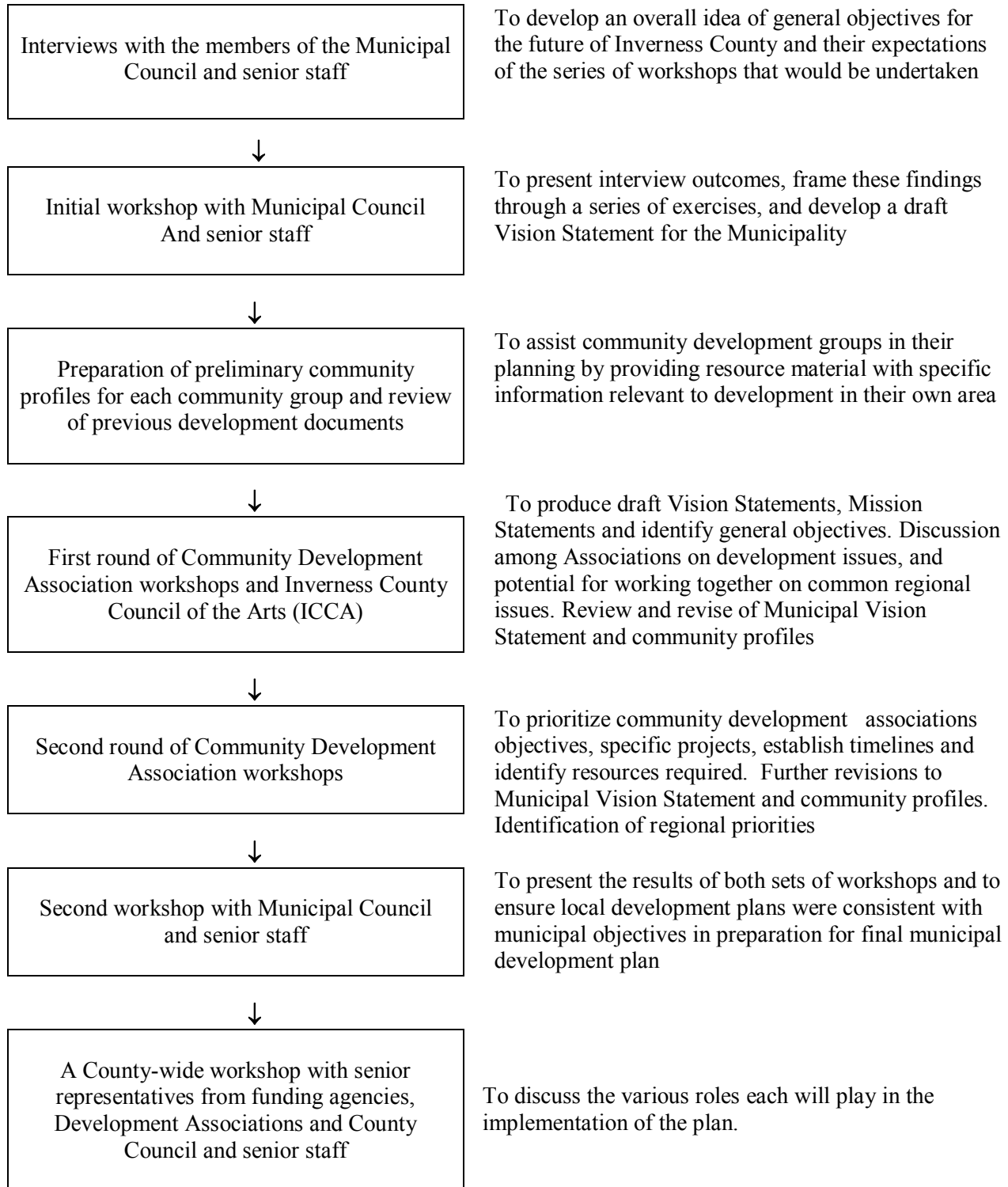
However, these new ventures should be compatible with local values and aspirations. There is nothing wrong with establishing limits to our growth, in fact in the long run we will be forced to do so. These principles of economical renewal are the fundamental elements because communities that look first to their own resources, skills and unique opportunities will find out that they, themselves, hold the keys to their own economic engines. Local communities that seriously consider such things as local business opportunities, infrastructure, human resources, quality of life, and access to capital are more likely to be successful in creating healthy business environment for local and outside entrepreneurs.

Certainly past practices of having outside experts, consultants and bureaucrats from Halifax or Ottawa solve economic problems in Inverness County has not born much fruit. If the people of Inverness County are to be successful in turning problems and crises into opportunities the proper knowledge, understanding, skills and attitudes are needed to make this happen. One of the most positive things in their favour is the fact that people want a healthy local economy without damaging local values or the social, cultural or natural environment. People want the best of all worlds and with proper planning they can achieve it.

2. THE PLANNING PROCESS

2.1 OUTLINING THE PLANNING PROCESS

The process designed by the KLOG Centre incorporated seven steps:



2.2 MUNICIPAL COUNCIL AND SENIOR STAFF PARTICIPATION

The positive and cooperative approach which the Municipal Council and Senior Staff take toward development in the county provided an excellent platform from which to undertake this planning process. We began the process by interviewing County Council and senior staff to find out what they were looking for regarding development in the County and what they wanted to achieve from this exercise.

Summary of interviews

Individual Councillors and staff were asked to describe what the County would be like if they were able to achieve everything they wanted in community development. They identified improvement in infrastructure/services, increased employment in fields appropriate to our lifestyles and a moderately increased population.

They felt that this development should be pursued while protecting a number of features of Inverness County life; namely, rural community values and pace of life, natural landscape & scenery and traditional cultures & values.

The jobs necessary to support development would be created through the use of our own resources (people, landscape and natural resources). The economy would be diversified across small business, small industry, and tourism and would have no negative impact on lifestyles and environment. The key objectives in creating employment would be to keep youth here and attract others home (middle-age employees with young families, early and senior retirees).

The Council had mixed feelings as to whether this vision could actually be attained, but believed that working toward it would require very careful planning. Essential to success would be focussing work on areas that the municipality could effectively influence, applying considerable creativity and caution in planning, and involving all parties in the process. The Council and staff themselves believe that taking a facilitation role and occasionally being willing to provide leadership will be the best approach.

Workshop outcomes

Members of Municipal Council and Senior Staff participated in two workshops, producing draft Vision and Mission Statements, and general objectives for the Municipality of Inverness.

Municipality of the County of Inverness Vision Statement

“The community of Inverness County, while preserving our values and traditions, have developed a dynamic process for constantly enhancing our social, cultural, environmental and economic well-being. This process will ensure we will always have a healthy and vibrant place to live.”

Municipality of the County of Inverness Mission Statement

“Our Mission is to enable the people of Inverness County to realize their full potential.”

General Objectives

The Council and Staff identified the following general objectives to be pursued within the context of a healthy environment and strong culture:

- To provide the conditions that allow communities to strengthen themselves
- To provide opportunities for individuals to develop skills and achieve their full potential
- To provide the conditions which encourage the growth of enterprise

Over the course of the municipal planning process material was gathered to produce a County Profile. The purpose of this document, containing relevant history, natural environment, social and economic information is to serve as a planning tool. Results are included as Appendix A.

2.3 COMMUNITY DEVELOPMENT ASSOCIATION WORKSHOPS

While the community development association workshops brought forward a number of innovative approaches for the County, all of the initiatives proved to be consistent with the general objectives and values expressed by the Municipal Council and their Senior Staff.

The workshops met all of the objectives which the Council and Staff identified during the interview process. The following outcomes were achieved:

- Unified vision
- Benefit of collective work and coordinated efforts
- Plan supported by Community Development Associations and Municipality
- New energy
- New (and doable) ideas
- Municipality supports a process which is helpful to the communities

This section presents the work of the Community Development Associations that took place in regional workshops held throughout the fall and winter months. These required considerable volunteer time and effort in preparation, participation and follow-up by the members of the sixteen Development Associations and Inverness County Council of the Arts. The quality of the result is indicative of the degree of commitment that these many individuals give to their communities.

For each of the four regions, the work of the four Community Development Associations are presented. The Vision Statements and Mission Statements, which they developed and refined over two workshop sessions are presented first. These are followed by a table which provides their objectives, rated according to four criteria: 1) importance, 2) urgency, 3) serving local needs or providing outside services - SLN/POS, and 4) timing: long, medium or short term – LT/MT/ST. Next, a series of tables appear which present their objectives in order of priority, with detailed breakdown of specific supporting tasks, strategies, timing and required resources. These exercises took a great deal of effort, and by the end of the day, although not all of the details were sorted, there was a substantial amount of work accomplished. The initiatives which the workshops participants identified as having potential for collective work at the regional level are presented at the end of each section.

