



COUNTY *of* ANNAPOLIS

NATURALLY ROOTED

Economic Development Strategy

Public Consultation Process: Results

June 16, 2014

Contents

Report Introduction	4
On Viewing this Data.....	6
Chart 1: Total Weighted Value Distributed by Goal	7
Chart 2: Total Weighted Value Distributed by Meeting	8
Table 1.1: Weighted Value of 'Energy' by Meeting	9
Table 1.2: Weighted Value of 'Food' by Meeting	10
Table 1.3: Weighted Value of 'Housing' by Meeting	11
Table 1.4: Weighted Value of 'Training' by Meeting	12
Table 1.5: Weighted Value of 'Environment' by Meeting	13
Table 1.6: Weighted Value of 'Business Development' by Meeting.....	14
Table 1.7: Weighted Value of 'Attracting & Retaining People' by Meeting	15
Table 1.8: Weighted Value of 'Sustainable & Viable Communities' by Meeting.....	16
Table 1.9: Weighted Value of 'Infrastructure' by Meeting	17
Table 1.10: Weighted Value of 'Other & Not on the List' by Meeting.....	18
Table 2.1: Added Goals in the 'Attract / Retain People' group.....	19
Table 2.2: Added Goals in the 'Business Development' group	20
Table 2.3: Added Goals in the 'Infrastructure' group	22
Table 2.4: Added Goals in the 'Sustainable & Viable Communities' group	23
Table 2.5: Added Goals in the 'Other' group	25
Weighted Value.....	26
Exact Results by Meeting	54
Annapolis Royal: Exact Results.....	55
Bear River: Exact Results.....	59
Bridgetown: Exact Results.....	62
Cornwallis Park: Exact Results	66
Granville Centre 2: Exact Results	68
Granville Centre: Exact Results	71
Hampton: Exact Results	75
Lawrencetown: Exact Results	78
Maitland Bridge: Exact Results	81
Margaretsville: Exact Results	84

Middleton: Exact Results	88
Nictaux: Exact Results	91
Parker’s Cove: Exact Results	94
Port Royal: Exact Results.....	97
South Milford: Exact Results	102
Springfield: Exact Results	105
Torbrook: Exact Results	108
Tupperville: Exact Results	111
Wilmot: Exact Results	115
Agriculture: Exact Results	119
Construction & Land Developers: Exact Results	123
Fisheries: Exact Results	126
Forestry: Exact Results	129
Health & Wellness: Exact Results.....	132
Not-for-Profit (Eastern): Exact Results.....	136
Not-for-Profit (Western): Exact Results	139
Small Business (Western): Exact Results.....	142
Sports & Recreation: Exact Results	145
Tourism: Exact Results	148

Report Introduction

In the early spring of 2014, Municipal Council approved a public consultation process designed to reach out to stakeholders such as Towns in the County, as well as industry sectors and individual communities. The purpose of the consultation was to determine industry and community priorities from an economic development perspective and to share those priorities with the Council. In addition to the priorities, communities and sectors were asked if they could offer suggestions on how those long-term goals might be accomplished.

The following document is an extensive report on the results of those meetings and the feedback heard across the County.

Consultation Meeting Process

All meetings were conducted between April and May 2014. The majority of sector meetings occurred during the business-day and community meetings in the evening during the weekday. The following explains the process for each meeting.

Welcome and Background (5 – 10 Minutes)

If there was a Councillor present they would start the meeting with a brief introduction. If the meetings were held in a Town the Mayor of the Town was asked to perform this function. The Councillor would then pass the meeting over to the lead facilitator.

The lead facilitator would welcome participants to the meeting and provide a brief background, specifically Council creating an economic development committee that was tasked with developing a strategy and the consultation meeting being part of that process.

Target Brainstorming Exercise (20 – 25 Minutes)

At the end of the lead facilitator's welcome and background he would explain the committee had come up with five initial long-term targets that revolved around local energy sustainability, local food sustainability, affordable quality housing, affordable vocational training, and (to) clean environmental contamination. Each table of participants was then asked to write on their flip-charts what long term economic goals they'd like to see added to the list that wasn't already included in the initial five.

The brainstorming exercise would normally take 20 to 25 minutes and typically tables were asked to pick their "top 2 or 3". Each table would then present these top goals and the lead facilitator would then, through consensus or near consensus, determine the top three targets those participants wanted to "add" to the list.

Weighted Targets (20 – 25 Minutes)

Once consensus was reached on the addition of three¹ targets the valuing of these long-term goals or targets would begin. Each participant was provided \$1,800 in monopoly money and presented with (usually) nine jars. Five of the jars would be labelled with the five 'original' goals, three jars would be labelled with the participants newly added targets, and a last jar would be labelled "Not on the List". Participants were then asked to put their \$1,800 monopoly money in the jars based on their priorities or what they felt was most important. Participants were also told that if their priority or goal was not on the list the "Not on the List" jar was there to say "we missed something" or to demonstrate a "dissenting vote".

Actions & Tactics (15 – 20 Minutes)

Participants would then take a brief break and mingle while the facilitators would count the money in each of the jars and document the totals. The participants would be asked to return to their seats while the lead facilitator read the targets with their associated values (value was determined in the previous exercise) in descending order. Each of the five highest valued goals at that meeting would then be put on a flip-chart. Participants would be asked, if they wished to, to share their ideas, such as projects, initiatives, or ideas on how those goals might be accomplished. In the event that "Not on the List" was one of the top five, participants would be asked to write on that flip-chart what they thought 'we' missed.

Once everyone had a chance to write on the flip-charts all participants were asked to go to each flip-chart and place a checkmark beside the project, initiative, or idea they thought made the most sense. The lead facilitator would explain this might be something they felt made the most sense, would have the greatest impact, was a higher priority to them, or was the only one that made sense to them. In some cases, and where noted in this document, participants were asked to put two checkmarks per flip-chart.

Dependencies & Wrap-Up (15 - 20 Minutes)

Once participants completed their 'action' prioritization the lead facilitator would typically try and reach consensus on what each of the top five value goals depended on most. This can be used to help determine 'root' issues and what that group felt were the greatest threats or dependencies to those long-term goals.

It was explained that all meetings would take place and then the information would be given back to either the Economic Development Committee or Council to move forward on the development an economic development strategy. If participants wished to stay informed of the process they could do so by providing the facilitator their mailing or email address and they would be notified when the report goes back to Council.

¹ Three of the meetings required improvising by adding a fourth and sometimes fifth target. In one case many more targets were added.

On Viewing this Data

This document is extensive due to the number of meetings and the different ways to view the information from the consultation process. The vast majority of the information is focused on the community and sector priorities and groupings (via goals) and not specific actions (ideas). The end of the report provides the exact results of each meeting and it is here we can see very specific results of the meetings. When the short-term action plan is developed this should be gleaned for ideas/actions/tactics.

Tables 1.1 to 1.10

These tables provide a detailed report on the results of each meeting by goal 'value' per meeting. Each table also provides the date of the meeting, total attendance (excluding staff/facilitators and elected officials who were observing), and total value per meeting. The column on the further right side of each of these tables shows the value of the goal as a percent of the total value counted at the meeting.

Tables 2.1 to 2.5

Most meetings that took place resulted in adding three additional 'goals' to be valued through the Weighted Targets process outlined above. As a result, most of the new goals were unique. When the results of all the meetings were tallied some common subject or topic areas arose from those new goals. Tables 2.1 to 2.5 detail how each new goal was generalized into one of the following categories: Sustainable & Viable Communities, Infrastructure, Business Development, Attract / Retain People, and Other. In the case of the latter "Not on the List" and anything that didn't clearly fall into one of the other categories, it was grouped together into 'Other'.

Special Notes by Asterisk (*)

Cornwallis Park: As noted on the exact results page for Cornwallis Park the meeting did not follow the same process. The data from that meeting was extrapolated for comparative results and should not be considered exact.

Granville Centre: Two separate meetings were held in Granville Centre. Where noted with an asterisk the results of both meetings were combined.

Not-for-Profit: Two separate meetings were held for Not-for-Profit, one in eastern end of the County and one in the western end. Where noted with an asterisk the results of both meetings were combined.

Chart 1: Total Weighted Value Distributed by Goal

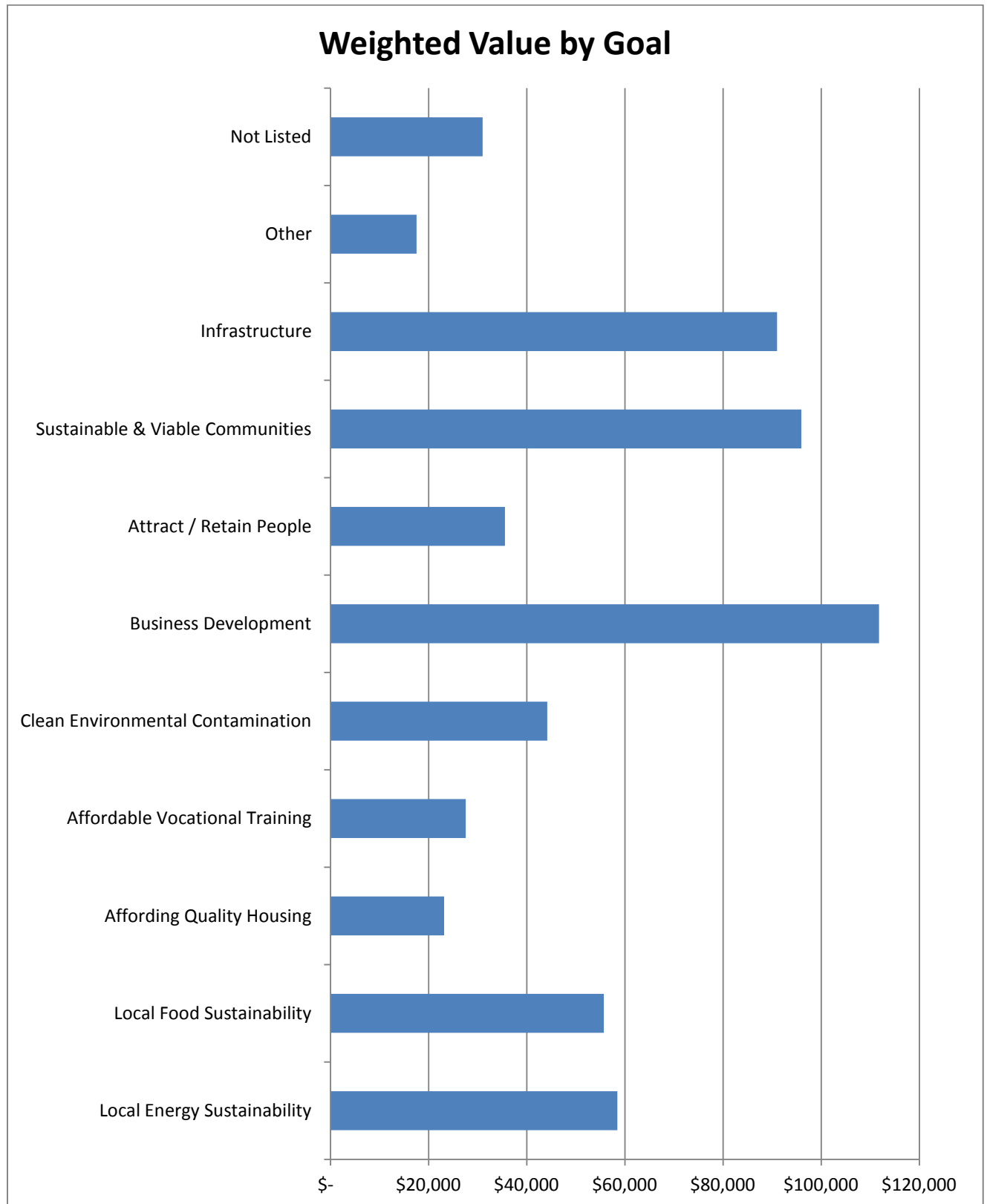


Chart 2: Total Weighted Value Distributed by Meeting

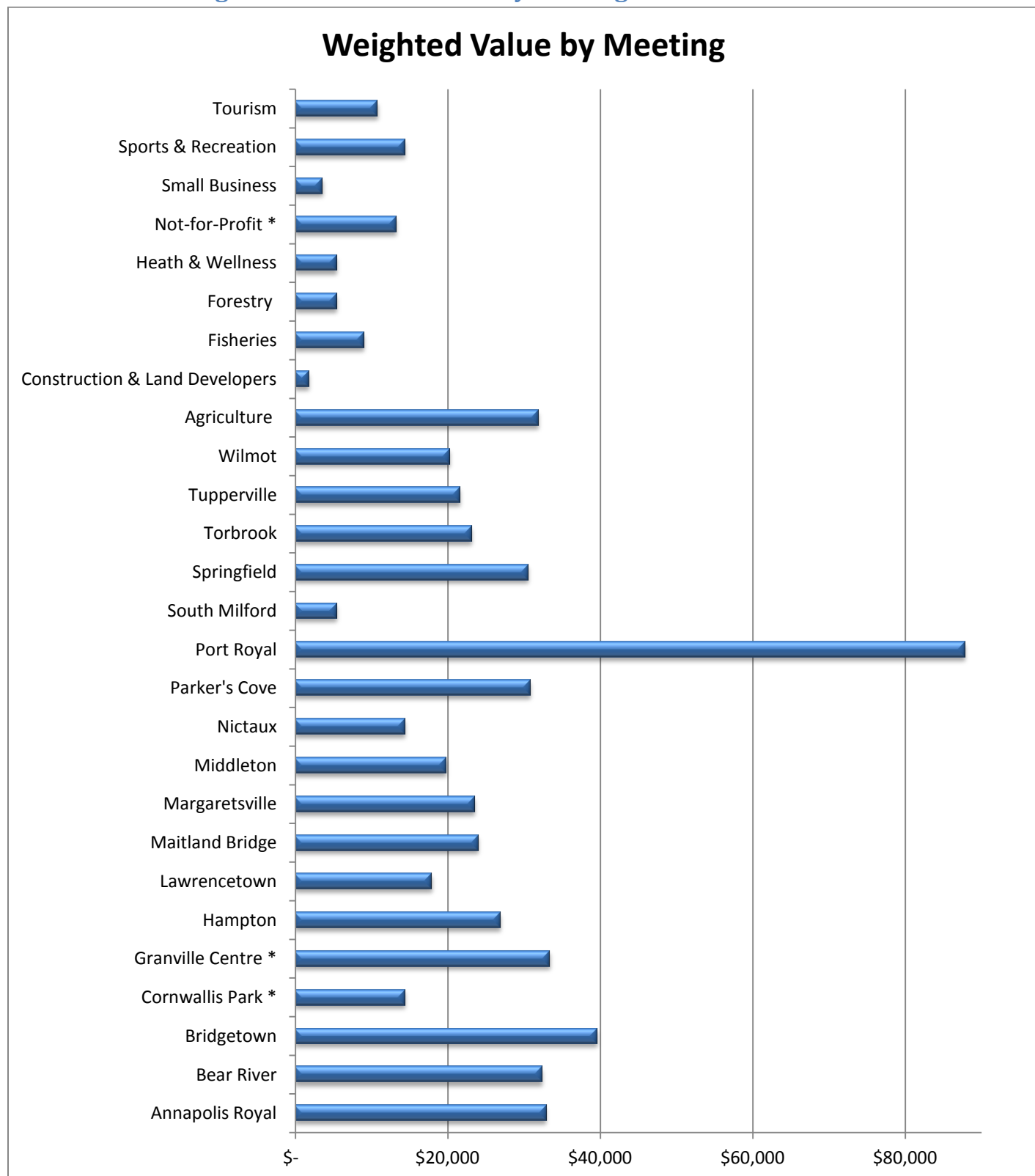


Table 1.1: Weighted Value of 'Energy' by Meeting

Community	Attendance	Date	Total		Energy	%
Annapolis Royal	20	May-06-14	\$	32,900	\$ 4,200	13%
Bear River	20	April-22-14	\$	32,400	\$ 1,550	5%
Bridgetown	22	May-01-14	\$	39,600	\$ 5,500	14%
Cornwallis Park *	8	April-23-14	\$	14,400	\$ 850	6%
Granville Centre *	15	April-29-14	\$	33,400	\$ 2,900	9%
Hampton	14	April-03-14	\$	26,900	\$ 4,050	15%
Lawrencetown	9	April-16-14	\$	17,900	\$ 100	1%
Maitland Bridge	13	April-08-14	\$	23,950	\$ 1,650	7%
Margaretsville	14	May-15-14	\$	23,500	\$ 1,900	8%
Middleton	10	April-15-14	\$	19,800	\$ 1,350	7%
Nictaux	8	May-14-14	\$	14,400	\$ 1,350	9%
Parker's Cove	18	April-01-14	\$	30,800	\$ 6,350	21%
Port Royal	52	May-07-14	\$	87,800	\$ 9,650	11%
South Milford	3	April-09-14	\$	5,400	\$ 1,050	19%
Springfield	17	April-02-14	\$	30,550	\$ 5,700	19%
Torbrook	13	April-17-14	\$	23,150	\$ 2,400	10%
Tupperville	11	April-30-14	\$	21,600	\$ 1,100	5%
Wilmot	11	April-13-14	\$	20,300	\$ 850	4%
Agriculture	17	April-08-14	\$	31,900	\$ 1,300	4%
Construction & Land Developers	1	April-22-14	\$	1,800	\$ 500	28%
Fisheries	5	April-03-14	\$	9,000	\$ -	0%
Forestry	3	April-10-14	\$	5,400	\$ 2,000	37%
Heath & Wellness	3	April-28-14	\$	5,400	\$ 100	2%
Not-for-Profit *	7	April-29-14	\$	13,250	\$ 250	2%
Small Business	3	May-14-14	\$	3,600	\$ 550	15%
Sports & Recreation	9	April-02-14	\$	14,400	\$ 150	1%
Tourism	6	April-07-14	\$	10,800	\$ 1,100	10%
Total Amount	332		\$	95,550	\$ 5,950	
Average Portion						11%

Table 1.2: Weighted Value of 'Food' by Meeting

Community	Attendance	Date	Total		Food	%
Annapolis Royal	20	May-06-14	\$	32,900	\$	6,350 19%
Bear River	20	April-22-14	\$	32,400	\$	1,650 5%
Bridgetown	22	May-01-14	\$	39,600	\$	5,350 14%
Cornwallis Park *	8	April-23-14	\$	14,400	\$	- 0%
Granville Centre *	15	April-29-14	\$	33,400	\$	2,750 8%
Hampton	14	April-03-14	\$	26,900	\$	3,000 11%
Lawrencetown	9	April-16-14	\$	17,900	\$	1,300 7%
Maitland Bridge	13	April-08-14	\$	23,950	\$	250 1%
Margaretsville	14	May-15-14	\$	23,500	\$	1,800 8%
Middleton	10	April-15-14	\$	19,800	\$	1,000 5%
Nictaux	8	May-14-14	\$	14,400	\$	600 4%
Parker's Cove	18	April-01-14	\$	30,800	\$	1,200 4%
Port Royal	52	May-07-14	\$	87,800	\$	8,400 10%
South Milford	3	April-09-14	\$	5,400	\$	1,100 20%
Springfield	17	April-02-14	\$	30,550	\$	2,700 9%
Torbrook	13	April-17-14	\$	23,150	\$	2,600 11%
Tupperville	11	April-30-14	\$	21,600	\$	3,350 16%
Wilmot	11	April-13-14	\$	20,300	\$	3,050 15%
Agriculture	17	April-08-14	\$	31,900	\$	2,300 7%
Construction & Land Developers	1	April-22-14	\$	1,800	\$	500 28%
Fisheries	5	April-03-14	\$	9,000	\$	2,100 23%
Forestry	3	April-10-14	\$	5,400	\$	150 3%
Heath & Wellness	3	April-28-14	\$	5,400	\$	300 6%
Not-for-Profit *	7	April-29-14	\$	13,250	\$	1,900 14%
Small Business	3	May-14-14	\$	3,600	\$	550 15%
Sports & Recreation	9	April-02-14	\$	14,400	\$	300 2%
Tourism	6	April-07-14	\$	10,800	\$	1,150 11%
Total Amount	332		\$	95,550	\$	9,250
Average Portion						12%

Table 1.3: Weighted Value of 'Housing' by Meeting

Community	Attendance	Date	Total	Housing	%
Annapolis Royal	20	May-06-14	\$ 32,900	\$ 100	0%
Bear River	20	April-22-14	\$ 32,400	\$ 750	2%
Bridgetown	22	May-01-14	\$ 39,600	\$ 3,850	10%
Cornwallis Park *	8	April-23-14	\$ 14,400	\$ -	0%
Granville Centre *	15	April-29-14	\$ 33,400	\$ 2,450	7%
Hampton	14	April-03-14	\$ 26,900	\$ 2,350	9%
Lawrencetown	9	April-16-14	\$ 17,900	\$ -	0%
Maitland Bridge	13	April-08-14	\$ 23,950	\$ 650	3%
Margaretsville	14	May-15-14	\$ 23,500	\$ 450	2%
Middleton	10	April-15-14	\$ 19,800	\$ 500	3%
Nictaux	8	May-14-14	\$ 14,400	\$ 50	0%
Parker's Cove	18	April-01-14	\$ 30,800	\$ 500	2%
Port Royal	52	May-07-14	\$ 87,800	\$ 5,300	6%
South Milford	3	April-09-14	\$ 5,400	\$ 600	11%
Springfield	17	April-02-14	\$ 30,550	\$ 1,050	3%
Torbrook	13	April-17-14	\$ 23,150	\$ 1,500	6%
Tupperville	11	April-30-14	\$ 21,600	\$ 1,550	7%
Wilmot	11	April-13-14	\$ 20,300	\$ -	0%
Agriculture	17	April-08-14	\$ 31,900	\$ 100	0%
Construction & Land Developers	1	April-22-14	\$ 1,800	\$ -	0%
Fisheries	5	April-03-14	\$ 9,000	\$ 200	2%
Forestry	3	April-10-14	\$ 5,400	\$ 100	2%
Heath & Wellness	3	April-28-14	\$ 5,400	\$ 200	4%
Not-for-Profit *	7	April-29-14	\$ 13,250	\$ 200	2%
Small Business	3	May-14-14	\$ 3,600	\$ -	0%
Sports & Recreation	9	April-02-14	\$ 14,400	\$ 350	2%
Tourism	6	April-07-14	\$ 10,800	\$ 350	3%
Total Amount	332		\$ 95,550	\$ 1,500	
Average Portion					2%

Table 1.4: Weighted Value of 'Training' by Meeting

Community	Attendance	Date	Total	Training	%
Annapolis Royal	20	May-06-14	\$ 32,900	\$ 1,300	4%
Bear River	20	April-22-14	\$ 32,400	\$ 350	1%
Bridgetown	22	May-01-14	\$ 39,600	\$ 2,900	7%
Cornwallis Park *	8	April-23-14	\$ 14,400	\$ -	0%
Granville Centre *	15	April-29-14	\$ 33,400	\$ 2,200	7%
Hampton	14	April-03-14	\$ 26,900	\$ 950	4%
Lawrencetown	9	April-16-14	\$ 17,900	\$ 550	3%
Maitland Bridge	13	April-08-14	\$ 23,950	\$ 2,050	9%
Margaretsville	14	May-15-14	\$ 23,500	\$ 2,900	12%
Middleton	10	April-15-14	\$ 19,800	\$ 650	3%
Nictaux	8	May-14-14	\$ 14,400	\$ 100	1%
Parker's Cove	18	April-01-14	\$ 30,800	\$ 1,050	3%
Port Royal	52	May-07-14	\$ 87,800	\$ 4,300	5%
South Milford	3	April-09-14	\$ 5,400	\$ 600	11%
Springfield	17	April-02-14	\$ 30,550	\$ 250	1%
Torbrook	13	April-17-14	\$ 23,150	\$ 1,150	5%
Tupperville	11	April-30-14	\$ 21,600	\$ 1,400	6%
Wilmot	11	April-13-14	\$ 20,300	\$ 750	4%
Agriculture	17	April-08-14	\$ 31,900	\$ -	0%
Construction & Land Developers	1	April-22-14	\$ 1,800	\$ 50	3%
Fisheries	5	April-03-14	\$ 9,000	\$ 100	1%
Forestry	3	April-10-14	\$ 5,400	\$ 850	16%
Heath & Wellness	3	April-28-14	\$ 5,400	\$ 600	11%
Not-for-Profit *	7	April-29-14	\$ 13,250	\$ 1,050	8%
Small Business	3	May-14-14	\$ 3,600	\$ 1,100	31%
Sports & Recreation	9	April-02-14	\$ 14,400	\$ 250	2%
Tourism	6	April-07-14	\$ 10,800	\$ 100	1%
Total Amount	332		\$ 95,550	\$ 4,100	
Average Portion					8%

Table 1.5: Weighted Value of 'Environment' by Meeting

Community	Attendance	Date	Total	Environment	%
Annapolis Royal	20	May-06-14	\$ 32,900	\$ 100	0%
Bear River	20	April-22-14	\$ 32,400	\$ 2,600	8%
Bridgetown	22	May-01-14	\$ 39,600	\$ 3,600	9%
Cornwallis Park *	8	April-23-14	\$ 14,400	\$ -	0%
Granville Centre *	15	April-29-14	\$ 33,400	\$ 600	2%
Hampton	14	April-03-14	\$ 26,900	\$ 250	1%
Lawrencetown	9	April-16-14	\$ 17,900	\$ -	0%
Maitland Bridge	13	April-08-14	\$ 23,950	\$ 350	1%
Margaretsville	14	May-15-14	\$ 23,500	\$ 1,800	8%
Middleton	10	April-15-14	\$ 19,800	\$ 400	2%
Nictaux	8	May-14-14	\$ 14,400	\$ 1,350	9%
Parker's Cove	18	April-01-14	\$ 30,800	\$ 5,750	19%
Port Royal	52	May-07-14	\$ 87,800	\$ 14,900	17%
South Milford	3	April-09-14	\$ 5,400	\$ 300	6%
Springfield	17	April-02-14	\$ 30,550	\$ 3,400	11%
Torbrook	13	April-17-14	\$ 23,150	\$ 1,300	6%
Tupperville	11	April-30-14	\$ 21,600	\$ 900	4%
Wilmot	11	April-13-14	\$ 20,300	\$ 700	3%
Agriculture	17	April-08-14	\$ 31,900	\$ 500	2%
Construction & Land Developers	1	April-22-14	\$ 1,800	\$ 50	3%
Fisheries	5	April-03-14	\$ 9,000	\$ 1,550	17%
Forestry	3	April-10-14	\$ 5,400	\$ 200	4%
Heath & Wellness	3	April-28-14	\$ 5,400	\$ 50	1%
Not-for-Profit *	7	April-29-14	\$ 13,250	\$ 2,000	15%
Small Business	3	May-14-14	\$ 3,600	\$ -	0%
Sports & Recreation	9	April-02-14	\$ 14,400	\$ 300	2%
Tourism	6	April-07-14	\$ 10,800	\$ 1,200	11%
Total Amount	332		\$ 95,550	\$ 5,850	
Average Portion					6%

Table 1.6: Weighted Value of 'Business Development' by Meeting

Community	Attendance	Date	Total	Business Development	%
Annapolis Royal	20	May-06-14	\$ 32,900	\$ 9,000	27%
Bear River	20	April-22-14	\$ 32,400	\$ -	0%
Bridgetown	22	May-01-14	\$ 39,600	\$ 12,050	30%
Cornwallis Park *	8	April-23-14	\$ 14,400	\$ 4,300	30%
Granville Centre *	15	April-29-14	\$ 33,400	\$ 13,450	40%
Hampton	14	April-03-14	\$ 26,900	\$ 4,650	17%
Lawrencetown	9	April-16-14	\$ 17,900	\$ 11,150	62%
Maitland Bridge	13	April-08-14	\$ 23,950	\$ -	0%
Margaretsville	14	May-15-14	\$ 23,500	\$ 7,150	30%
Middleton	10	April-15-14	\$ 19,800	\$ -	0%
Nictaux	8	May-14-14	\$ 14,400	\$ 5,100	35%
Parker's Cove	18	April-01-14	\$ 30,800	\$ -	0%
Port Royal	52	May-07-14	\$ 87,800	\$ -	0%
South Milford	3	April-09-14	\$ 5,400	\$ -	0%
Springfield	17	April-02-14	\$ 30,550	\$ 7,900	26%
Torbrook	13	April-17-14	\$ 23,150	\$ -	0%
Tupperville	11	April-30-14	\$ 21,600	\$ 2,900	13%
Wilmot	11	April-13-14	\$ 20,300	\$ 4,800	24%
Agriculture	17	April-08-14	\$ 31,900	\$ 8,650	27%
Construction & Land Developers	1	April-22-14	\$ 1,800	\$ -	0%
Fisheries	5	April-03-14	\$ 9,000	\$ 3,350	37%
Forestry	3	April-10-14	\$ 5,400	\$ 2,100	39%
Heath & Wellness	3	April-28-14	\$ 5,400	\$ 2,050	38%
Not-for-Profit *	7	April-29-14	\$ 13,250	\$ 3,100	23%
Small Business	3	May-14-14	\$ 3,600	\$ 600	17%
Sports & Recreation	9	April-02-14	\$ 14,400	\$ 4,050	28%
Tourism	6	April-07-14	\$ 10,800	\$ 5,450	50%
Total Amount	332		\$ 95,550	\$ 29,350	
Average Portion					29%

Table 1.7: Weighted Value of 'Attracting & Retaining People' by Meeting

Community	Attendance	Date	Total	Attract/ Retain People	%
Annapolis Royal	20	May-06-14	\$ 32,900	\$ 7,550	23%
Bear River	20	April-22-14	\$ 32,400	\$ -	0%
Bridgetown	22	May-01-14	\$ 39,600	\$ -	0%
Cornwallis Park *	8	April-23-14	\$ 14,400	\$ 2,600	18%
Granville Centre *	15	April-29-14	\$ 33,400	\$ -	0%
Hampton	14	April-03-14	\$ 26,900	\$ -	0%
Lawrencetown	9	April-16-14	\$ 17,900	\$ -	0%
Maitland Bridge	13	April-08-14	\$ 23,950	\$ 5,900	25%
Margaretsville	14	May-15-14	\$ 23,500	\$ -	0%
Middleton	10	April-15-14	\$ 19,800	\$ 3,250	16%
Nictaux	8	May-14-14	\$ 14,400	\$ 5,850	41%
Parker's Cove	18	April-01-14	\$ 30,800	\$ -	0%
Port Royal	52	May-07-14	\$ 87,800	\$ -	0%
South Milford	3	April-09-14	\$ 5,400	\$ 150	3%
Springfield	17	April-02-14	\$ 30,550	\$ -	0%
Torbrook	13	April-17-14	\$ 23,150	\$ 8,100	35%
Tupperville	11	April-30-14	\$ 21,600	\$ -	0%
Wilmot	11	April-13-14	\$ 20,300	\$ -	0%
Agriculture	17	April-08-14	\$ 31,900	\$ -	0%
Construction & Land Developers	1	April-22-14	\$ 1,800	\$ -	0%
Fisheries	5	April-03-14	\$ 9,000	\$ -	0%
Forestry	3	April-10-14	\$ 5,400	\$ -	0%
Heath & Wellness	3	April-28-14	\$ 5,400	\$ -	0%
Not-for-Profit *	7	April-29-14	\$ 13,250	\$ 1,350	10%
Small Business	3	May-14-14	\$ 3,600	\$ 800	22%
Sports & Recreation	9	April-02-14	\$ 14,400	\$ -	0%
Tourism	6	April-07-14	\$ 10,800	\$ -	0%
Total Amount	332		\$ 95,550	\$ 2,150	
Average Portion					4%

Table 1.8: Weighted Value of 'Sustainable & Viable Communities' by Meeting

Community	Attendance	Date	Total		Communities	%
Annapolis Royal	20	May-06-14	\$	32,900	\$	- 0%
Bear River	20	April-22-14	\$	32,400	\$	9,500 29%
Bridgetown	22	May-01-14	\$	39,600	\$	4,750 12%
Cornwallis Park *	8	April-23-14	\$	14,400	\$	3,450 24%
Granville Centre *	15	April-29-14	\$	33,400	\$	7,250 22%
Hampton	14	April-03-14	\$	26,900	\$	5,150 19%
Lawrencetown	9	April-16-14	\$	17,900	\$	4,300 24%
Maitland Bridge	13	April-08-14	\$	23,950	\$	7,850 33%
Margaretsville	14	May-15-14	\$	23,500	\$	1,900 8%
Middleton	10	April-15-14	\$	19,800	\$	1,750 9%
Nictaux	8	May-14-14	\$	14,400	\$	- 0%
Parker's Cove	18	April-01-14	\$	30,800	\$	5,400 18%
Port Royal	52	May-07-14	\$	87,800	\$	11,550 13%
South Milford	3	April-09-14	\$	5,400	\$	1,600 30%
Springfield	17	April-02-14	\$	30,550	\$	4,450 15%
Torbrook	13	April-17-14	\$	23,150	\$	3,000 13%
Tupperville	11	April-30-14	\$	21,600	\$	8,100 38%
Wilmot	11	April-13-14	\$	20,300	\$	1,700 8%
Agriculture	17	April-08-14	\$	31,900	\$	5,200 16%
Construction & Land Developers	1	April-22-14	\$	1,800	\$	100 6%
Fisheries	5	April-03-14	\$	9,000	\$	- 0%
Forestry	3	April-10-14	\$	5,400	\$	- 0%
Heath & Wellness	3	April-28-14	\$	5,400	\$	2,100 39%
Not-for-Profit *	7	April-29-14	\$	13,250	\$	2,650 20%
Small Business	3	May-14-14	\$	3,600	\$	- 0%
Sports & Recreation	9	April-02-14	\$	14,400	\$	3,300 23%
Tourism	6	April-07-14	\$	10,800	\$	900 8%
Total Amount	332		\$	95,550	\$	14,250
Average Portion						12%