MEAT COVE

Meat Cove Vision Statement

“We are economically sound and safe for future generations and we provide a place of safety and contentment for our seniors.”

Meat Cove Mission Statement

“We, the Meat Cove Development Group, will draw on the community at large to form committees to take us into the 21st Century.”

Importance A/B/C	Urgency L/M/H	Meat Cove Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To improve community centre facility <ul style="list-style-type: none"> • enlargement of kitchen for benefit of tea room • develop laundry room • develop parking area • construct outdoor stage 	SLN/POS	ST
B	M	To maintain hiking trails <ul style="list-style-type: none"> • parking area to be developed • washroom facilitates on 2 trails • map and listings of trails 	SLN/POS	MT
B	M	To improve beach development <ul style="list-style-type: none"> • floating docks • change houses • storage houses for emergency equipment • bridge to be renovated 	SLN/POS	MT
C	L	To support small business development facilitation of special projects: <ul style="list-style-type: none"> • kayak storage shed • international hostel 	SLN/POS	LT
A	H	To provide safe transportation for road from Meat Cove to Capstick	SLN/POS	ST

MEAT COVE PLAN OF ACTION

GENERAL OBJECTIVE: To develop infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Eight km road needs upgrading, guard rails, gravelled sides of roads, bush clearing	Community meeting presenting community input, with DOT and 2 levels of government	Immediate		DOT	

GENERAL OBJECTIVE: To develop a community centre for local use and for tourists as a source of monies and employment					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Add tea room	Enlarge Community Centre kitchen	Spring 2003	MCDA	HRDC Municipality	
Provide entertainment centre	Build outdoor stage	Spring 2003	MCDA	HRDC MCDA Municipality	
Provide facilities useful to community and tourists at the Centre	Provide parking space	Fall 2003		Meat Cove fishermen	
	Provide laundry facilities	Spring 2003			
	Provide washroom and garbage facilities	2003/2004			

GENERAL OBJECTIVE: To develop outdoor recreation facilities.					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Develop trails		Summer / fall 2003/2004			
Beach development					
Emergency equipment storage building					

PLEASANT BAY

Pleasant Bay Vision Statement

“We are celebrating our community spirit, prosperity, goals achieved and future challenges by working and maintaining a thriving, self-sustaining community.”

Pleasant Bay Mission Statement

“We will strive to be the umbrella organization that encourages and facilitates community initiatives and economic development.”

Importance A/B/C	Urgency L/M/H	Pleasant Bay Objectives	Serving SLN/POS	Timing LT/MT/ST
A	M	To develop a bridge between two cemeteries	SLN/POS	MT
B	H	To get a facility to house <ul style="list-style-type: none"> • the Fire Department • the Library • C@P site • family resource centre • wellness clinic • concert stage / gymnasium 	SLN/POS	MT
C	M	To provide a Marsh Boardwalk	SLN/POS	MT
C	M	To development wilderness hiking trails	POS	MT

PLEASANT BAY PLAN OF ACTION

GENERAL OBJECTIVE: To provide a multi-purpose centre which houses a variety of community services, including a wellness clinic, gymnasium, meeting rooms, C@P site, library and family resource centre.

What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Undertake funding and construction of community centre	Initiate feasibility study	March 2003	1-2 people	32,000	
	Purchase land	End of 2003	Library board, Fire Dept.	100,000	Assets of both boards
	Construction	Fall 2004	8 people, contractor	900,000	Volunteer & in-kind
	Maintenance	Starting 2005		213,000	

GENERAL OBJECTIVE: To build a bridge linking two cemeteries.

What (task/target)	How	When	Resources Required		
			Human	Financial	Other
To build a bridge Linking the two cemeteries	Contact NSDEL for environmental study	Mar. 2003	1	NA	
	Advertise for architect, contractor, design	Aug. 2003	2	2,000	Volunteer labour
	Establish hiring committee	Spring 2004	2	50,000	Volunteer labour
	Maintenance service	Summer 2004	Student	5,000	

CHETICAMP

Cheticamp Vision Statement - Notre vision

“Nous sommes un village incorporé avec une économie forte et diverse, une destination touristique reconnue, un village offrant de l’emploi à ses citoyens, une population bien éduquée, tout en maintenant notre culture et notre héritage acadien.”

“We are an incorporated village with a strong diverse economy, as a #1 tourist destination, providing jobs, a well educated population, while maintaining our vibrant Acadian culture and heritage.”

Cheticamp Mission Statement – Notre Mission

“Les entreprises locales, les organisations, et les groupes communautaires travailleront ensemble avec les agences gouvernementales afin d’accomplir notre vision. »

“We will ensure that all local businesses, organizations and community groups work together with all levels of government to achieve our vision.”

Importance A/B/C	Urgency L/M/H	Cheticamp Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To improve infrastructure	SLN/POS	ST
A	H	• sidewalks	POS	ST
C	L	• water & sewage	SLN/POS	MT
B	M	• high speed Internet	SLN/POS	MT
		• harbour standards, boardwalk		
A	H	To support Arts & Culture	SLN/POS	LT
		• improvement of community facilities		
A	H	To support growth of tourism	POS	ST
B	M	• representatives at Port Hastings VIC	POS	LT
A	H	• preserve & identify heritage sites	SLN	LT
		• capitalize on economic benefits of CMA 2004		
A	H	Continue implementation of Acadian Region Strategic Plan	SLN	LT
A	H	To improve overall health of community	SLN	LT
		• work with schools for exercise equipment, room and programs		

CHETICAMP PLAN OF ACTION

GENERAL OBJECTIVE: Continue implementation of Acadian Region Strategic Plan					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Ensure all proponents are directly related to plan	Strategic Planning Committee & Community	Continuous 1999-2004	Strategic Committee, community	Federal, Provincial, Municipal	

GENERAL OBJECTIVE: To develop infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Water & sewage	Environmental & engineering services study	1 year	Engineers, community administration, gov't	Municipal provincial federal	
Improve sidewalks	Community groups, partner meetings, public meetings	Coming next year	Municipality ECBC, province	Local taxes	
Improve harbour standards	Dredging, boardwalk, stopping coastal erosion	2004	Local organizations committees	Federal, Provincial Municipal community	
High speed internet	MT&T involvement	2004	MT&T		

GENERAL OBJECTIVE: To develop tourism					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Place knowledgeable and bilingual reps at Port Hastings	Port Hastings VIC, NS Tourism & Culture	Spring 2003	Dept. of Tourism & Culture, Municipality Community	Wages for staffing & marketing materials	16 CDAs administration committee
Improve community facilities for Congres Mondial Acadien 2004	Market community, improve infrastructure, facilities, enhance Genealogy Centre (Trois Pignons)	2004	Provincial, local committees Community & regional coordinator	Federal, Provincial, Municipal, community	Use & enhance all existing premises

GENERAL OBJECTIVE: To improve overall health of the area					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Improve Health services for rural areas	Get surrounding community involved, raise funds, get equipment	Continuing	Health Committee, community Specialists	Federal, Provincial	

GENERAL OBJECTIVE: To preserve and identify heritage sites					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Cheticamp Island, Old cemeteries, Church, Mines	Community, government	Beginning 2004	Committee, Heritage Canada, NS archives	Provincial federal & community Heritage Canada	Historical sites are in place

LEMOINE

LeMoine Vision Statement

“Une communauté écologiste mais ouverte à la croissance et la co-opération entre les aspects culturels, sociaux, et économique.”

“A green community providing room for growth and cooperation between social, cultural and economic factors.”

LeMoine Mission Statement

“Nous préservons l’histoire de notre communauté, promouvoir le développement économique en gardant notre aspect d’écologie, tout en encourageant nos résidents de participer activement dans leur propre future.”

“We will preserve the history of our community and promote economic development, thinking green, while encouraging residents to actively participate in their own future.”

Importance A/B/C	Urgency L/M/H	LeMoine Objectives	Serving SLN/POS	Timing LT/MT/ST
B	L	To work with others to implement the Acadian Region Strategic Plan <ul style="list-style-type: none"> • evaluate waterfront 	SLN	LT
A	H	Mi-Careme Interpretive Centre	POS	ST
A	M	To establish lifestyles system project <ul style="list-style-type: none"> • trails • wellness centre 	SLN	MT
A	H	Plan for 125 th Parish Anniversary & 2004 AWC <ul style="list-style-type: none"> • Bank • Tourism 	SLN/POS	ST
A	M	To improve infrastructure <ul style="list-style-type: none"> • sewage treatment 	SLN	MT
B C C	L L L	To encourage economic growth by supporting local initiatives <ul style="list-style-type: none"> • Wind power • Agri-business development • Hand-gliding development 	SLN/POS SLN POS	LT LT LT
A	H	To establish a self-sustained community centre in Centre LeMoine	SLN	ST

LEMOINE PLAN OF ACTION

GENERAL OBJECTIVE: To establish a self-sustained community center in Centre LeMoine					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Provide services that promote culture, community well-being and generate revenue.	Continue to develop Le Micareme Centre, Fitness centre and maintain C@Psite	Summer 2003	1 coordinator, 2 students, librarian Fitness instructor, Guided tours. Community groups, church	HRDC, ECBC, Municipality Community groups, church	

GENERAL OBJECTIVE: To promote culture and maintain revenue					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Le Micareme Centre	Develop an interpretation centre	Summer 2003	3 staff (1 developer, 2 operational)	\$119,000	Student co-op program
	Gather Artifacts	Summer 2003			
	Develop workshops for mask-making	Summer 2003			
Prepare for 125 th Parish Anniversary celebration	Develop a calendar of activities	Complete plan by Dec 2003	Volunteers	Municipal CED	Community fund-raising

GENERAL OBJECTIVE: To promote health & revenue generation by providing exercise area(s) for people.					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Life style systems - wellness centre with walking trails	Prepare plan for exercise centre with walking trail(s)	Summer 2003	1 part-time		

GENERAL OBJECTIVE: To develop infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Establish sewage treatment in community	<p>Determine most suitable system for local area.</p> <p>Establish committee.</p> <p>Define area.</p> <p>Contact all levels of government.</p> <p>Establish a by-law to establish water management district</p>	3-5 years	<p>LeMoine Development volunteer committee</p> <p>Hire students for survey</p> <p>Municipal council CAO & engineer</p> <p>Environment personnel</p>	<p>10,000 province. 10,000 municipal.</p> <p>Money from Youth Projects.</p> <p>20,000 used to access other funding.</p>	Community acceptance of survey

GENERAL OBJECTIVE: Implementation of Acadian Region Strategic Plan					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
<p>Work with other organizations in community</p> <p>Wind Interpretation Centre</p>	<p>Meet, identify shared problems and solutions</p>	<p>Summer 2004</p>			
<p>Road improvements; roads, culverts, ditching, signage & shoulders</p>	<p>Pressure governments</p>	<p>Immediate & on-going</p>	<p>MLA, municipal reps, road supervisors Ministry of Transport</p>	<p>Lobby for money from oil & gas revenues</p>	

GENERAL OBJECTIVE: To promote opportunities to generate business initiatives					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Encourage developers to install more wind turbines	Promote green energy & green thinking in the community	Summer 2003 2 nd phase			
Develop more agricultural related business	Develop markets for produce, especially organic	Summer 2005			
Establish Hand-gliding, squirrel Mountain	Encourage private developers				

The following items were identified for common initiatives for **Region 1** (Meat Cove, Pleasant Bay, Cheticamp, LeMoine):

- The conditions of roads
- The need for a Development Officer for the region to support small business development
- Work together to present common projects to HRDC for funding (re: above & others)
The CDA's wanted to know how much money is available from HRDC for their region.
- Marketing the region as a whole (ECBC dollars ?)
- Improving library services in each community & the region
- Obtaining high speed internet services
- To take advantage of the ECBC Growth Fund
- Tourism projects (tourism road map)
- Tower on MacKenzie or French mountain for cell phones
- Tourist Information Centre at Port Hawkesbury (have a person for each county in the Tourist Information Centre – also have one or two smaller Tourist Information Centres at critical points in the County)

MARGAREE AND AREA

Margaree Draft Vision Statement

“We are fostering growth in industry and community thus ensuring the preservation of its people and diverse cultures for the good of all.”

Margaree Draft Mission Statement

“Our mission is to serve as a coordinating organization in order to encourage and promote a stable community through economic development.”

Importance A/B/C	Urgency L/M/H	Margaree and Area Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To act as an umbrella organization	SLN	LT
A	H	To promote tourism - Through Margaree Tourism Association - Doers & dreamers - Signage - VIC centre [training] - Website - Brochures, maps	SLN/POS	LT
B	H	To improve infrastructure - Roads & bridges upgrading - Trail development - Airport utilization (medium priority) and - Support development of private r.v. parks	SLN/POS	LT
B	M	To support groups working on natural resource issues - Margaree Salmon Association (MSA) - Aquatic Development Association of Margaree (ADAM – fish hatchery) - Margaree Lake Ainslie Heritage River Society (MLAHRs) - Berry production (Private) - Maple syrup (Private)	POS/SLN	LT
C	M	To promote cultural development: - Harrison Hill Players - Children’s Drama camp - Private music lessons - Private ballet classes (with a Paris trained instructor) - Support classical concerts series	POS/SLN	LT

MARGAREE AND AREA PLAN OF ACTION

GENERAL OBJECTIVE: To support the community in community development					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Act as an umbrella group for community	Identify a liaison person from each community group to attend monthly meetings Provide office space Individual in group request support from community			All levels of gov't 90,000 – 100,000 Local fund-raising	In kind MADA – office space

GENERAL OBJECTIVE: To promote tourism					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Enhance Margaree's reputation as a prime destination for tourism	Provide Interpretive Panels for self-guided tours of the Margaree Heritage River System – maps, trails, soft adventure, hiking	May 2003 to 2005	MADA & other community groups	All levels of Gov't, Tourist Assoc. 37,000 to 45,000	

GENERAL OBJECTIVE: To support groups working on natural resources					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Improve roads of Cabot Trail & Route 19 for cars & bikers	Lobby for repair and repaving roads & bridges, improve shoulders for bikers, limit large truck traffic	Immediate		NS Dept. Highways 175,000 /km	

GENERAL OBJECTIVE: To support groups working on natural resources					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Support the Margaree Heritage River Association	Support the hiring of 10 people for water sampling & monitoring fish & river banks	Spring, 2003		150,000 HRDC. Province. Federal 60,000 for ADAM.	MADA, provide office & assistance in accessing financing
To support the Margaree Salmon Association	To support river stabilization programs	Spring, 2003		Salmon Association Corporate donation, Local fund-raising	

GENERAL OBJECTIVE: To promote cultural development					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Theatre	Community County Drama festival School projects, workshops	On-going, in summer On-going, in winter	Private teachers Public teachers	300 Municipal Recreation	
Music, classical & traditional	Private lessons for youth	On-going	Teachers		
Dance, ballet & traditional	Private lessons for youth	On-going	Teachers		
Heritage	Storytelling, recorded history, traditional music, dance	On-going	Teachers	HRDC	

INVERNESS

Inverness Vision Statement

“Inverness is a community that respects its history and culture and environment, is recognized as “the best” small community with a thriving, diverse economy, with first-class educational recreational and health facilities and which promotes life-long learning and well being.”