Table 1.9: Weighted Value of 'Infrastructure' by Meeting

Community	Attendance	Date	Total	Infrastructure	%
Annapolis Royal	20	May-06-14	\$ 32,900	\$ -	0%
Bear River	20	April-22-14	\$ 32,400	\$ 9,850	30%
Bridgetown	22	May-01-14	\$ 39,600	\$ -	0%
Cornwallis Park *	8	April-23-14	\$ 14,400	\$ -	0%
Granville Centre *	15	April-29-14	\$ 33,400	\$ -	0%
Hampton	14	April-03-14	\$ 26,900	\$ 6,500	24%
Lawrencetown	9	April-16-14	\$ 17,900	\$ -	0%
Maitland Bridge	13	April-08-14	\$ 23,950	\$ 5,250	22%
Margaretsville	14	May-15-14	\$ 23,500	\$ 5,100	22%
Middleton	10	April-15-14	\$ 19,800	\$ -	0%
Nictaux	8	May-14-14	\$ 14,400	\$ -	0%
Parker's Cove	18	April-01-14	\$ 30,800	\$ 7,800	25%
Port Royal	52	May-07-14	\$ 87,800	\$ 22,800	26%
South Milford	3	April-09-14	\$ 5,400	\$ -	0%
Springfield	17	April-02-14	\$ 30,550	\$ 5,000	16%
Torbrook	13	April-17-14	\$ 23,150	\$ 3,000	13%
Tupperville	11	April-30-14	\$ 21,600	\$ 2,300	11%
Wilmot	11	April-13-14	\$ 20,300	\$ 7,300	36%
Agriculture	17	April-08-14	\$ 31,900	\$ 8,350	26%
Construction & Land Developers	1	April-22-14	\$ 1,800	\$ 500	28%
Fisheries	5	April-03-14	\$ 9,000	\$ 1,650	18%
Forestry	3	April-10-14	\$ 5,400	\$ -	0%
Heath & Wellness	3	April-28-14	\$ 5,400	\$ -	0%
Not-for-Profit *	7	April-29-14	\$ 13,250	\$ -	0%
Small Business	3	May-14-14	\$ 3,600	\$ -	0%
Sports & Recreation	9	April-02-14	\$ 14,400	\$ 5,600	39%
Tourism	6	April-07-14	\$ 10,800	\$ -	0%
Total Amount	332		\$ 95,550	\$ 16,100	
Average Portion					12%

Table 1.10: Weighted Value of 'Other & Not on the List' by Meeting

Community	Attendance	Date	Total		Other	%
Annapolis Royal	20	May-06-14	\$	32,900	\$	4,300 13%
Bear River	20	April-22-14	\$	32,400	\$	6,150 19%
Bridgetown	22	May-01-14	\$	39,600	\$	1,600 4%
Cornwallis Park *	8	April-23-14	\$	14,400	\$	3,200 22%
Granville Centre *	15	April-29-14	\$	33,400	\$	- 0%
Hampton	14	April-03-14	\$	26,900	\$	- 0%
Lawrencetown	9	April-16-14	\$	17,900	\$	500 3%
Maitland Bridge	13	April-08-14	\$	23,950	\$	- 0%
Margaretsville	14	May-15-14	\$	23,500	\$	500 2%
Middleton	10	April-15-14	\$	19,800	\$	10,900 55%
Nictaux	8	May-14-14	\$	14,400	\$	- 0%
Parker's Cove	18	April-01-14	\$	30,800	\$	2,750 9%
Port Royal	52	May-07-14	\$	87,800	\$	10,900 12%
South Milford	3	April-09-14	\$	5,400	\$	- 0%
Springfield	17	April-02-14	\$	30,550	\$	100 0%
Torbrook	13	April-17-14	\$	23,150	\$	100 0%
Tupperville	11	April-30-14	\$	21,600	\$	- 0%
Wilmot	11	April-13-14	\$	20,300	\$	1,150 6%
Agriculture	17	April-08-14	\$	31,900	\$	5,500 17%
Construction & Land Developers	1	April-22-14	\$	1,800	\$	100 6%
Fisheries	5	April-03-14	\$	9,000	\$	50 1%
Forestry	3	April-10-14	\$	5,400	\$	- 0%
Heath & Wellness	3	April-28-14	\$	5,400	\$	- 0%
Not-for-Profit *	7	April-29-14	\$	13,250	\$	100 1%
Small Business	3	May-14-14	\$	3,600	\$	- 0%
Sports & Recreation	9	April-02-14	\$	14,400	\$	100 1%
Tourism	6	April-07-14	\$	10,800	\$	550 5%
Total Amount	332		\$	95,550	\$	6,400
Average Portion						3%

Table 2.1: Added Goals in the 'Attract / Retain People' group

Community / Sector	Description	Amount
Torbrook	Population growth	\$ 8,100
Annapolis Royal	Reverse the flow of people	\$ 7,550
Maitland Bridge	Youth Attraction and Retention	\$ 5,900
Nictaux	Attract and Retain People who have resources and know what to do with them	\$ 5,850
Middleton	Attracting People	\$ 3,250
Not-For-Profit (West End)	Attract and Retain People	\$ 1,350
Cornwallis	Attract more people	\$ 1,150
Cornwallis	Sell our strengths	\$ 1,150
Small Business (West End)	Attracting People / Youth to the Area	\$ 800
South Milford	Attract Youth Demographic	\$ 150

Table 2.2: Added Goals in the 'Business Development' group

Community / Sector	Description	Amount
Granville Centre	More sustainable quality employment	\$ 13,450
Agriculture	Access to Capital	\$ 8,650
Springfield	More Jobs	\$ 7,900
Margaretsville	Increasing Business Start-up	\$ 7,150
Bridgetown	Increase employment opportunities	\$ 6,800
Lawrencetown	Value Added Agriculture	\$ 6,450
Annapolis Royal	Research and develop assets	\$ 6,200
Bridgetown	Maximizing and sustaining existing resources	\$ 5,250
Wilmot	Better Tourism Support Structure	\$ 4,800
Lawrencetown	Jobs Strategy	\$ 4,700
Hampton	Attract Primary Industry	\$ 4,650
Sports & Recreation	Promote Existing Recreational Businesses and Attractions	\$ 4,050
Nictaux	Market and Promote the area and opportunities	\$ 3,450
Tourism	Grow our Welcoming and Sustainable Tourism Industry	\$ 3,200
Tupperville	Support and market the arts & culture community	\$ 2,900
Annapolis Royal	More business friendly	\$ 2,800
Not-For-Profit (West End)	Job Retention and Creation	\$ 2,800
Fisheries	Promote Industry	\$ 2,250

See next page for continuation of Table 2.2

... continuation of Table 2.2

Community / Sector	Description	Amount
Tourism	Sustainable Business Development	\$ 2,250
Forestry	Develop an Economically Viable Forestry Sector	\$ 2,100
Heath and Wellness	Sustainable and Diverse Employment	\$ 2,050
Nictaux	To Retain Business	\$ 1,650
Cornwallis	Senior country living	\$ 1,450
Fisheries	Build Sustainable Tourism	\$ 1,100
Small Business (West End)	Creating Local Permanent Employment	\$ 600
Not-For-Profit (West End)	Thriving Tourism Industry	\$ 300

Table 2.3: Added Goals in the 'Infrastructure' group

Community / Sector	Description	Amount
Port Royal	High Speed Internet Access and Cell Phone Access	\$ 15,550
Bear River	Infrastructure	\$ 9,850
Agriculture	Infrastructure	\$ 8,350
Wilmot	Improved Highway & Trail Maintenance and Support Structure	\$ 7,300
Port Royal	Affordable Functional Transportation and Infrastructure	\$ 7,250
Hampton	Communications	\$ 6,500
Sports & Recreation	Sustainable Recreational Infrastructure	\$ 5,600
Maitland Bridge	Infrastructure	\$ 5,250
Margaretsville	Communication Infrastructure	\$ 5,100
Springfield	Infrastructure	\$ 5,000
Parker's Cove	Infrastructure	\$ 4,400
Parker's Cove	Information Technology	\$ 3,400
Torbrook	Infrastructure	\$ 3,000
Tupperville	Infrastructure / internet	\$ 2,300
Fisheries	Sustainable Fisheries Infrastructure	\$ 1,650
Construction and Land Developers	More Infrastructure	\$ 500

Table 2.4: Added Goals in the ‘Sustainable & Viable Communities’ group

Community / Sector	Description	Amount
Port Royal	Zoning in the Community	\$ 11,550
Bear River	Viable Rural Economy	\$ 9,500
Maitland Bridge	Kejimikujik National Park open all year round	\$ 7,850
Tupperville	Sustainably manage natural resources	\$ 6,100
Parker's Cove	Zoning	\$ 5,400
Agriculture	Land Use Planning	\$ 5,200
Hampton	Tourism	\$ 5,150
Bridgetown	Communities supporting each other and working together	\$ 4,750
Springfield	Transportation	\$ 4,450
Lawrencetown	Land Use Planning	\$ 4,300
Granville Centre	Economically and environmentally viable and liveable communities	\$ 4,100
Sports & Recreation	Increase Volunteerism	\$ 3,300
Torbrook	Senior Care	\$ 3,000
Tupperville	Community based decision making	\$ 2,000
Margaretsville	Alternative Transportation	\$ 1,900
Granville Centre #2	Build an Advisory Committee on Leadership	\$ 1,800
Cornwallis	Continued learning from the best	\$ 1,750
Middleton	Environmental Stewardship	\$ 1,750

See next page for continuation of Table 2.4

...continuation of Table 2.4

Community / Sector	Description	Amount
Wilmot	Increase the Level of Cooperation amongst communities	\$ 1,700
South Milford	Maintaining Current Healthcare System	\$ 1,600
Heath and Wellness	Maintain and Build on Holistic Opportunities for Families	\$ 1,500
Granville Centre	Local communities have continued involvement	\$ 1,350
Not-For-Profit (East End)	Attracting and sustaining new volunteers	\$ 1,000
Not-For-Profit (East End)	Access to database with opportunities and people	\$ 1,000
Tourism	Effective Public Transportation	\$ 900
Not-For-Profit (East End)	Training and Mentorship Opportunities for Volunteers	\$ 650
Health and Wellness	Access to Sustainable Healthcare	\$ 600
Construction and Land Developers	Reduce Dependency (social systems)	\$ 100

Table 2.5: Added Goals in the 'Other' group

Community / Sector	Category	Description	Amount
Middleton	Other	Amalgamation	\$ 9,300
Bear River	Other	Improved Healthcare	\$ 4,950
Cornwallis	Other	Participation (increase)	\$ 2,300
Construction and Land Developers	Other	Downsize Government	\$ 100

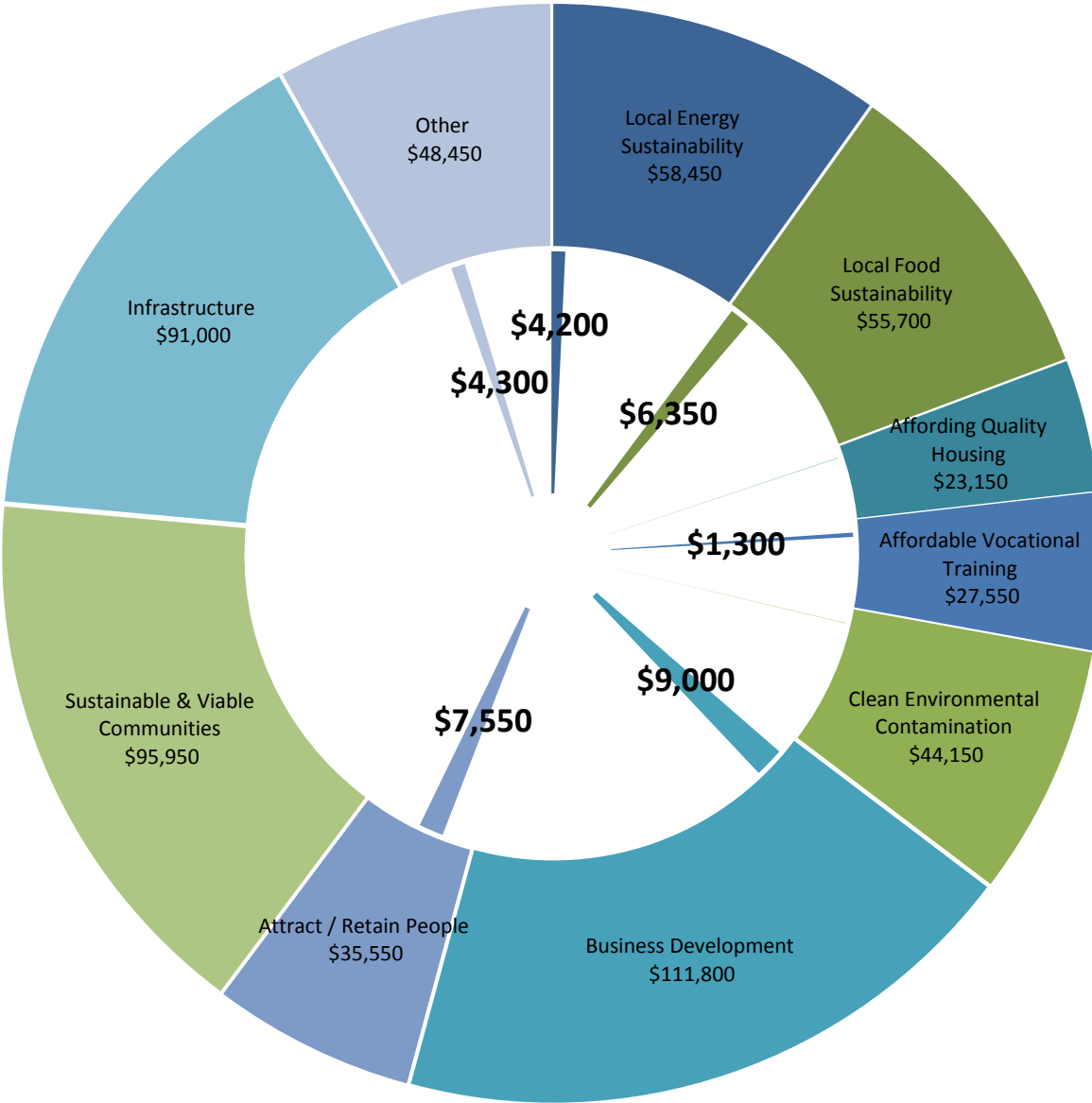
Weighted Value

The following 27 charts show the weighted value distributed by goal per meeting as a portion of the total weighted value per goal.