Inverness Mission Statement

*“ Our mission is **to promote** the cultural, social, economic, and environmental well being and development of the community in cooperation with other organizations.”*

Importance A/B/C	Urgency L/M/H	Inverness Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To implement golf course construction consistent with community values	SLN/POS	S
A	H	To plan for 100 th Anniversary celebrations	SLN/POS	S
A	H M H/M H/M M	To improve infrastructure	SLN SLN SLN SLN SLN/POS	S M/L S/M/L S S/L
A		• breakwater		
B		• wharf improvements		
A		• town beautification		
A		• main street improvements		
B	• art & gift shops in Arts Centre			
B	M	To continue ‘fun’ fund-raising events	SLN	S
A	M	To improve our economy through tourism & crafts	SLN	M
B	L	To reclaim scenic views around county	SLN/POS	L
B	L	To rebuild agricultural base through superior produce & lobbying for small farm subsidies	SLN	M
A	M	To celebrate the diversity of cultures in the county	POS/SLN	M
A	M	To promote our county as a retirement mecca	POS/SLN	M

INVERNESS PLAN OF ACTION

GENERAL OBJECTIVE: To implement golf course construction consistent with community values					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Reclamation	Provincial, Transportation, DNR, Tourism/Culture	Spring 2003 onward	Construction companies (tenders)	4 million	Community Environm'l, golf developers (architect), historians
Golf course construction	IALLC & Growth fund	2003- 2004	HRDC for labourers Construction companies (tenders), Nicklaus Designs	8 million	IALLC, Growth funds (Jack Kane) Project Manager Accounting Legal

GENERAL OBJECTIVE: To prepare for 100th Anniversary Celebration					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Develop planning organization	Form a committee of committees & individuals Meet monthly	Jan-Dec, 2004	Many volunteers 2 employees from HRDC	Mun. 5000 Provincial festival funds HRDC - 2 employees ECBC festival funds Fund- raising 75,000	Community organization Collaborat'n Specific events

GENERAL OBJECTIVE: To develop infrastructure through community improvement & upgrade					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Maintain breakwater	Engineer study	2004-2005	Engineering construction	2 million	-
Wharf improvement		On-going	Engineering construction	100,000	
Town beautification	Building upgrades, sidewalks	2-5 years	Engineering construction	3-5 million	Municipality landscaping
Main St. improvement	Power lines, parks & parking	-			
Arts & Gifts shop at Arts Centre	Cooperative work	2003	Arts Council	50,000	Artists, ICCA ECBC

GENERAL OBJECTIVE: To develop a plan that includes retirement and tourist economy					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Develop a promotional plan to encourage retirees to come to Inverness Area	Identify area assets and needs for attracting retirees	1-2 years	2 researchers	100,000	Private businesses, NS Gov't, Municipality
	Prepare a business plan to address needs	2-3 years		100,000	
	Prepare promotion - newspapers, www, brochures	3-10 years	Construction service developer	10,000,000 300,000	Private business
	Reassess				

GENERAL OBJECTIVE: To celebrate & promote the diversity of culture in our county					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Highlight cultural diversity in County	Emphasize cultural diversity to government and private organizations	On-going			

GENERAL OBJECTIVE: To continue 'fun' fund-raising events					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Keep the IDA active	Promote our value as a community group which supports community social cultural & economic well-being	On-going	Volunteers, interested community people		Support from general public & all levels of government

GENERAL OBJECTIVE: To improve our economy through tourism and crafts					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Develop experiences for our visitors	Promotion of development of new Adventures & improving communication of existing ones	0-10 years	Determined by projects as they arise		
Provide more products for our visitors	Providing venues for artisans to display & sell crafts		Existing private enterprises & public galleries		
Determine interests of guests	Surveys		Create & analyze survey	10,000	

GENERAL OBJECTIVE: To reclaim scenic views of Inverness County					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Support Municipal initiatives	To advise on road-side cutting to open up scenic views				

GENERAL OBJECTIVE: To rebuild the agricultural base					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
By improving produce and lobbying government	Encourage land-holders to exploit their resources	Start now	Young people encourage to return	Gov't subsidies	Public & Neighbour-hood support

LAKE AINSLIE

Lake Ainslie Vision Statement

“Lake Ainslie is a community which is culturally, economically, environmentally and socially sound.”

Lake Ainslie Mission Statement

“Based on this strong foundation our mission as community citizens is to encourage potential sources of economic development to further strengthen and improve the social fabric of Lake Ainslie.”

Importance A/B/C	Urgency L/M/H	Lake Ainslie Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To improve infrastructure in our area <ul style="list-style-type: none"> • local roads & signage • parking / picnic park at Trout River • Provide boat access for rescue vessel 	SLN/POS	LT ST ST
A	H	To improve the environment <ul style="list-style-type: none"> • water quality of the Lake • Heritage River Committee • fish population enhancement 	SLN/POS	LT
B	M/L	To promote employment <ul style="list-style-type: none"> • ecotourism • mining • youth projects • small business support 	SLN	LT
B	M	To increase social services in the area <ul style="list-style-type: none"> • housing • co-ordination of planning with other development associations 	SLN	LT
A	H	To promote community involvement <ul style="list-style-type: none"> • increase number of community participants • increase collaboration between various Lake Ainslie societies/groups 	SLN	LT
A	H	Funeral co-op development	SLN	ST

LAKE AINSLIE PLAN OF ACTION

GENERAL OBJECTIVE: To establish funeral co-operative					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Establish membership base & partners	Form committee	March 2003	Church groups	0	Meeting space
Human resources development	Committee	March 2003	Committee	Committee responsibility	Meeting place-firehall
Co-op registration & structural development	Co-op development set up	Begin in March 2003	Committee	Committee responsibility	Meeting place-firehall
Building & operation	Committee	Begin in March 2003	Committee	Committee responsibility	Meeting place-firehall

GENERAL OBJECTIVE: To improve infrastructure in our area					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Improve local roads & signage	Lobby Department of transportation	Initiate February 2003	Committee co-ordinator		
Snow fence on Lake					
Parking/picnic area at Trout River	Form a committee to implement	February 2003	Freddie & committee co-ordination	Municipal moneys	Gravel in-kind
Provide Boast access for rescue vessel	Form a subcommittee with representatives from LADA, Firemen, all community groups, ambulance service.	March 2003	LADA represent' ve		
Signs for boaters					

GENERAL OBJECTIVE: To improve our environment					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Support Heritage River Committee - water quality of Lake	Liaise with Committee about progress	On-going monthly	LADA rep.		
Fish population enhancement	Hire a supervisor	March-June 2003	2 students June-Sept.	5000	

GENERAL OBJECTIVE: Promote community involvement in development					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Increase the number of community participants, including youth	Strengthen phone committee	February 2003	LADA people		
	Increase LADA membership base - C@P site - Arts & crafts Guild - youth employers	March 2003			
Increase collaboration between various LA societies & groups	Liaise with groups, co-ordinate workshops with groups	Initiate in March 2003	Liaison people		

GENERAL OBJECTIVE: To promote employment					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Ecotourism	Form committee, develop infrastructure for promotion of lake, river, trails, snow trails & sport fishing	Summer 2003	LADA committee & other interested participants		
Mining					
Youth projects	Develop Strategic Plan	Summer 2003	LADA Youth Committee spin-off		
Small business support	Develop outreach service from LADA	Fall 2003	LADA co-ordinator	35,000 HRDC	

GENERAL OBJECTIVE: Improve social services in the area					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Provide housing	Develop Strategic Plan, feasibility study & business plan	Initiate in June 2003	LADA, developer, architect	75,000 CHA, CMH ECBC	
Co-ordination of planning with other development associations	(see promoting community involvement)				

WHYCOCOMAGH AND AREA

Whycomomagh and Area Vision Statement

“The Whycomomagh Development Commission has the full participation of the community in economic development, environmental protection and awareness, social and cultural diversity and life-long learning.”

Whycomomagh and Area Mission Statement

“The Whycomomagh Development Commission takes a leadership role in promoting the full participation of the community in all decision making, while working on a regular basis with the neighbouring First Nation Community.”

Importance A/B/C	Urgency L/M/H	Whycomomagh and Area Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	Work with other groups in community on various projects	SLN	ST
A	M	To develop a senior housing centre	SLN	MT
B	M	To improve infrastructure <ul style="list-style-type: none"> • marina • parking • boardwalk • trail development • lighting 	SLN/POS	LT
A	H	To improve the environment <ul style="list-style-type: none"> • watershed evaluation • school environmental centre 	SLN/POS	ST
B	M	To improve tourism <ul style="list-style-type: none"> • ecotourism • traveler catchment • school environmental centre • 	POS/SLN	LT
A	M	To work with local businesses to improve employment opportunities in the area	SLN	MT/LT

WHYCOCOMAGH AND AREA PLAN OF ACTION

GENERAL OBJECTIVE: Work with other groups in community on various projects					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Consolidated Recreation Summer Festival					
Adopt a hydrant	Advertise	Within 12 months	Volunteer	600	WVFD/ Whycobah via WDC
Wharf & marina					SS Marion Sailing Association
Community clean-up					Youth Groups & service groups
Provide resource services to community groups					

GENERAL OBJECTIVE: To work with local businesses to improve employment opportunities in the area					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Shop at home campaign	Household letter, business & number of employees Encourage business to share history for promotion Feature business of the month	Within 12 months	Student worker 10 hrs/wk @ 6/hr fro 50 weeks	4500/yr Youth employm't initiative HRDC Local business support	
Increase employment in village by aiding business expansion	Advertise specials during specified times	1-3 years	Person with business background	HRDC 25,000- 30,000 / term	Volunteer WDC supervision

	Interview owners about resource needs - human & financial		26 weeks	ECBC	
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GENERAL OBJECTIVE: To improve environment

What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Watershed evaluation	Refer to TUNS study from 1990s Sampling	In progress	NSDEL Eskasoni Fish & Wildlife Association	100,000	
School environmental centre	Commitment from SRSB Implement curriculum Acquire lab equipment Programming for summer environmental camp		Bras d'Or Lakes Stew. Soc., NSDFA Sustainable Communities Development Initiative		

GENERAL OBJECTIVE: To provide housing for seniors in areas

What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Develop a senior housing project / centre	Initial local survey	Completed	Student		
	Information gathering from Municipality & real estate market	In progress	Volunteer		
	Expanded survey			1 million	
	Community consultation on funding possibilities. Private, Co-op, church, BCA holdings	2-5 years	Summer student		

GENERAL OBJECTIVE: To improve infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Marina					
Parking for boardwalk	Provide parking in Provincial Park				
Boardwalk	Develop along provincial park				
Trail development	Signage for existing trails				
Lighting	Street to WEC, Main St., Melford Rd, East Main St.				

GENERAL OBJECTIVE: To improve tourism					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Ecotourism	Trail development, boat rentals, guided tours - walking/mountain, bird-watching, eagle tours				
Traveler catchment	Reduce speed limit Traffic lights at intersection Tim Hortons Signage Map of village				

The following items were identified as common initiatives for **Region 2** (Margaree*, Inverness, Lake Ainslie and Whycomomagh):

- Trails
- Summer festival advertisements/scheduling events
- Retirement area
- Whycomomagh working with Bras d'Or Lake communities (Orangedale, Marble Mountain, West Bay Road, River Dennis)
- Bras d'Or lakes – regional priority for County not just hwy # 105
- Joint fund raising
- Development worker – one for each region
- More cooperation between Development Associations – each one hosting a workshop for the others – meet 2-3 times a year
- Regional workshops on “How to Apply for Funding”

* Margaree participated in workshop with Region 4.

MABOU

Mabou Vision Statement

“Mabou is once again thriving in firm control of its economic, social and environmental future. Our community’s individuals and groups have each found their place in the making of this vision. Each now has the experience and access to resources to sustain a future of greater achievement.”

Mabou Mission Statement

“To stimulate, coordinate and sustain development efforts and initiatives throughout our community.”

MABOU DEVELOPMENT ASSOCIATION

GENERAL OBJECTIVE: To create a 5-year plan that builds upon the last 5-year plan					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Coordinate and integrate on-going initiatives:	Harbour Aquaculture Harbour tourism Trails development Coastal Habitat interpretive centre & Sustainable development demonstration Strategy for population growth				

GENERAL OBJECTIVE: To establish Coastal Habitat & Sustainable Resource Interpretation Centre					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Business Plan & economic rationale	Recruit Youth to develop project under mentorship of M & DCAA Source Funds to build project Source funds to assist local businesses to capitalize on project spin-offs				

GENERAL OBJECTIVE: To improve infrastructure the community					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Sewer & Water upgrades	Watershed remediation				
Tourism enhancements	All sites on our Tourism Map				
Trail development	Connecting with adjacent communities				

GENERAL OBJECTIVE: To establish Oyster Aquaculture industry					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Ensuring environmental standards	Watershed Remediation Plan & Action				
Industry development	Recruit youth to develop industry				
	Secure finance for facility & individual operators				
	Secure oyster lease for all of Mabou Harbour (to be held by M & DCDA & sublet to individual operators)				

PORT HOOD

Port Hood Vision Statement

“Focused on the sea, Port Hood is a vibrant, youthful town which promotes a wealth of happiness and economic growth and development.”

Port Hood Mission Statement

“To encourage individuals, organizations and government to develop and operate commercial, social, recreational and similar endeavours in our area. We will also initiate and establish (similar) efforts on our own”

Importance A/B/C	Urgency L/M/H	Port Hood Objective	Serving SLN/POS	Timing LT/MT/ST
A	L	To improve infrastructure	SLN/POS	LT
B	M	<ul style="list-style-type: none"> • day park <ul style="list-style-type: none"> • promenade • boardwalk • R. V. site • Marina <ul style="list-style-type: none"> • Academy building • wharf • boardwalk 	SLN	ST
A	H/M	To improve general infrastructure	SLN/POS	MT
		<ul style="list-style-type: none"> • lights, • sidewalks • water & sewage • signs 		
B	L	To improve tourism	POS	LT
B	L	<ul style="list-style-type: none"> • Colindale Road, Parking & look off • PEI Ferry 	SLN/POS	LT
A	L	To improve recreation facilities	SLN	MT
		<ul style="list-style-type: none"> • Trails 		
B	M	To support cultural development	LN	LT
B	M	To support seniors & Retirees	LN	LT
A	H	To support local business	LN	LT
C	H	Royal Bank Building	LN	ST
B	M	To support Fishing industry	LN	LT
B	H	Value added products	LN	LT
		<ul style="list-style-type: none"> • wood • fisheries 		
B	H	Community T.V.	LN	LT

PORT HOOD PLAN OF ACTION

GENERAL OBJECTIVE: To improve infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Marina	Wharf restoration	Now	Contractors	700,000	
	Floating docks	In use			
Academy building	Building restoration	Spring/ summer 2003	Contractor	95,000	PHDA & ESBC
Royal Bank building	Find new use	Spring 2003			

GENERAL OBJECTIVE: To improve general infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Water & sewage	Extension to Harbourview	2003/2004			
Lights	Lighted sidewalks	2003/2004			
Sidewalks	Upgrading & replacement	Unknown			
Signage; informative, interpretive	Design & installation	2003 - 2005	Planning committee	15,000	
Day park / R.V. Park	Day park & extension	June 2003	2-3 people, 4 months	70,000 mat. 21,600 lab.	
	Seawall	2003	Unknown	25,000	
	Signs	Jan.- June 2003	1 3-month position & contractor	500 (PHDA) 8,000	
	RV Site	Unknown	Engineer & 2-3 empl.	Unknown	

Communication	Boardwalk expansion (promenade)	On-going		~ 2 million	
	Website	2003-2004	Volunteer		
	Cell phone coverage	-			
	Community Cable Station upgrades, programming	2003	1 employee	32,000/yr	HRDC & PHDA ECBC & PHDA
	Equipment	2003		60,000	

GENERAL OBJECTIVE: To improve tourism					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Pave Colindale Road	Paving, look offs			7-8 million	
PEI Ferry	Wharf improvement			2,700,000	

GENERAL OBJECTIVE: To develop value added products					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Fisheries	Encourage individual & Co-ops to develop products Encourage development by individuals	2003-2004			

GENERAL OBJECTIVE: To improve recreation facilities					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Improve Trans-Canada & feeder trails	Repair & maintain trails	On-going	Volunteer		
Minor Sports Organization	On-going organization	On-going	Volunteers		
Arena upgrades			Contractors volunteers	1,300,000	
Beach facilities	Lifeguards		2 x3 month		
	Beach Canteen		2 x3month		

GENERAL OBJECTIVE: To support local business					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Website		2003-2004	Volunteer		
Encourage local buying					

GENERAL OBJECTIVE: To encourage cultural development					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Website		2003-2004	Volunteer		

GENERAL OBJECTIVE: To provide services for seniors and retirees					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Seniors units & nursing home		2003-2004			
Medical centre					

JUDIQUÉ AND AREA

Judique Vision Statement

“The warmth and prosperity of Judique through its culture and progressive environmentally friendly development of resources have made it a welcoming community for growth and family development.”

Judique Mission Statement

“Our mission is to facilitate our human, economic, and natural resources transformation into prosperity within an environmentally friendly atmosphere.”