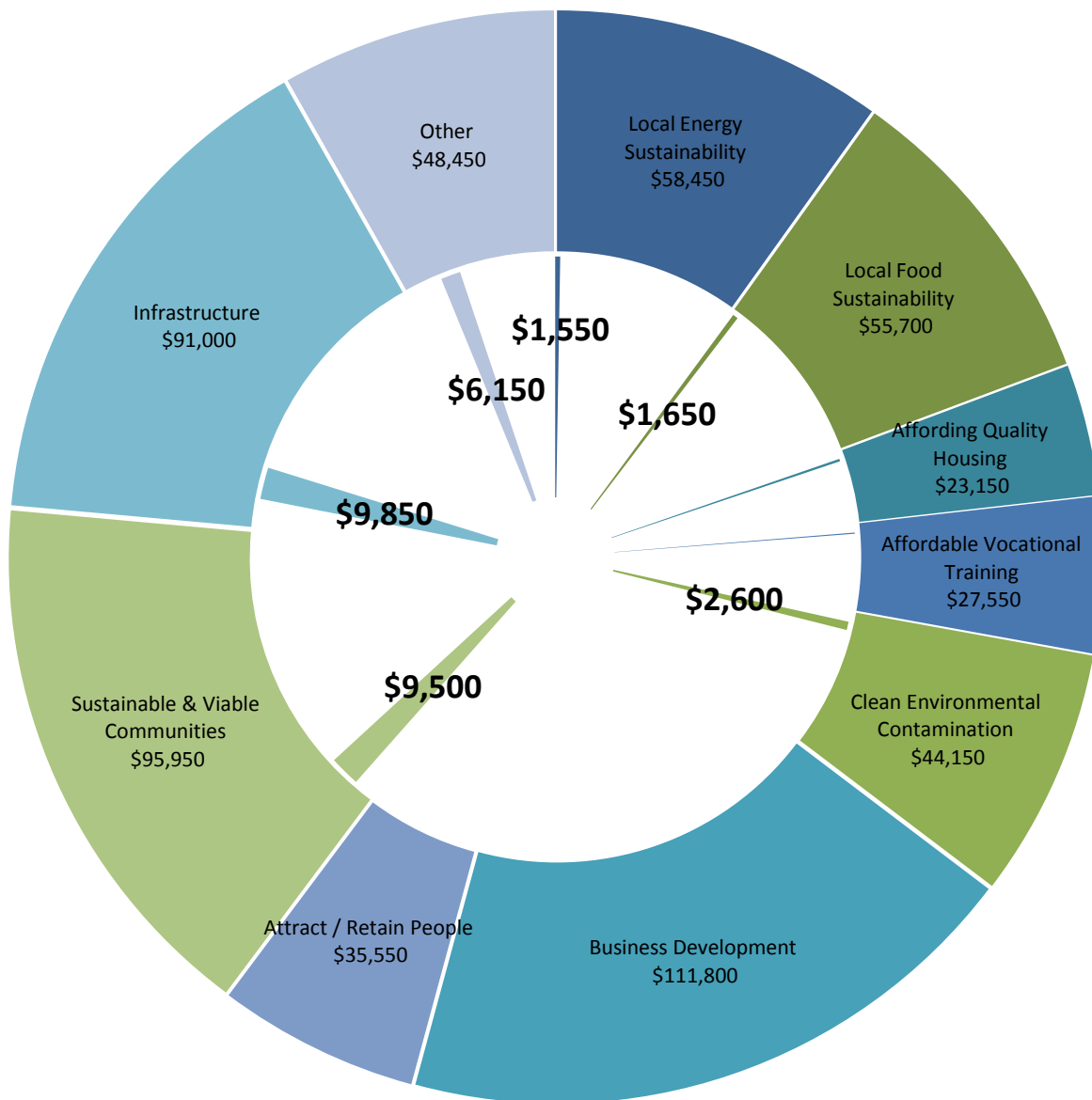
Inner Ring: The inner ring shows the total weighted value allotted at each meeting by goal. The top 6 (in some cases 5) goals have the exact values shown in bold.

Outer Ring: The outer ring shows the total weighted value of all meetings in relative proportion to both the other values and to the inner ring values.

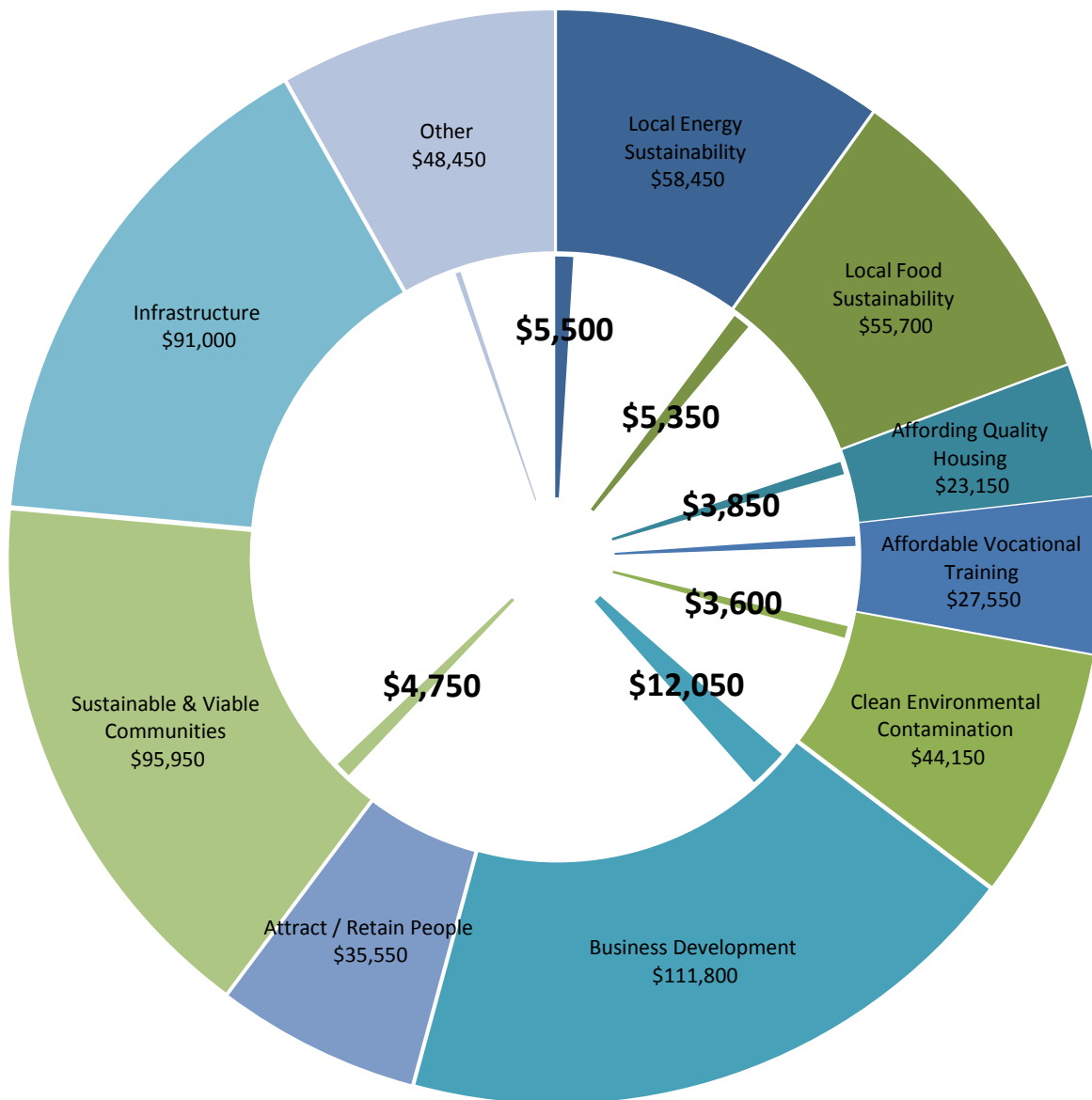
Weighted Targets: Annapolis Royal vs Total



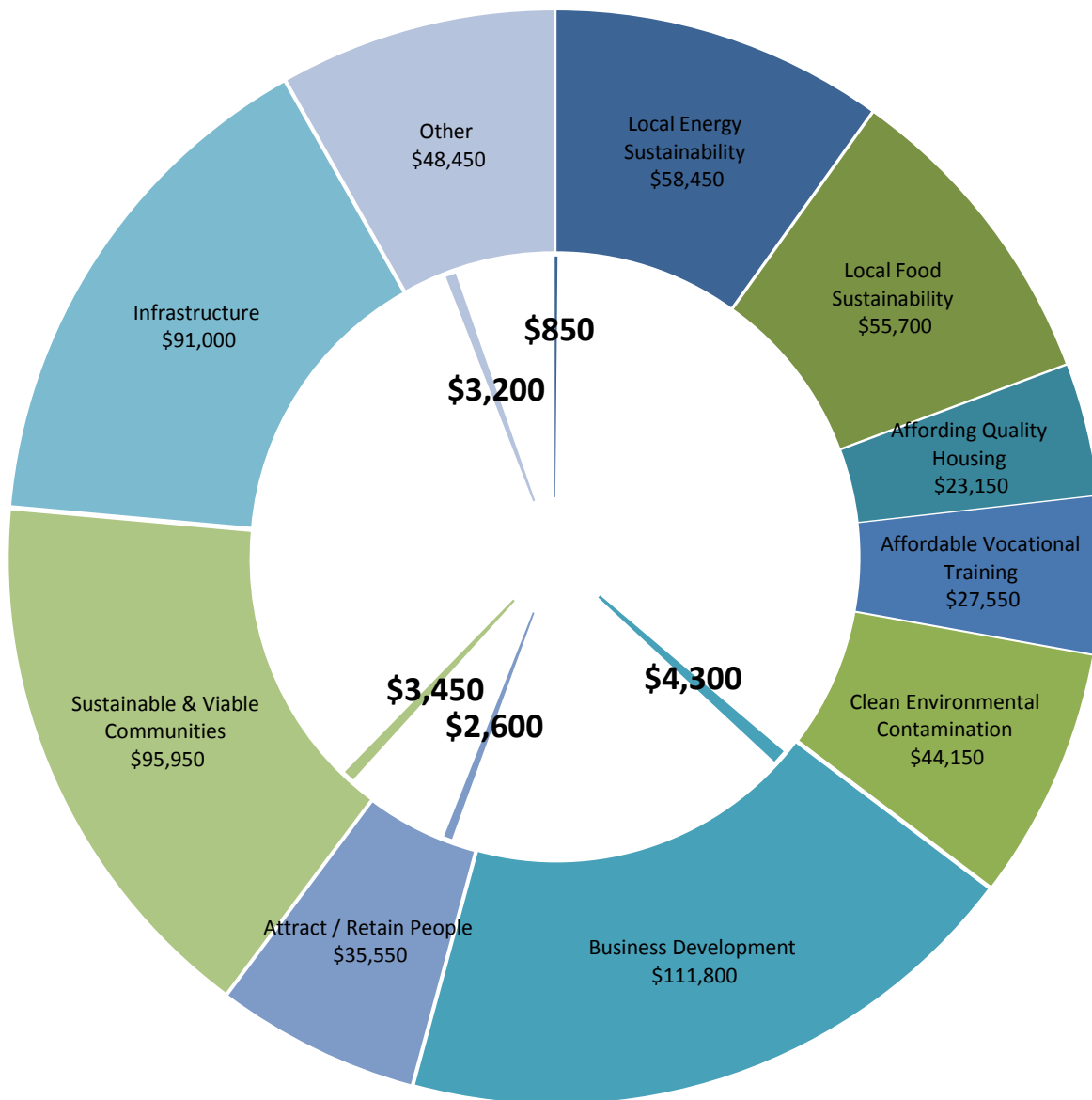
Weighted Targets: Bear River vs Total



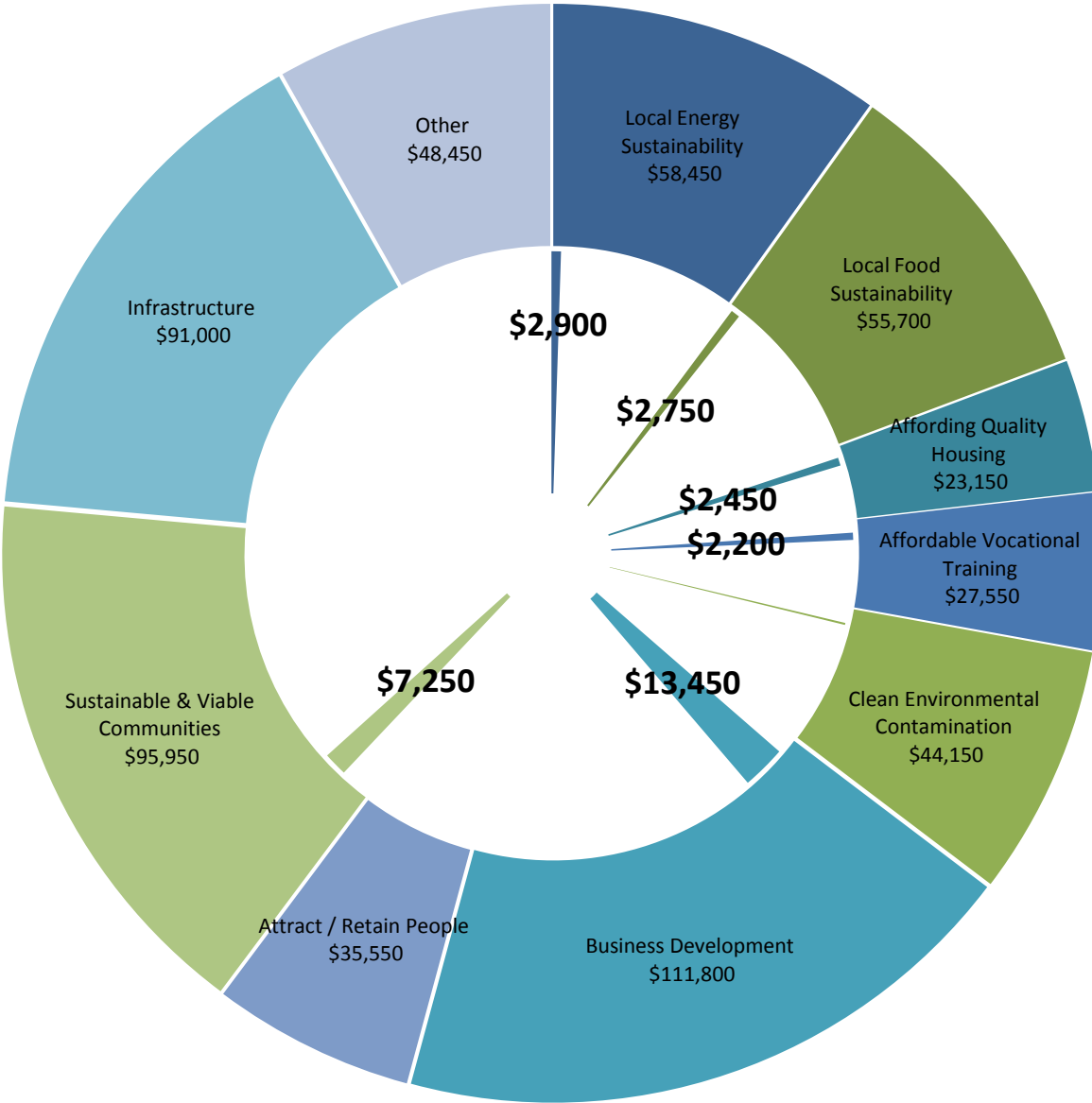
Weighted Targets: Bridgetown vs Total



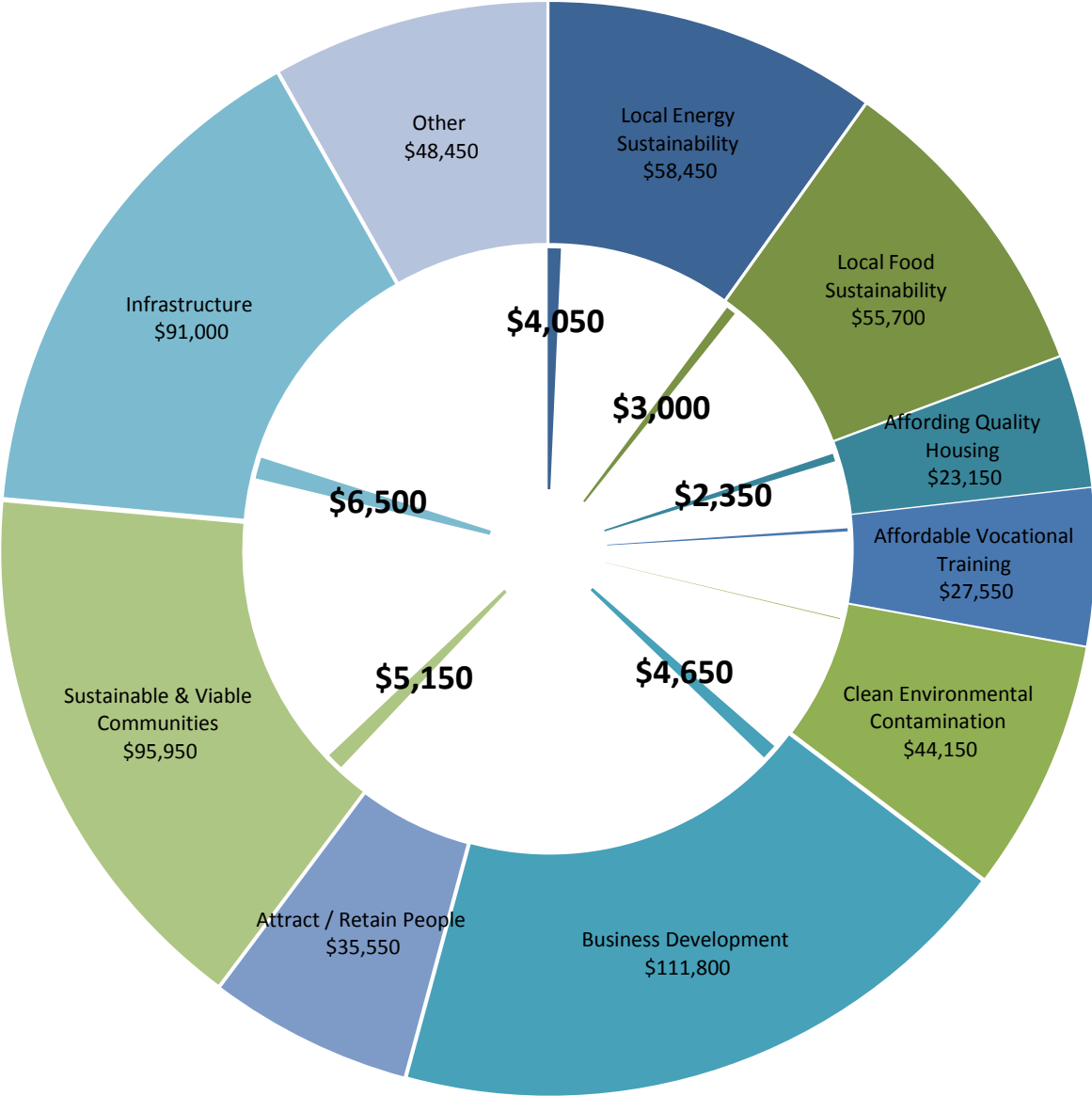
Weighted Targets: Cornwallis Park vs Total