Importance A/B/C	Urgency L/M/H	Judique and Area Objectives	Serving SLN/POS	Timing LT/MT/ST
B	M	To support culture	SLN/POS	LT
B	L	• general store	SLN/POS	MT
C	L	• train station	SLN/POS	LT
B	M	• learning vacations	POS/SLN	LT
A	M	• Tartan Gardens	POS/SLN	LT
A	M	To improve infrastructure	SLN	MT
B	L	• sidewalks around Tartan gardens	SLN/POS	MT
A	M	• children’s playground	POS	ST
A	M	• R. V. park	SLN	MT
A	H	• upgrade recreational facilities	SLN/POS	ST
A	H	• Judique Flyer Trails Association		
A	H	To develop a plan for the future	SLN	ST
A	M	• marketing	SLN	LT
A	H	• community profile	SLN	ST
A	H	• networking	SLN	ST
A	H	To establish committees on projects	SLN	ST
B	L/M	• Golf Course	POS	LT
A	H	• Marketing School (JCHS)	SLN	ST
A	L	• Utilizing Our Natural Resources:		
A	L	• Fresh Water	POS	LT
A	M	• Fisheries	SLN	LT
B	L	• Beach development	POS	LT
A	M	• Forestry	SLN/POS	LT
C	L	• Minerals	SLN/POS	LT
B	H	• Energy	SLN	LT
B	L	• Agriculture	SLN/POS	LT/ST

Importance A/B/C	Urgency L/M/H	Judique and Area Objectives	Serving SLN/POS	Timing LT/MT/ST
B	H/M	• Immigration	SLN	LT
B	M	• Accommodations	POS	ST
B	M	• Eating Establishments	SLN/POS	ST
A	H	• Senior Retirement Housing	SLN	LT
A	M	• Heritage Property Development	SLN	ST
A	H	• Land Bank	SLN/POS	ST
		• Tourism		
A	H	To support existing committees	SLN	ST

JUDIQUE AND AREA DEVELOPMENT ASSOCIATION PLAN OF ACTION

GENERAL OBJECTIVE: To develop a plan for the future					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Marketing	Advertise community as a great place to visit and/or live	5 years	Advertising consultants		
Community profile	Workshops, discussions	1 year	Government reps, Stats Can		
Networking	Municipality-sponsored workshops	1-3 years	Municipality & other development associations		

GENERAL OBJECTIVE: To establish and support research and development committees					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Golf, freshwater, fisheries, beach development, forestry, minerals, energy, agriculture, immigration accommodations, senior homes, land bank, heritage development, tourism	Each committee will research possibilities for sectors and hold weekly workshops and open houses	Weekly meetings until June 2003 open house	Committee, community members	\$400 budget for space rental, materials.	

GENERAL OBJECTIVE: To improve and develop new infrastructure within the community					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Sidewalks	Acquire support and funding	2 years	Municipality province & community	80,000	
Playground	Acquire school playground from Municipality	5 months	Municipality approval	80,000	
R.V. Parks	Test Site - 10 hook-ups, water, sewers, electricity	4 months	Plumbing, electrical & sewage construction	40,000	
Upgrade recreational facilities	Renovations of weight room in JRA building	3 months	4 people hired with grant	75,000	
Fire Hall	Build new on existing lot, or move location	5 years	Research & development	100,000 - 350,000	
C@P site	Expand Internet service to all computers	2 months	Computer specialist	350	
Trails	Fix trails in Little Judique Access from Community Centre	6 months 8 months	Military reserves, woodcutters landscapers	-	
Explore potential for school	Renovate and market as multi-use facility	4 month deadline, ask for extension	Air quality testing, insurance quotes, renovation estimates marketing costs	Renovate 150,000 Market 250 Acquire 5,000	

GENERAL OBJECTIVE: To support cultural development within the community					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
General store	Restoring & renovating building	2 years	Volunteers, carpenters	75,000	
Train station	Design & construction of replica	-	Engineering & architects	45,000	Acquire land
Learning vacations & summer camps	Develop programs to educate visitors about local history & culture	5 years		50,000	Acquire land for summer camp
Tartan Gardens	Develop a community park promoting Scottish Heritage	5 year plan	Committee coordinators, carpenters, pipefitters, horticulturalists, volunteers	80,000	Soil, rock, benches, purchases and rentals

PORT HASTINGS AND AREA

Port Hastings Vision Statement

“The ‘Gateway to the Island’, we are a connected, focused community, enjoying our well developed social, environmental, commercial and cultural values always encouraging visibility and participation in our community while conserving and protecting our environment.”

Port Hastings Mission Statement

“Our mission is to facilitate promoting further cultural, social, economic and environmental growth, through a positive community spirit.”

Importance A/B/C	Urgency L/M/H	Port Hastings Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To improve infrastructure <ul style="list-style-type: none"> to obtain sewage treatment facility sidewalks 	SLN SLN	ST
A B	H M	<ul style="list-style-type: none"> improve entrance to community build waterfront park & boardwalk 	POS SLN/POS	MT MT
A	H	To continue planning & consultation process <ul style="list-style-type: none"> refine & follow-up respond to community survey get more input respond to business survey 	SLN	LT
B	M	To improve & enhance tourism	POS/SLN	LT
A	H	To obtain more youth involvement	SLN	LT

PORT HASTINGS PLAN OF ACTION

GENERAL OBJECTIVE: To strengthen participation in planning of community					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Encourage participation	Identify (open house)	Next meeting	Community	Identify	Identify

GENERAL OBJECTIVE: To improve community infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Water & sewage	Follow up	S. T. now until fall	Committee	Funding in place	Government
Improve entrance	Participate in Road Map	Feb 14 th local meeting	Committee	Funding in place	Government
Water front park	Create a desire in the community	3 years	Public and committee	Establish	Identify

GENERAL OBJECTIVE: To obtain more youth involvement in community planning					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Develop opportunities for youth to become involved	Create a desire in the community	On-going	Youth in community	Identify	Identify

GENERAL OBJECTIVE: To strengthen Development Association					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
To strengthen participation in planning of community	Identify (open house)	Next meeting	Community	Identify	Identify

The following items were identified for common initiatives for **Region 3** (Mabou, Port Hood, Judique, Port Hasting):

- Trails
- Port Hood Ferry
- Schools (keeping existing ones and using surplus schools)
- Judique garden project
- Cable station
- Signage/advertisement/marketing (regional brochure for Route # 19 & web site for each Development Association)
- Marina(s) developments
- Celtic Colours – spin-offs
- Community festivals scheduling to move people around County
- Economic Development Officer
- Jobs (for young families returning)
- Cell phone coverage

ORANGEDALE

Orangedale Vision Statement

“A community of youth, adults and seniors with full employment, economic prosperity, social justice and cultural integrity, exuding family values and moral attitudes contributing to a harmonious existence and pride in oneself.”

Orangedale Mission Statement

“Our mission is to promote, foster and support social, recreational, economic, and cultural activity for the benefit of Orangedale and area.”

Importance A/B/C	Urgency L/M/H	Orangedale Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To partner in development of a YMCA camp into a youth priority wilderness camp	POS	LT
A	H	To improve wharf and develop a marina	SLN	ST/MT
B	M	To expand Orangedale Improvement Association Community Centre	SLN/POS	MT
C	L	To develop aquaculture lease opportunities	SLN	LT
A	H	To provide assistance to other community organizations and conduct public consultations on all of the above.	SLN	ST
A	H	To provide a healthy and long term water service	SLN	MT
A	H	To support youth: education, barriers, geography, work	SLN	LT
B	M	Tourism: To promote and support tourism operations and existing culture (Railway heritage)	SLN/POS	LT

ORANGEDALE PLAN OF ACTION

GENERAL OBJECTIVE: To partner in development of a community/YMCA camp into a Priority Youth wilderness camp

What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Establishment of a National Priority Youth Retreat/ Healing Centre	Establish partnerships with private, public partners, interest groups & First Nations Acquire property rights from DNR	2003-2005	OIA staff, Steering Committee, Consultants, Depts. of Community Services & Justice, HRDC, University & youth	Consultancy 150,000 Program development 100,000 Property development & Facility construction, 4 million	Community & Municipal Support

GENERAL OBJECTIVE: To develop the waterfront for the boating population and community

What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Repair wharf, construct marina & walkway at Orangedale waterfront	Get community consensus Obtain engineering reports Submit to Gov't & banks for funding	1-2 years	Development officer, Engineer, Contractor	Design, 7500 Construction, 75,000 Environ. 5000	Municipal approval DNR

GENERAL OBJECTIVE: To act as an umbrella organization for community development					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Provide assistance to other community organizations	Meet with local associations, develop local representation in OIA	1 year	OIA members	OIA	
Provide communication channels in community, & between communities	Conduct public consultations on all projects	1 year			

GENERAL OBJECTIVE: To promote & develop opportunities for our youth to aid them in overcoming barriers					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Provide education, work & social opportunities	Pursue publicly funded youth programs	1-2 years	Youth Project coordinator, staff person, Steering committee	100,000 (based on previous programs)	Community support (letter campaign)

GENERAL OBJECTIVE: To develop services to cater to boat traffic & other tourists					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Expand Smith Community Hall to include rest / eating area	Get OIA approval for expansion & improvement to kitchen, bathroom, septic system Engineer's report on building expansion	1-2 years	Development officer, Engineer, Contractor	Construction 75,000 ECBC Community Dept. of Tourism	Community volunteers, Municipal approval

GENERAL OBJECTIVE: To provide a healthy & long-term water service					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Establish a new water supply	Pipe water from Iron Mines to Orangedale	2-3 years	Water society OIA, waterline contractor	500,000 ECBC Municipality, Municipal Affairs	Dept of Environment approval

GENERAL OBJECTIVE: To promote & support tourism planning & infrastructure					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Develop the private business sector	Opportunity identification by community groups & consultants	2 years	OIA, Railway Station Group, private business sector	50,000 ECBC Dept. Of Tourism, NS Econ. Development	

GENERAL OBJECTIVE: To develop aquaculture lease opportunities					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other

GLENDALE

Glendale Vision Statement

“A community that is sustained by its culture, history and natural resources that is reflected by the community’s values.”