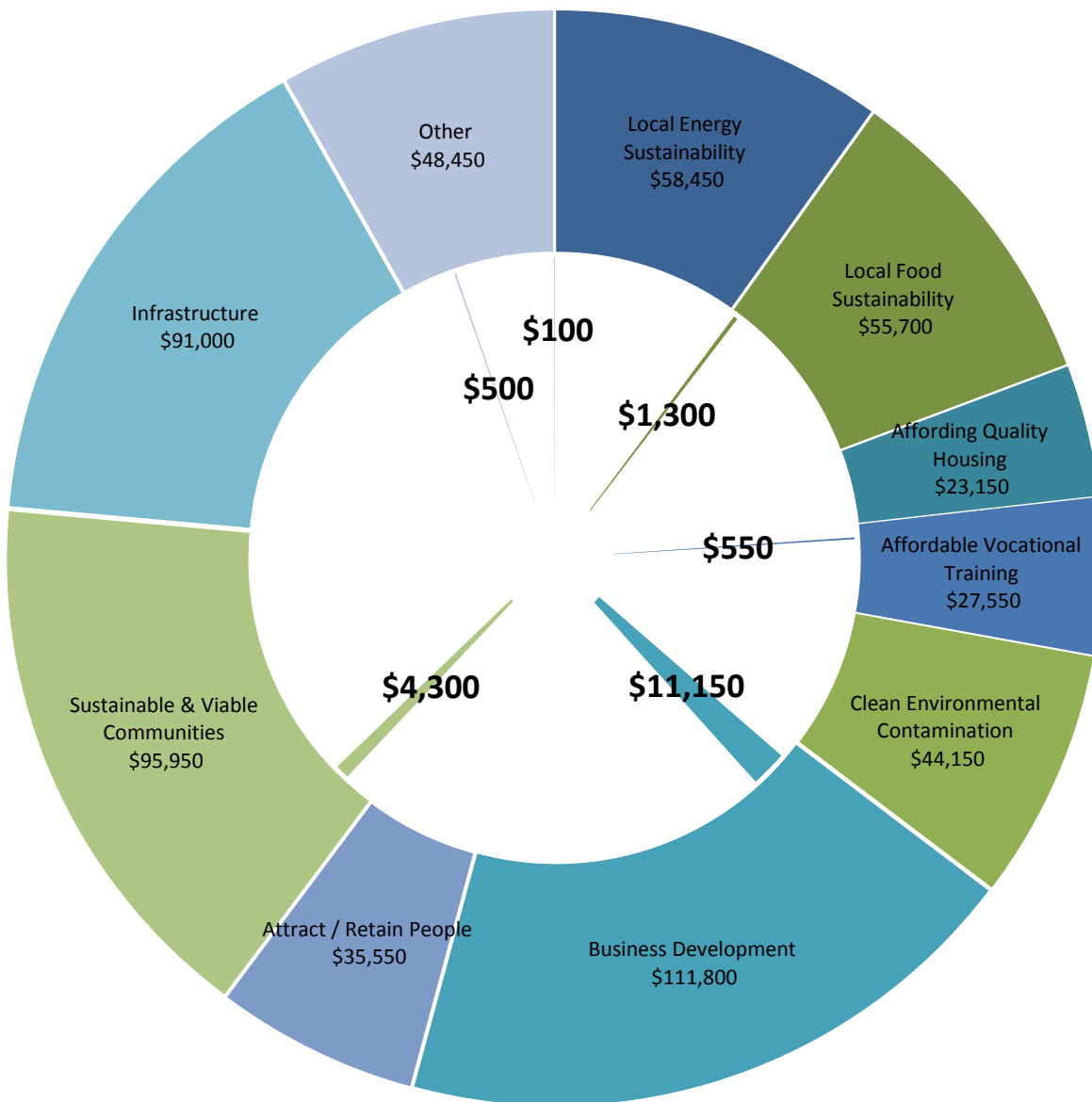
Weighted Targets: Granville Centre vs Total



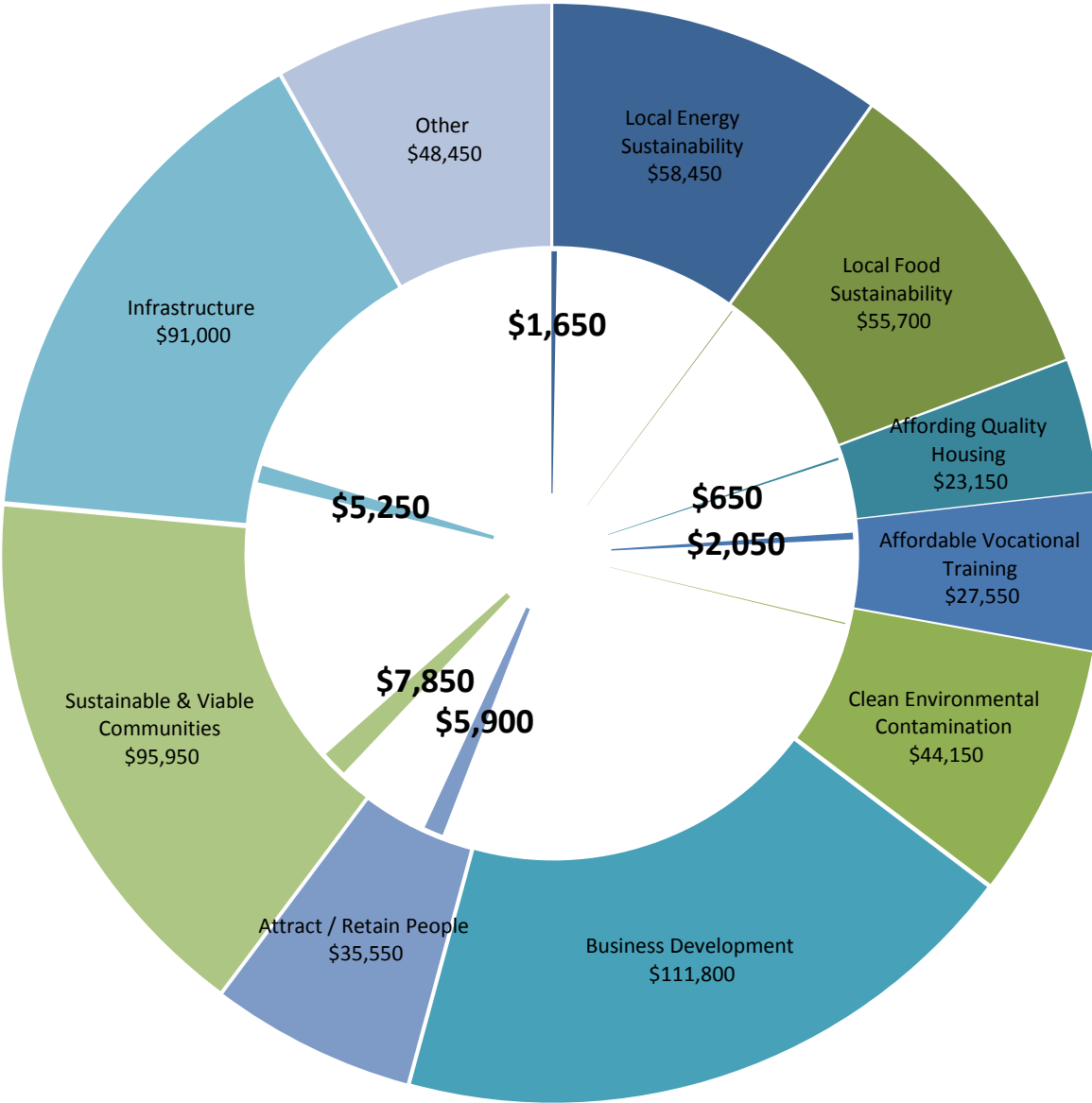
Weighted Targets: Hampton vs Total



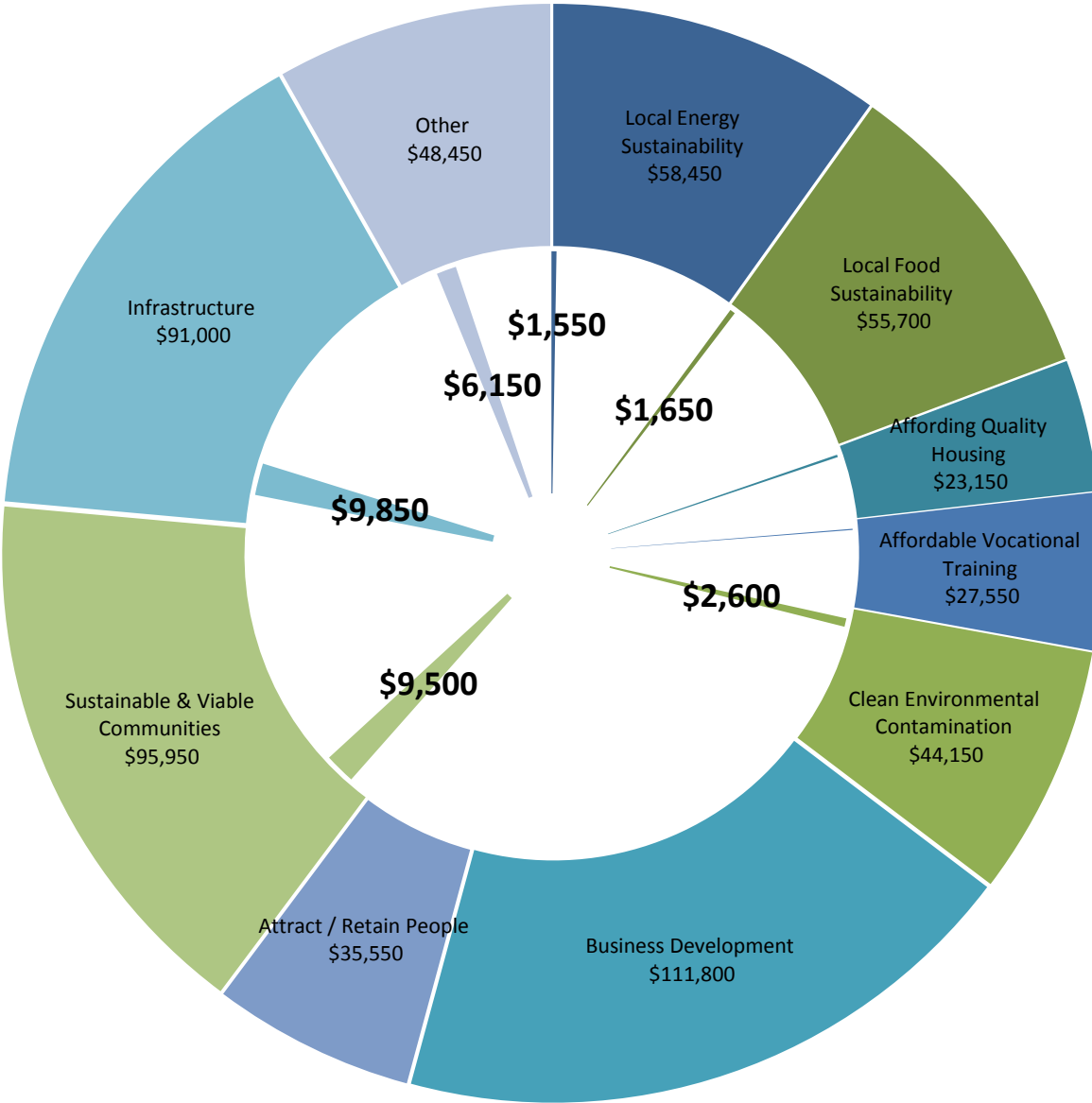
Weighted Targets: Lawrencetown vs Total



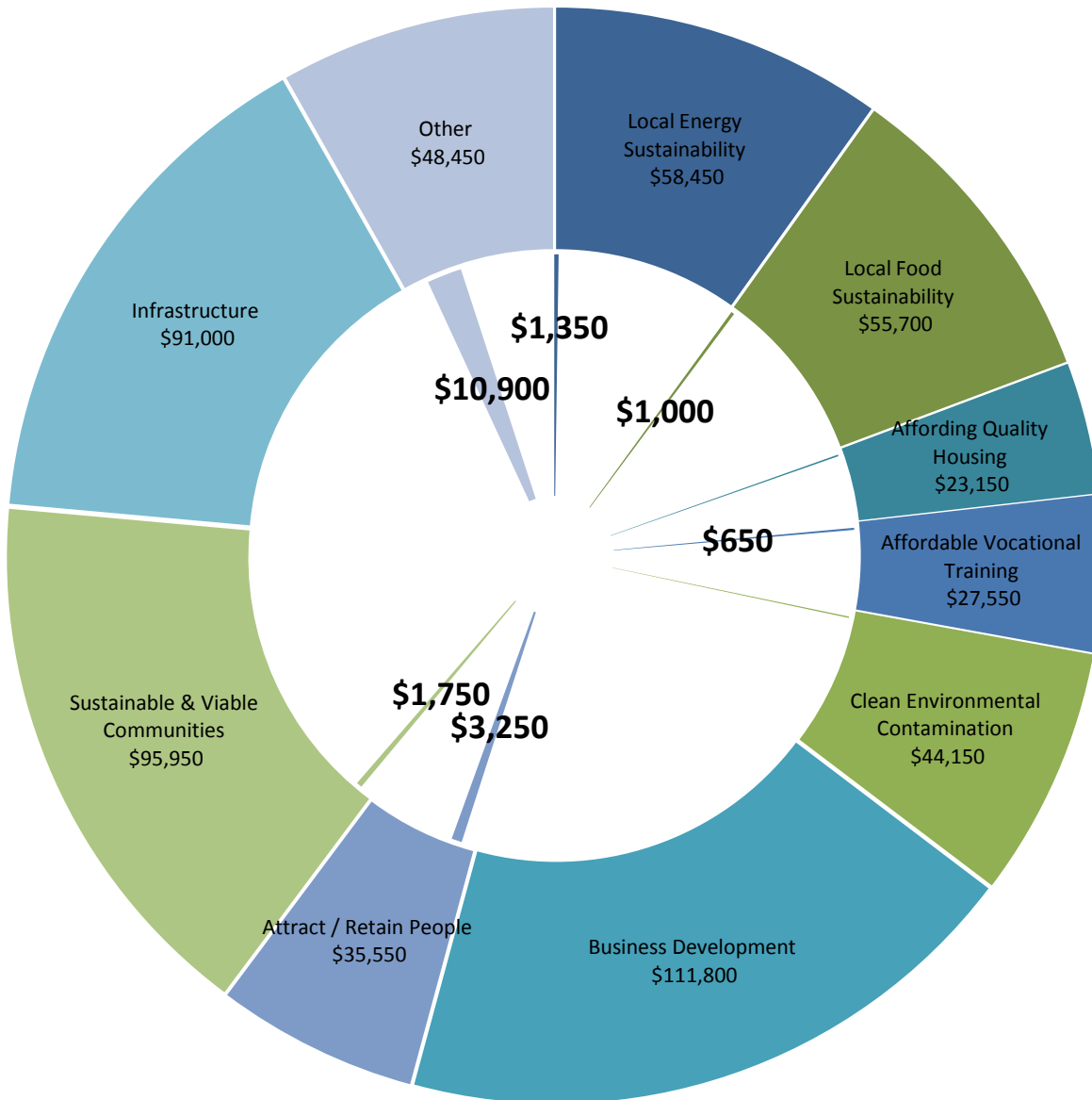
Weighted Targets: Maitland Bridge vs Total



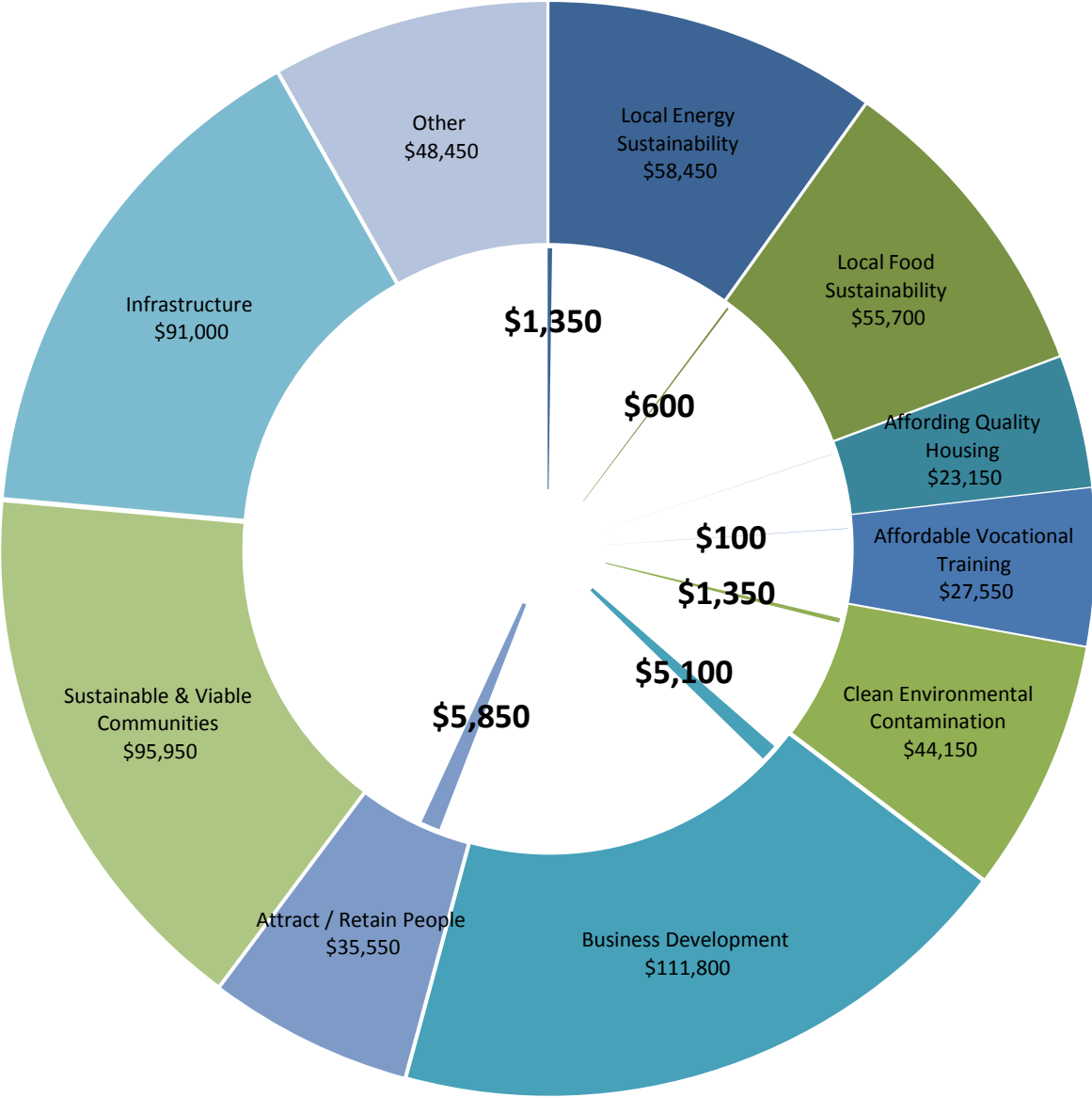
Weighted Targets: Margaretsville vs Total



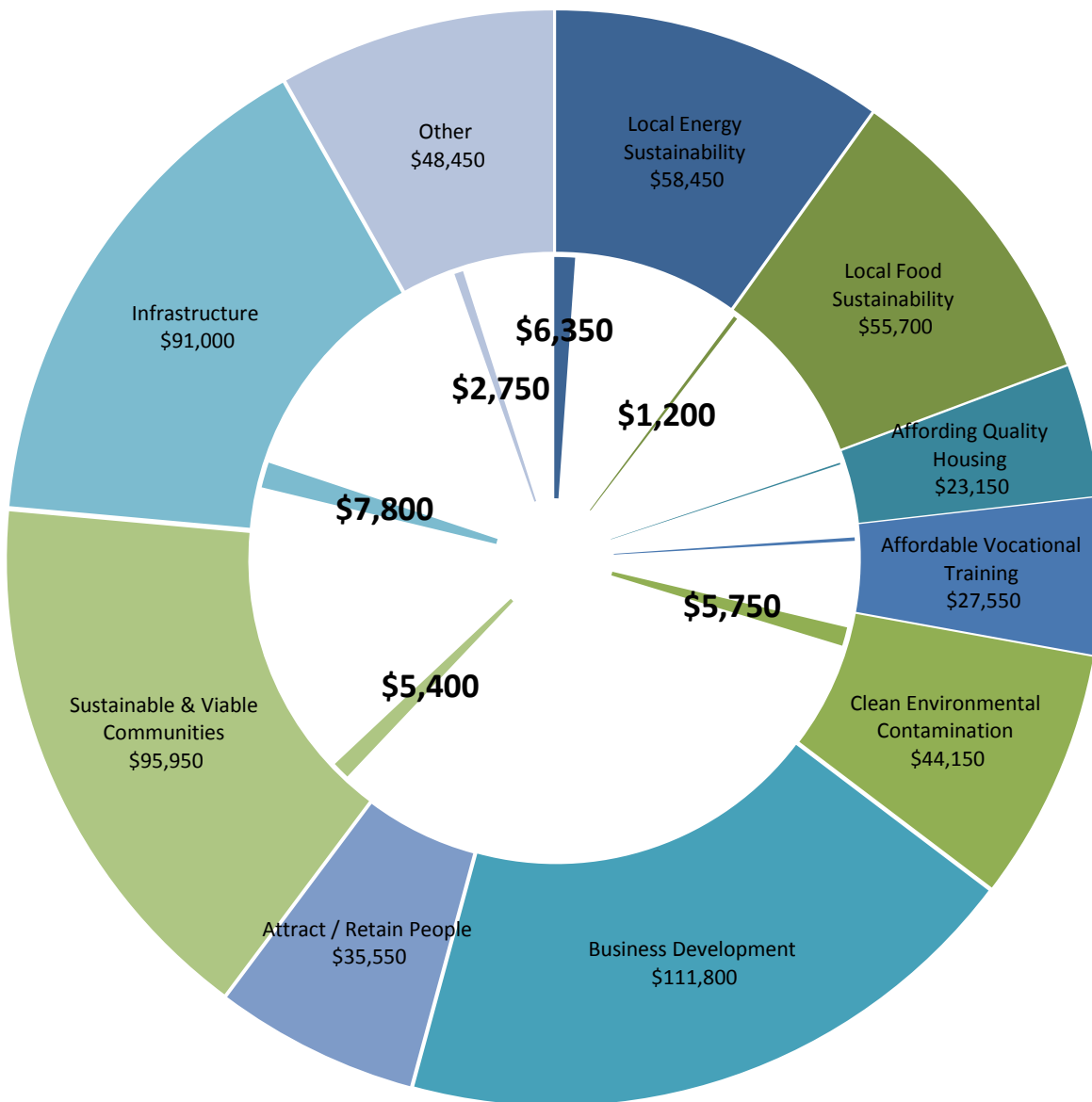
Weighted Targets: Middleton vs Total



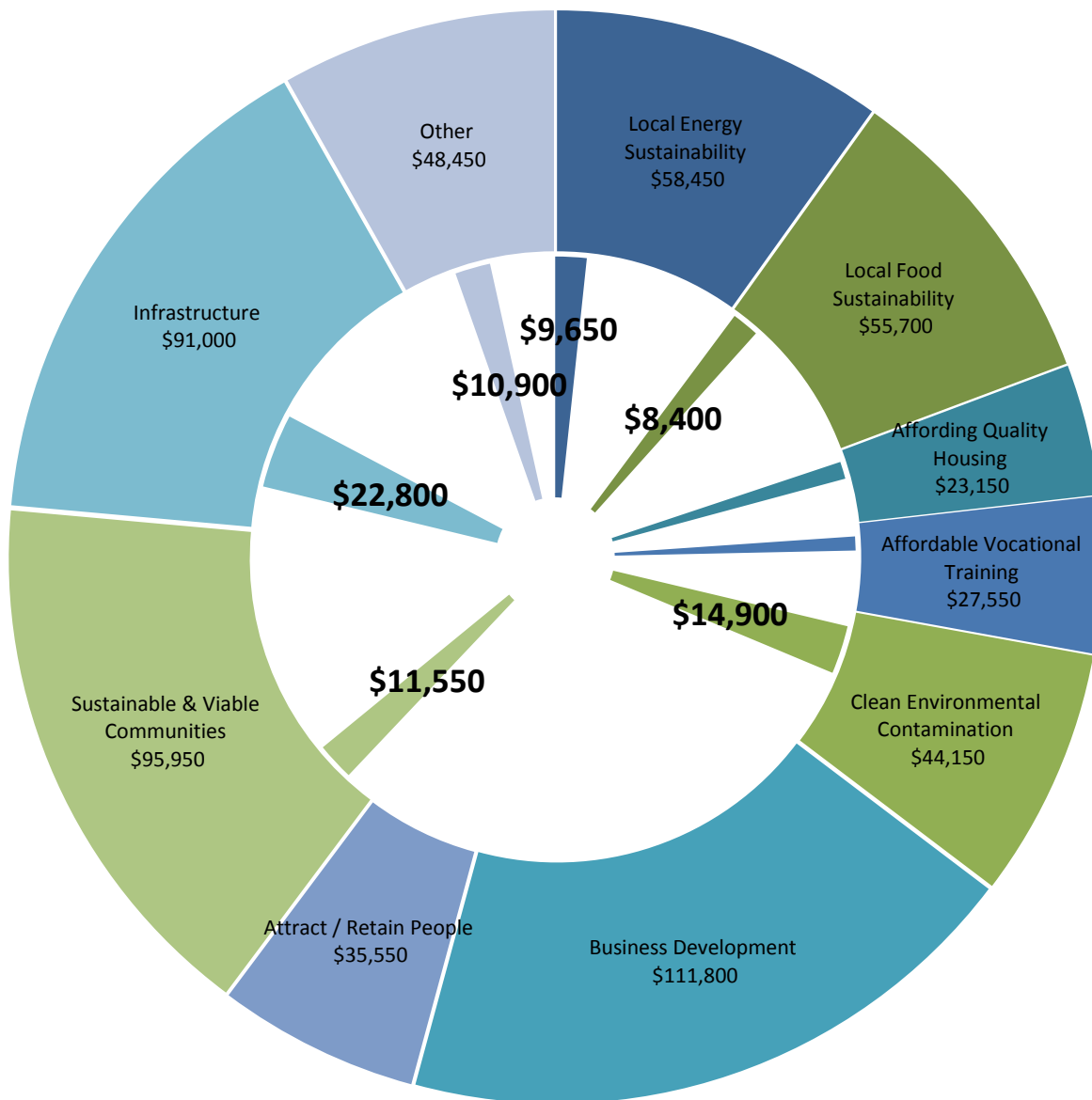
Weighted Targets: Nictaux vs Total



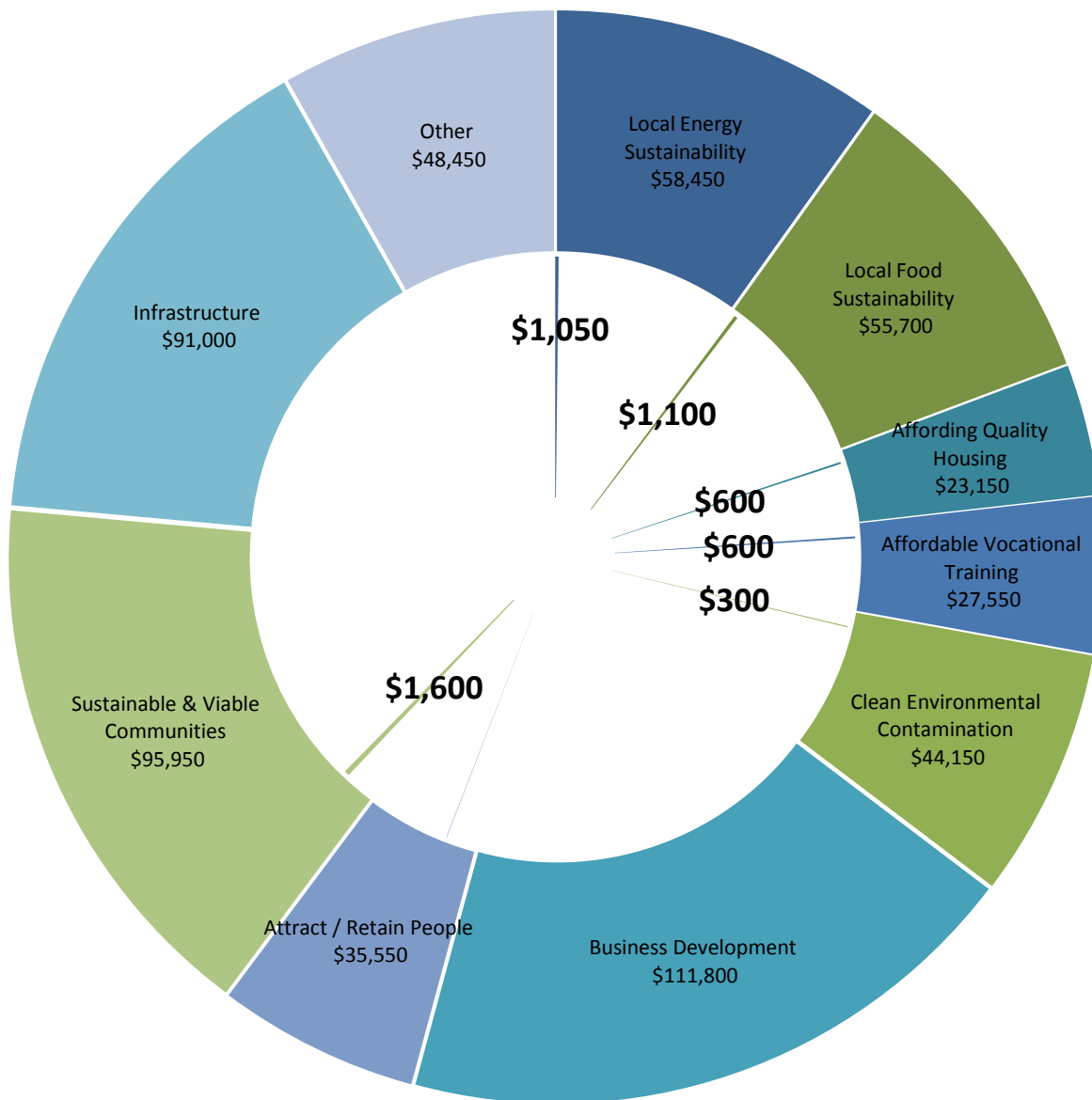
Weighted Targets: Parker's Cove vs Total