Glendale Mission Statement

“Our mission is to maintain our culture, record and research our history, and assess our natural resources.”

Importance A/B/C	Urgency L/M/H	Glendale Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To support the cultural heritage of our community: 1. maintenance of JARCC 2. renovations of JARCC Organizing workshops/seminars	SLN/POS	LT
B	H	To support the development of economic activities: <ul style="list-style-type: none"> • kitchen ceilidhs • gift shop • local attractions • historical museum • C@P site • craft & quilt guild 	SLN/POS	LT
A	M	To support community involvement in community development: <ul style="list-style-type: none"> • assessing needs in community • partnering with other groups • 	SLN	LT
A	H	To get Glendale & area in Provincial trail system/tourist maps	SLN	ST

GLENDALE PLAN OF ACTION

GENERAL OBJECTIVE: To support community in community development					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Assessing needs in community Partnering with other groups	Call a monthly meeting with other community groups	Summer 2003	2 Volunteers		

GENERAL OBJECTIVE: To support the development of economic activities					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Kitchen ceilidhs	Advertising, publicity, VIC	On-going	2 volunteers musicians 1 volunteer	200	
Local attractions/trails	Enviro tech	Fall 2003	2 volunteers	2000	
Historical Museum	NS museum displays	Spring 2003	Graphic artist Consultant, displays	1000 1000 10,000	Donated artefacts / documents
	Audio & visual displays	Summer 2003	1 Part-time employee	25,000	
Gift shop	Market research Advertising Business Plan Acquiring merchandise	Summer 2003 for summer 2004			
C@P site	Develop programs/ products				
Craft & quilt guild					

GENERAL OBJECTIVE: To support cultural heritage of our community					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Maintenance & renovation of JARRC	Trades people volunteers grants	On-going, for next 5 years	3-4 people, community	2000/yr	
Organization of workshops, classes, seminars	Cultural Activities Fund, fund raising	On-going	Cultural Centre Organizer / volunteers	12,000/yr	

GENERAL OBJECTIVE: To get Glendale & area into the provincial Tourism Trail System for promotion on Tourism Maps					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other

The following items were identified for common initiatives for **Region 4*** (Glendale, Orangedale, West Bay and Area and Marble Mountain):

- Lobby for better roads
- Priority youth project
- Youth programs
- First Nation invitation to join the development planning process
- Cultural programs
- Environmental awareness – youth educations
- Maps – lobby for better tourism representation
- Trail designation
- Lobby for access to existing funding and development agencies
- Regional Development Facilitator

* West Bay and Marble Mountain workshops were held later, Margaree attended this session

WEST BAY AND AREA

West Bay & Area Vision Statement

“West Bay communities are providing recreational, cultural and business opportunities where people are welcomed and content to live and raise their children.”

West Bay & Area Mission Statement

“Our mission is to pull all the resources and people in our communities together to make a plan to achieve our vision.”

Importance A/B/C	Urgency L/M/H	West Bay & Area Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To provide an environment to encourage more participation in events	SLN	ST
A	M	To bring the people of the communities together to put to better use the facilities that we have (community halls)	SLN	ST
A	M	To bring together a representative group from all walks of life to develop a plan for the community	SLN	ST

WEST BAY & AREA PLAN OF ACTION

GENERAL OBJECTIVE: To provide an environment to encourage more participation in community events					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Get community involvement	Get out to people to say their help is needed	Immediately	Attendance & attention of all walks of life		Community support
Develop a strategy for identifying help from individuals & groups	Committee planning & research	Immediately	Committee & support		County

GENERAL OBJECTIVE: To bring the people of the communities together to put to better use the facilities that we have (community halls – i.e. organize events at both halls for all interests)					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Organize events at the halls for all interests	Hold an open house to get ideas for community involvement	Within the year	Group members	100-150 Community Municipality	In kind

GENERAL OBJECTIVE: To bring together a representative group from all walks of life to develop and plan for the future					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Bring together youth seniors, businesses, regions for meetings	Flyers & advertising for general public Invite community clubs	Within the year	Committee	100 for advertising & flyers	In kind contribution

The following areas were suggested by West Bay and Area group for regional cooperation for **Region 4** (Glendale, Orangedale, West Bay and Area and Marble Mountain):

- Need for a regional development worker
- Regional brochure for the area
- Information on this region at the main tourist information centres
- Coordination of events by moving tourists through the region
- Celtic Colours event in area (maybe WBR providing a meal if another Community is hosting the event)
- Share information on what other Development Associations are doing

MARBLE MOUNTAIN

Marble Mountain Vision Statement

“Summer & year round residents are participating in all activities & organizations in the community while maintaining a spirit of supporting one another with a sense of history and tradition within a strong economy built on our natural assets.”

Marble Mountain Mission Statement

“Our mission is to encourage full participation in the community, and we are developing our natural resources while promoting our history, and are in control of the kind of development we want in a welcoming environment.”

Importance A/B/C	Urgency L/M/H	Marble Mountain Objectives	Serving SLN/POS	Timing LT/MT/ST
A	H	To maintain and improve existing heritage (old) buildings and properties	SLN/POS	MT
B	H	To improve and protect waterfront facilities with more control over the beach	POS	ST
C	L	To create seasonal employment for our young people	SLN	LT
B	M	To build an interpretative Centre with adjacent hiking trails	POS/SLN	LT

MARBLE MOUNTAIN PLAN OF ACTION

GENERAL OBJECTIVE: To maintain and improve existing heritage (old) buildings and properties					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
1. St. Mathews United Church	1. wheel-chair accessible 2. reinforced supports 3. chimney needs repair	Before July 2-3 years 2 years	Estimates Carpenter Mason Coordinator	?? 3,000 (?) 2,000 (?) 200	Yard maintenance, Volunteers
2. St. Joseph's Church	1. windows, exterior & interior paint 2. foundation repair 3. wheel-chair accessible	2 years 2 years 3 years	Contractor	3000 500 1000 3000	"
3. Museum	1. foundation 2. paint 3. windows	2 years 1 year 2 years	Contractor	5000 800 1000	"
4. Hall	1. roof 2. windows 3. foundation 4. paint	2 years 2 years 3 years 1 year	Contractor	8000 5000 (?) 500	Contractor & community volunteers

GENERAL OBJECTIVE: To improve and protect waterfront facilities with more control over the beach					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Cement cap on wharf	Obtain approval from Province	Spring 2003	Engineer & Contractors Available locally	10,000	In kind
Washroom facilities at wharf (flush toilets & Holding tank)		Before August 2003	Engineer & Environ. Assessment Engineer & Tourism assistance	4,000	
Develop look-off		1-2 years		5,000	
Develop Interpretative Centre at look off					

GENERAL OBJECTIVE: To build an interpretative Centre with adjacent hiking trails					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Design centre with guided walking tours with marked plaques designating historical landmarks	Through local community involvement and getting other volunteers	As soon as committee is formed	Contractors & trades people Architect, consultant	Local community & corporate fund raising, gov't grants, funding, etc.	In kind contribution, Local community

GENERAL OBJECTIVE: To create seasonal employment for our young people					
What (task/target)	How	When	Resources Required		
			Human	Financial	Other
Building & property maintenance	Hire students	Asap	1	6,000	In kind contribution
Beach & wharf Activities	Hire students	Asap	1	6,000	
Interpretive Centre & hiking trails	Staff & guides	Long term	3	27,000	

The following areas were suggested by Marble Mountain for regional cooperation for **Region 4** (Glendale, Orangedale, West Bay and Area and Marble Mountain):

- Getting two miles (3.5 km) of road paved
- Trails & maps of trails
- Regional brochure
- Area festival
- Regional development worker

Regional Perspectives

Often Associations felt isolated from neighbouring communities. With the number of responsibilities each volunteer has within in their own community, they seldom have the opportunity to discuss problems they encounter in their development work. With the number of challenges that these groups face individually, one of the most frequent and encouraging topics that arose during workshops was the potential for collective work. A number of common initiatives were identified that could be addressed on a regional basis.