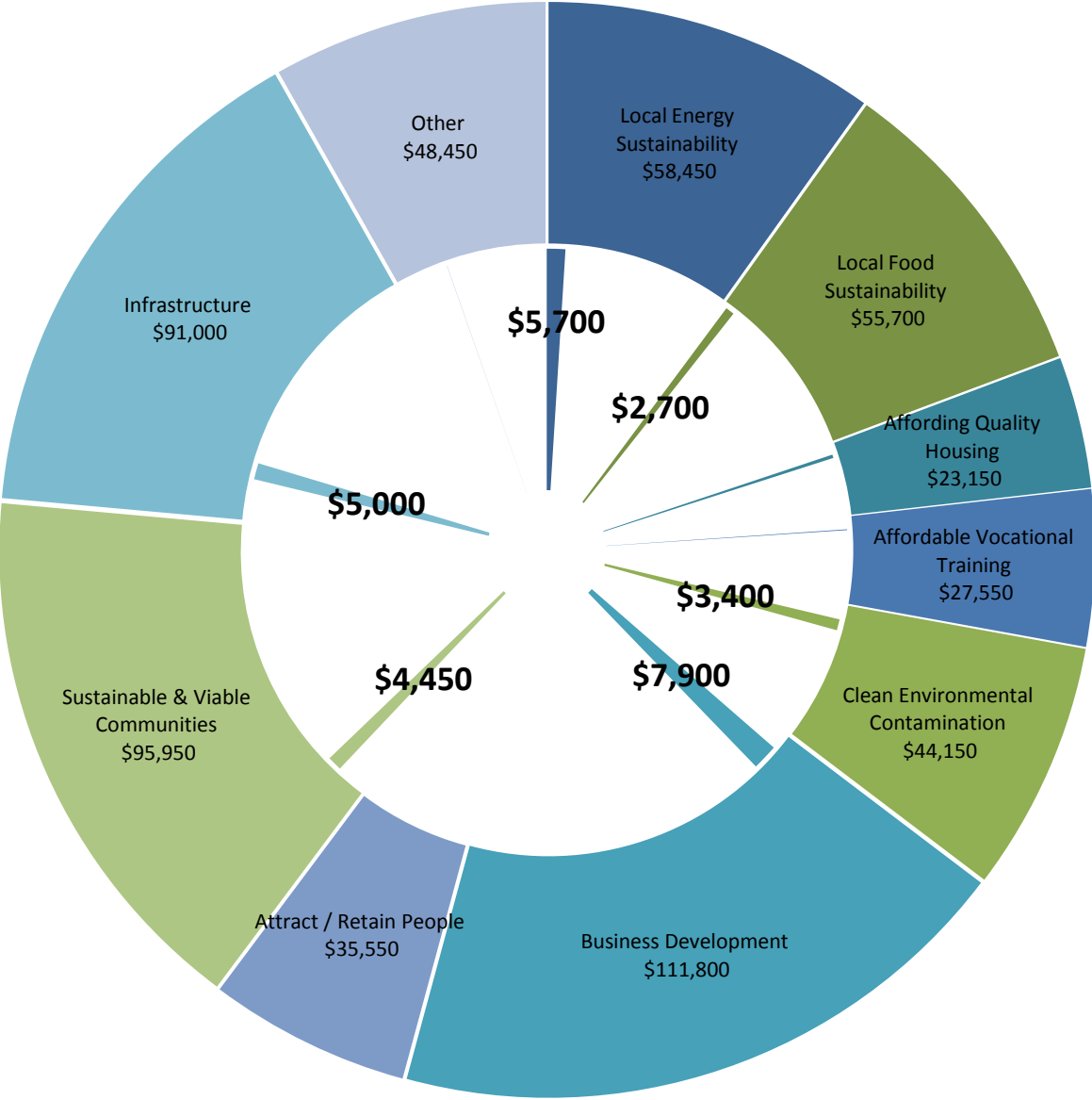
Weighted Targets: Port Royal vs Total



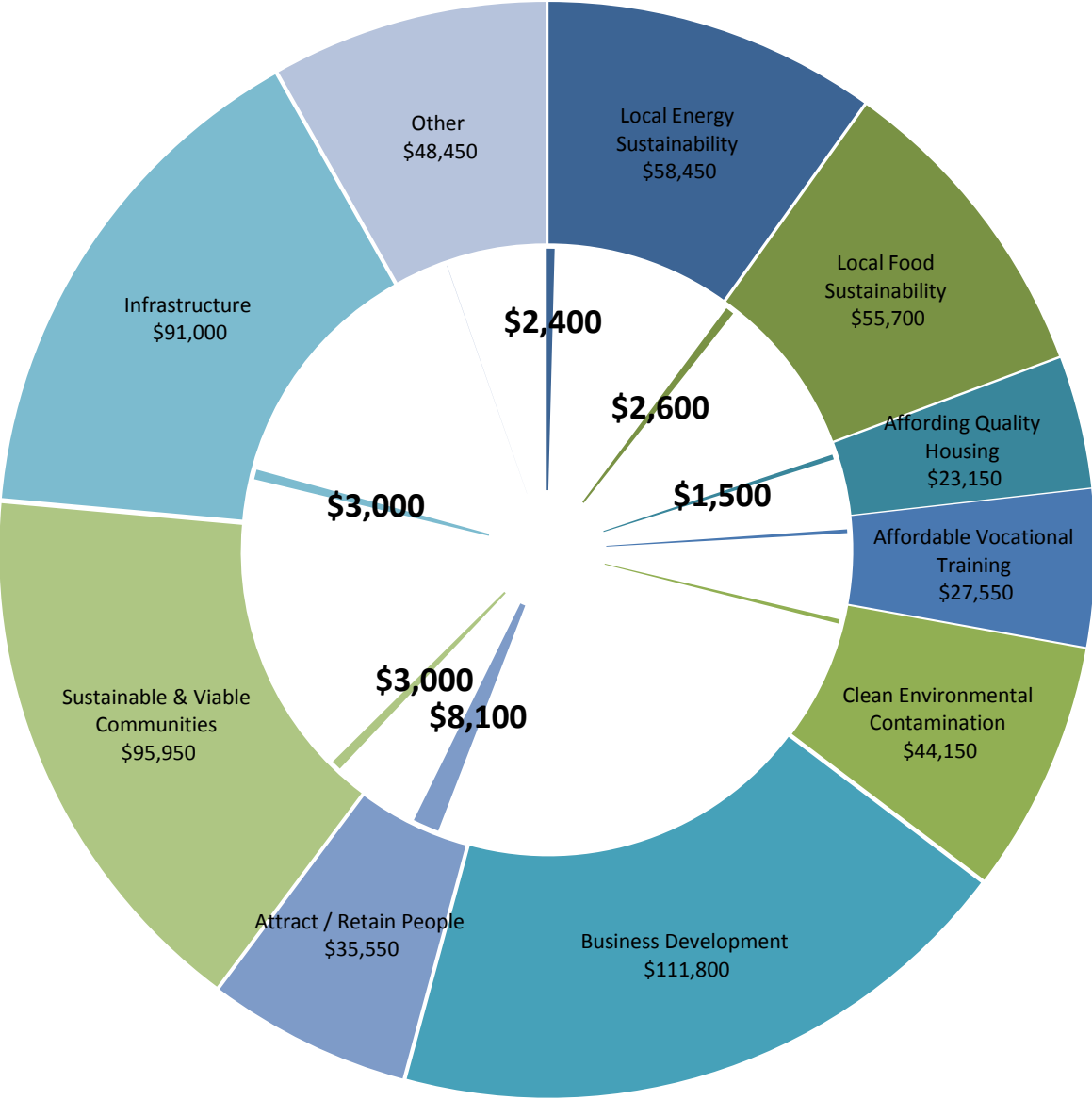
Weighted Targets: South Milford vs Total