Region 1: Meat Cove, Pleasant Bay, Cheticamp, LeMoine

The following items were identified as possible common initiatives:

- The conditions of roads
- The need for a Development Officer for the region to support small business development
- Work together to present common projects to HRDC for funding (re above & others)
The CDA's wanted to know how much money is available from HRDC for their region.
- Marketing the region as a whole (ECBC dollars)
- Improving library services in each community & the region
- Obtaining high speed interned services
- To take advantage of the ECBC Growth Fund
- Tourism projects (tourism road map)
- Tower on MacKenzie or French mountain for cell phones
- Tourist Information Centre at Port Hawkesbury (have a person for each county in the Tourist Information Centre – also have one or two smaller Tourist Information Centres at critical points in the County)

Region 2: Inverness, Lake Ainslie, Whycomagh, Margaree

The following items were identified as possible common initiatives:

- Trails
- Summer festival advertisements/scheduling events
- Retirement area
- Whycomagh working with Bras d'Or Lake communities (Orangedale, Marble Mountain, West Bay Road, River Dennis)
- Bras d'Or lakes – regional priority for County not just hwy # 105
- Joint fund raising
- Development worker – one for each region
- More cooperation between Development Associations – each one hosting a workshop for the others – meet 2-3 times a year
- Regional workshops on “How to Apply for Funding”

Region 3: Mabou, Port Hood, Judique, Port Hastings

The following items were identified as possible common initiatives:

- Trails
- Port Hood Ferry
- Schools (keeping existing ones and using surplus schools)
- Judique garden project
- Cable station
- Signage/advertisement/marketing (regional brochure for Route # 19 & web site for each Development Association)
- Marina(s) developments
- Celtic colours – spin-offs
- Community festivals scheduling to move people around County
- Economic Development Officer
- Jobs (for young families returning)
- Cell phone coverage

Region 4: Orangedale, Glendale, West Bay and Area and Marble Mountain

The following items were identified as possible common initiatives:

- Lobby for better roads
- Priority youth project
- Youth programs
- First Nation invitation to join the development planning process
- Cultural programs
- Environmental awareness – youth educations
- Maps – lobby for better tourism representation
- Trail designation
- Lobby for access to existing funding and development agencies
- Regional Development Facilitator

West Bay (developed at separate workshop)

The following items were identified as possible common initiatives:

- Need for a regional development worker
- Regional brochure for the area
- Information on this region at the main tourist information centres
- Coordination of events by moving tourists through the region
- Celtic Colours event in area (maybe WBR providing a meal if another Community is hosting the event)
- Share information on what other Development Associations are doing

Marble Mountain (developed at separate workshop)

The following items were identified as possible common initiatives

- Getting two miles (3.5 km) of road paved
- Trails & maps of trails
- Regional brochure
- Area festival
- Regional development worker

County - Wide Perspective

There's a very positive attitude towards the need to work on a county-wide basis. While communities can continue to work locally and develop regional approaches, there is also the recognition that there are initiatives that require a broader municipal approach. Because many projects such as trails, maps, regional marketing and the like were raised by most groups, a municipal strategy seems most appropriate. Often these specific projects are naturally interrelated within broader contexts which fall directly within the Municipal mandate. For example, providing infrastructure and tourism support achieves a number of local objectives within communities.

The following section summarizes common objectives of Community Development Associations in the context of broader planning strategies.

Community

Above all, workshop participants emphasised the importance they placed on the values held in their communities. The need for jobs is a given in protecting communities and the cultures they nurture. There was clear agreement on choosing avenues of development that protect the communities and landscapes of Inverness County.

Youth

The essential ingredient in maintaining living communities is retaining youth in them. The values and way of life which are enjoyed here enrich, and are enriched by youth. To provide such quality of life to future generations, communities must provide challenging and interesting opportunities for those who stay or choose to come back. This work will require research and dialogue:

- Communication strategies for planning with local and distant youth
- Development of a youth opportunity page on the municipal website.

Cultural resources

Inverness County has provided a unique environment which has allowed a diversity of languages and cultures to survive. Communities value these highly, and wish to protect them. While cultural groups can secure funding, this in itself is not sufficient to ensure long term survival. This is an area where the municipality may take some leadership by providing opportunities to develop liaisons with cultural initiatives.

Infrastructure

The Municipality continues to concern itself with maintaining infrastructure and services for local residents. As important as it is for local residents, infrastructure is seen as an essential in providing workers and investors a healthy place to live and do business. It also provides tourists a happy and comfortable place to visit.

Generating employment in our communities as a means to contribute to community stability has become a priority task for many development associations. The Community Development Associations will need the continued efforts of the Municipality in developing a high level of infrastructure support in the following areas:

- Maintenance of facilities
- General services
- Services and housing for the elderly
- Road improvement

Job Creation

A number of Associations are taking a long term planning approach, but don't have the time and resources to carry out the research and community networking necessary for community based development. There is a need to secure some sort of support service to carry out their function effectively. A community based approach requires a new emphasis on communication within each community, adding significantly to their work load and the expectations of the community. The Municipality can help to secure some of the services recommended in the workshop discussions:

- Research/Resource person for pursuing funding opportunities
- Small business start-up and support
- Workshops and training opportunities
- Developing more dialogue among communities.

Tourism

In all workshops, the need to develop, coordinate and capitalize on tourism opportunities was identified as a way to bring more money into communities. Key areas of common interest where a county-wide approach would improve overall benefits of tourism through better management are:

- Hiking Trails
- Regional tourism promotion
- Improvement in road signage
- Tourist Centres and staff training

INVERNESS COUNTY COUNCIL OF THE ARTS (ICCA)

The workshop was attended by Inverness County Council of the Arts (ICCA) members and other non-member artists from the County. Following the viewing of a 20 minute video on the importance of developing a good vision statement for individuals, groups, communities, businesses and even nations, the group was given guidelines for developing a good vision statement and pitfalls to avoid. The following draft Vision Statement was developed through a consensus exercise:

Inverness County Council of the Arts Vision Statement

“ICCA nurtures, enables and promotes the artistic expression and fulfillment of all people.”

Inverness County Council of the Arts Mission Statement

“ICCA is an association of individuals and groups who promote events and activities that showcase cultural (social, heritage, artistic) endeavours in our communities and create awareness of the opportunities and benefits associated with these endeavours.”

Participants then reviewed their objectives, activities, initiatives and benefits of membership.

OBJECTIVES:

Priority A

- To foster growth and quality of cultural life
- To provide structure and organization
- To provide a voice for the artists

Priority B

- To create a strong lobby of opinion that is highly visible with regards to government policies affecting culture
- To develop a coherent cultural policy

Priority C

- To expediate government funding

ACTIVITIES Supporting Arts Community:

- consulting associations and individuals in and outside the community with respect to perception of cultural needs
- providing input to studies and planning sessions regarding cultural issues locally and province-wide
- partnering with other cultural organizations in special projects
- sponsoring presentations and exhibits by artists and artisans

HARP INITIATIVE:

- establish a resource centre providing a range of services to individuals and organizations in the cultural sector
- create a computerized registry for arts, crafts, music and heritage for local and remote access
- network with county cultural and heritage facilities and initiatives, sharing expertise; enhance promotion; offer archiving and climate controlled storage
- work towards enhancement of cultural aspects in education
- provide workshop facilities
- accommodate heritage exhibits and work of artists
- coordinate a 'visiting artists and writers program' for county schools to fulfill arts curriculum
- accommodate large scale musical/theatrical performances

BENEFITS:

- creation of immediate jobs
- job opportunities and career options for youth
- attracting new visitors' dollars
- providing professional growth opportunities for people working in the cultural sector
- creating economic opportunities

While time did not permit discussion on the question of what kind of structure ICCA should have in order to achieve its vision and mission statements, there seemed to be agreement on the need for "terms of reference" for any existing or future committees or task forces ICCA may create in the future.