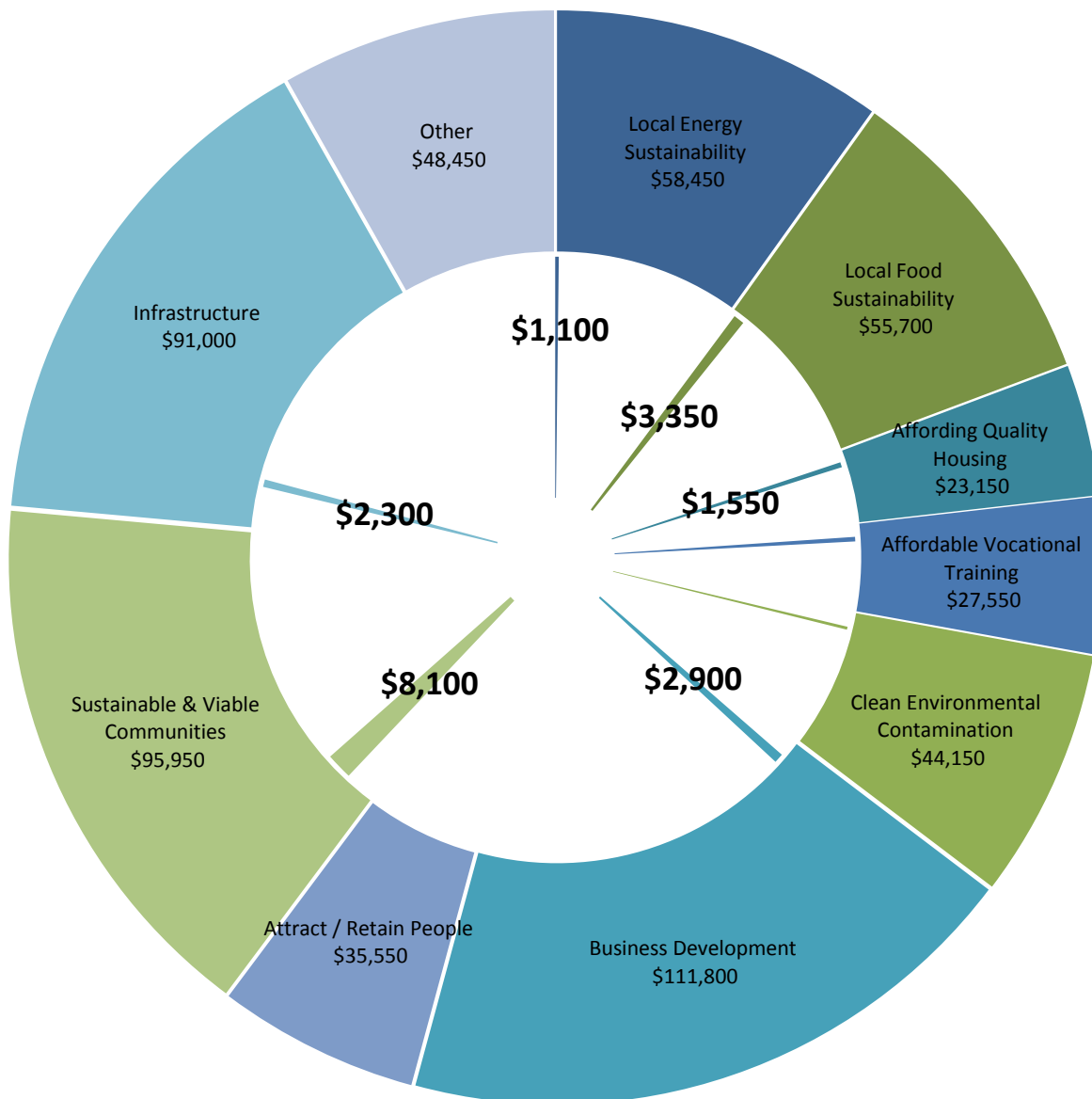
Weighted Targets: Springfield vs Total



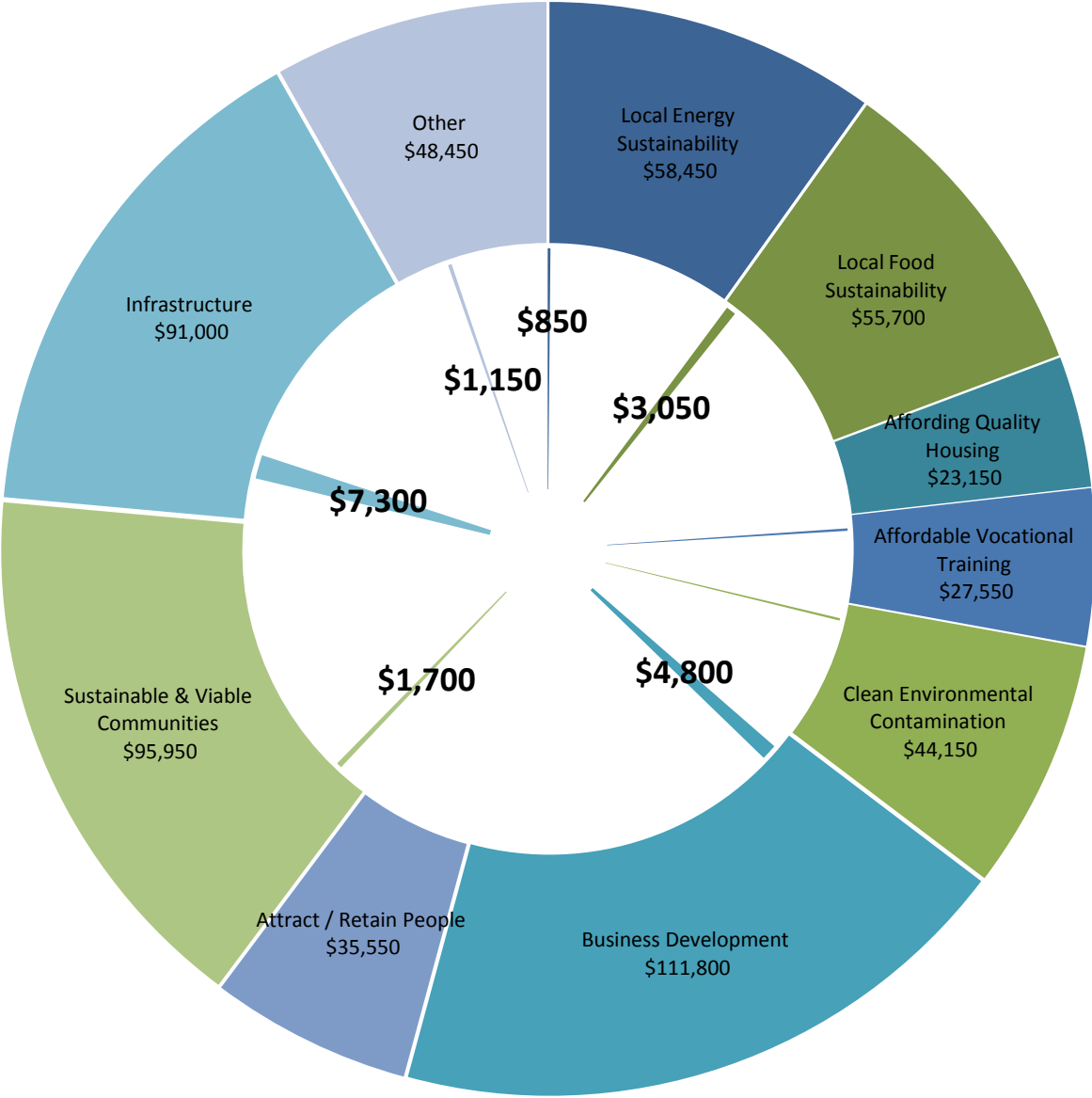
Weighted Targets: Torbrook vs Total



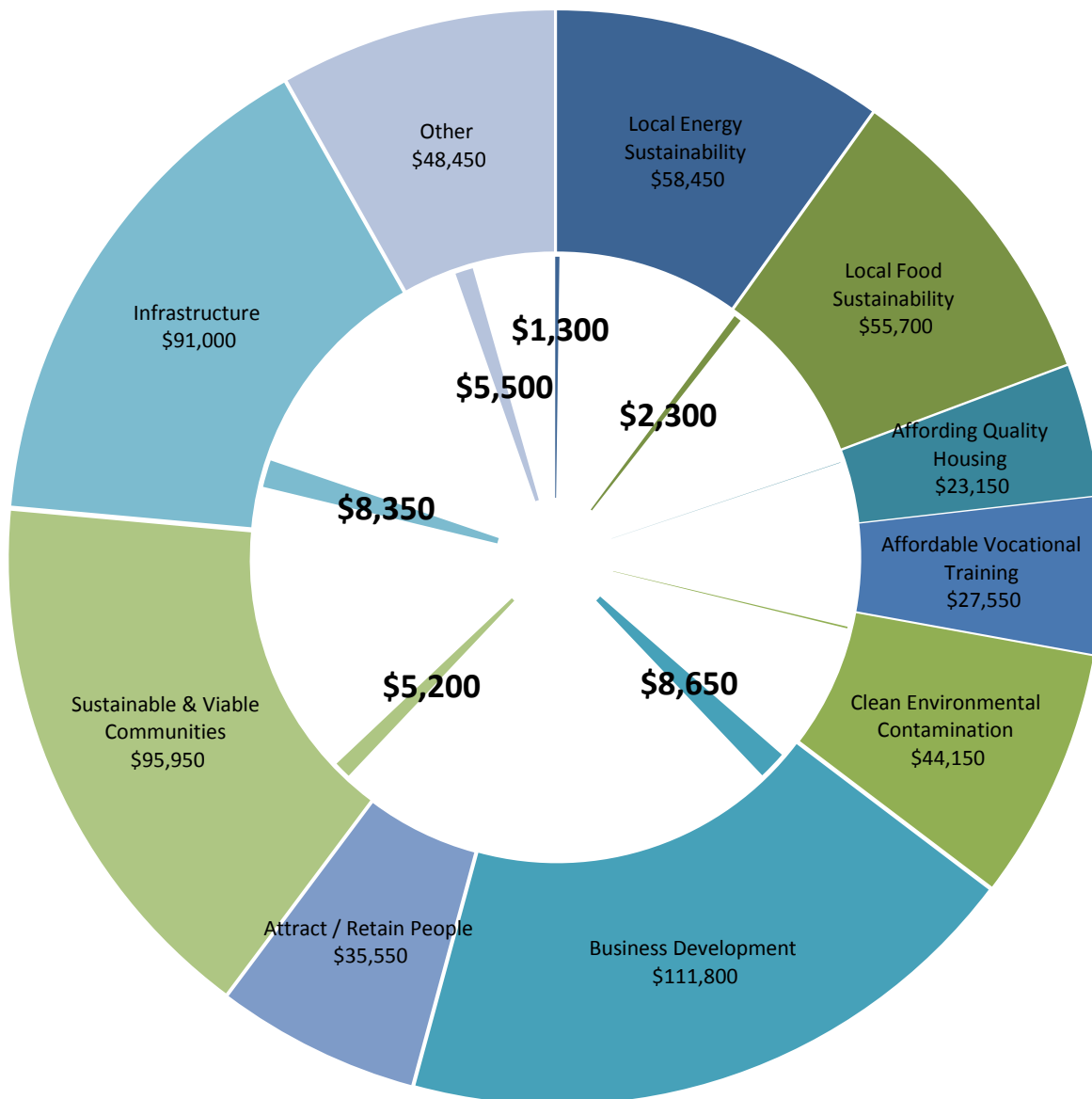
Weighted Targets: Tupperville vs Total



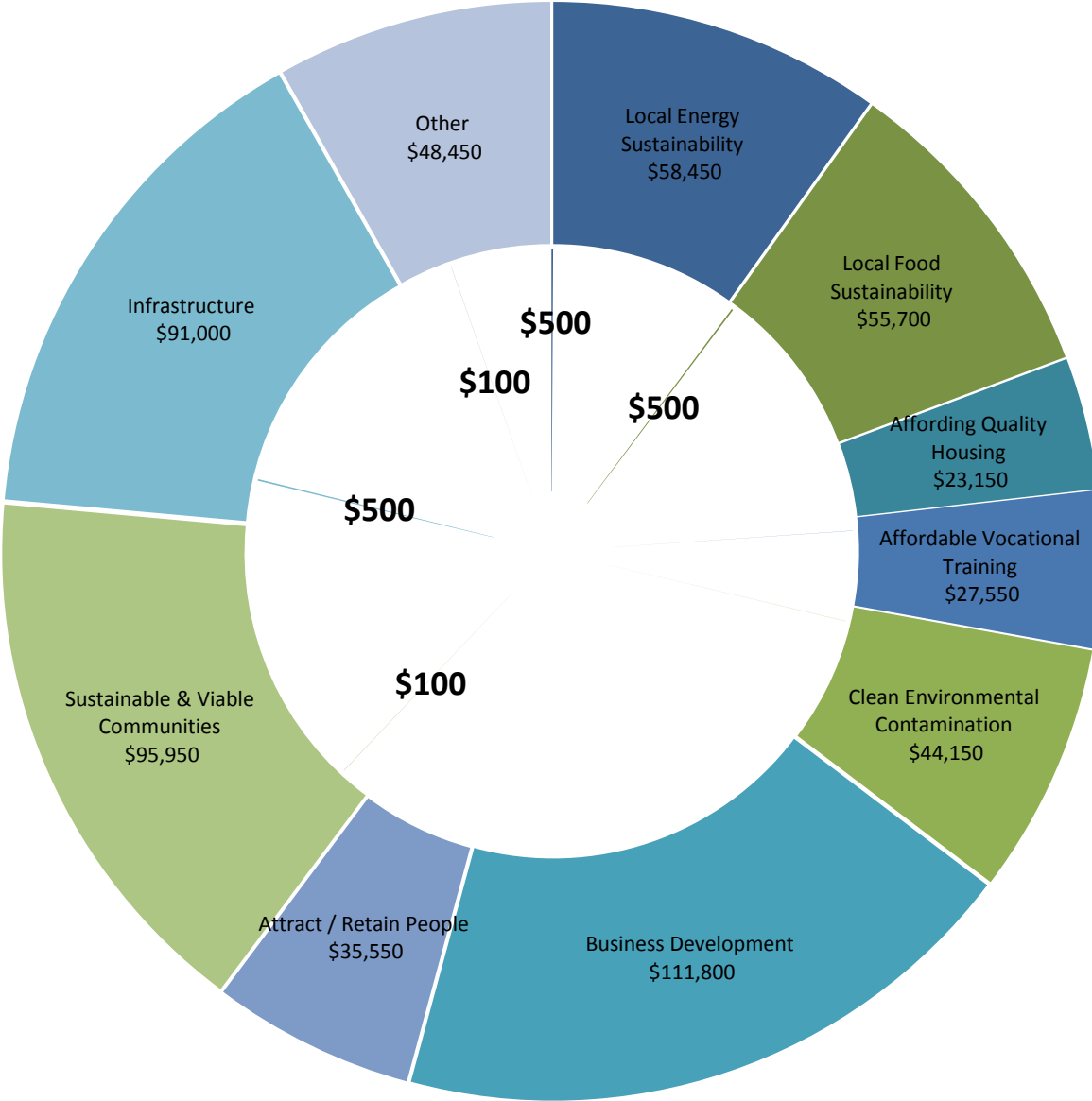
Weighted Targets: Wilmot vs Total



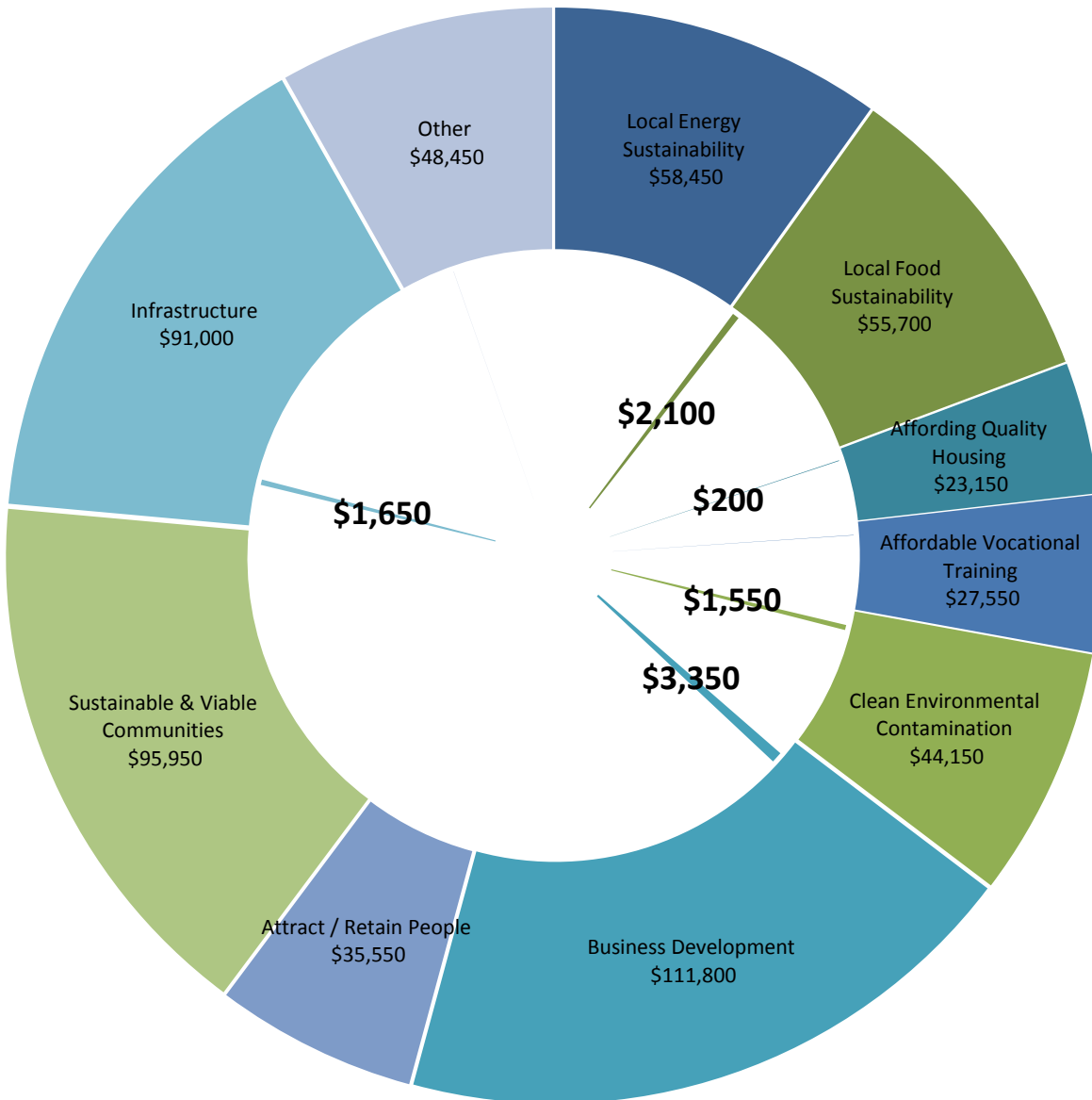
Weighted Targets: Agriculture vs Total



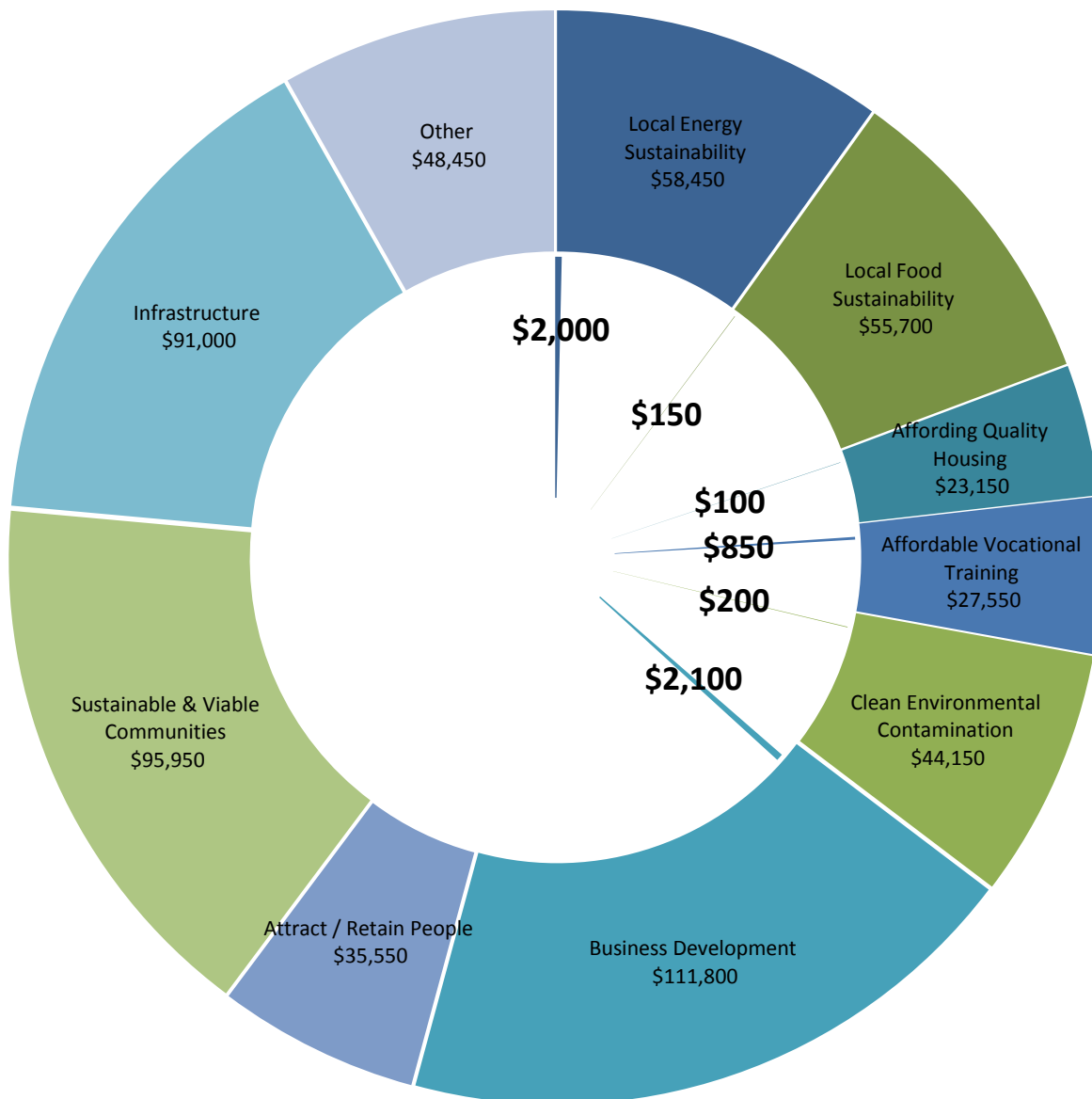
**Weighted Targets:
Construction and Land Developers vs Total**



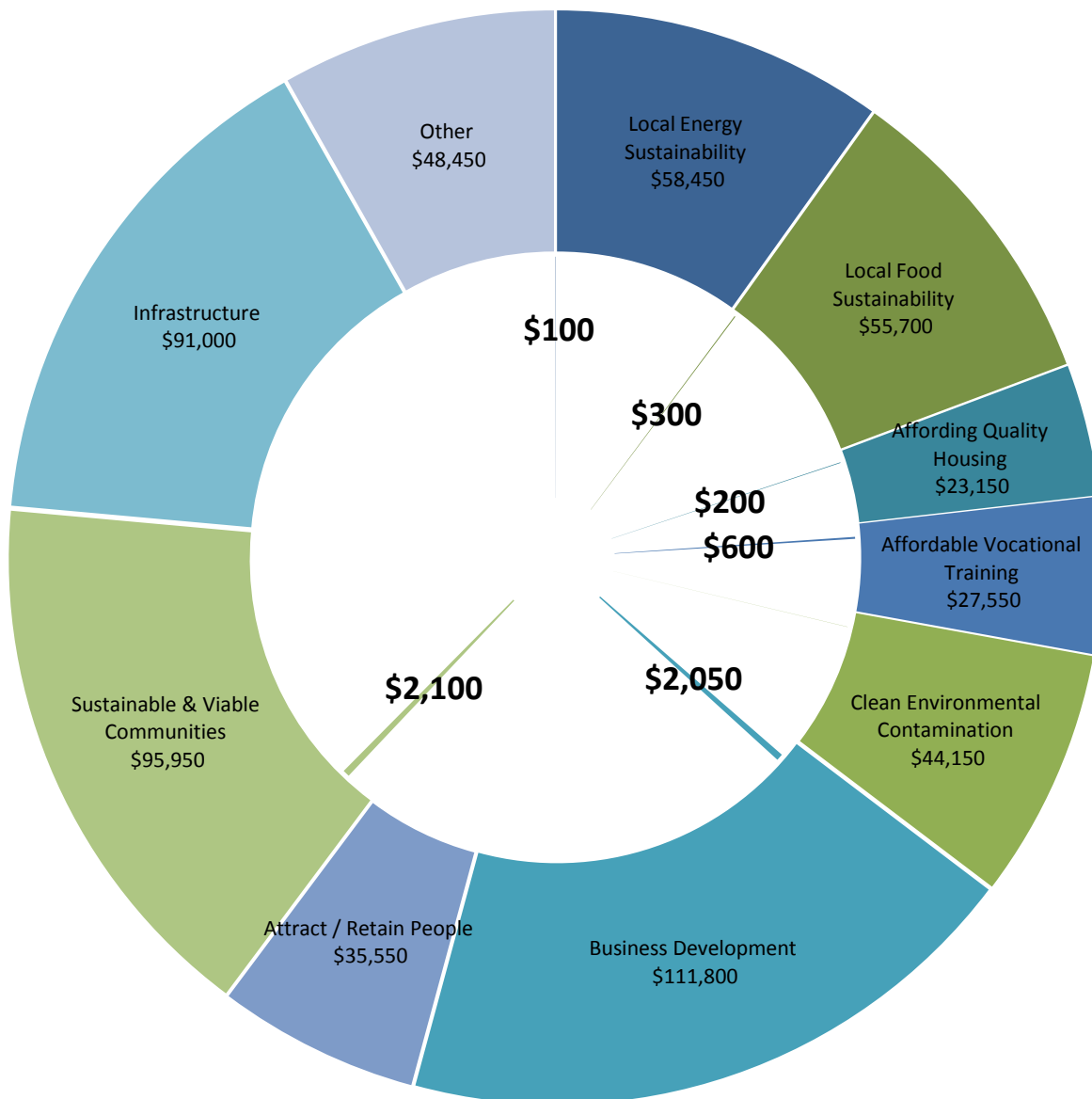
Weighted Targets: Fisheries vs Total



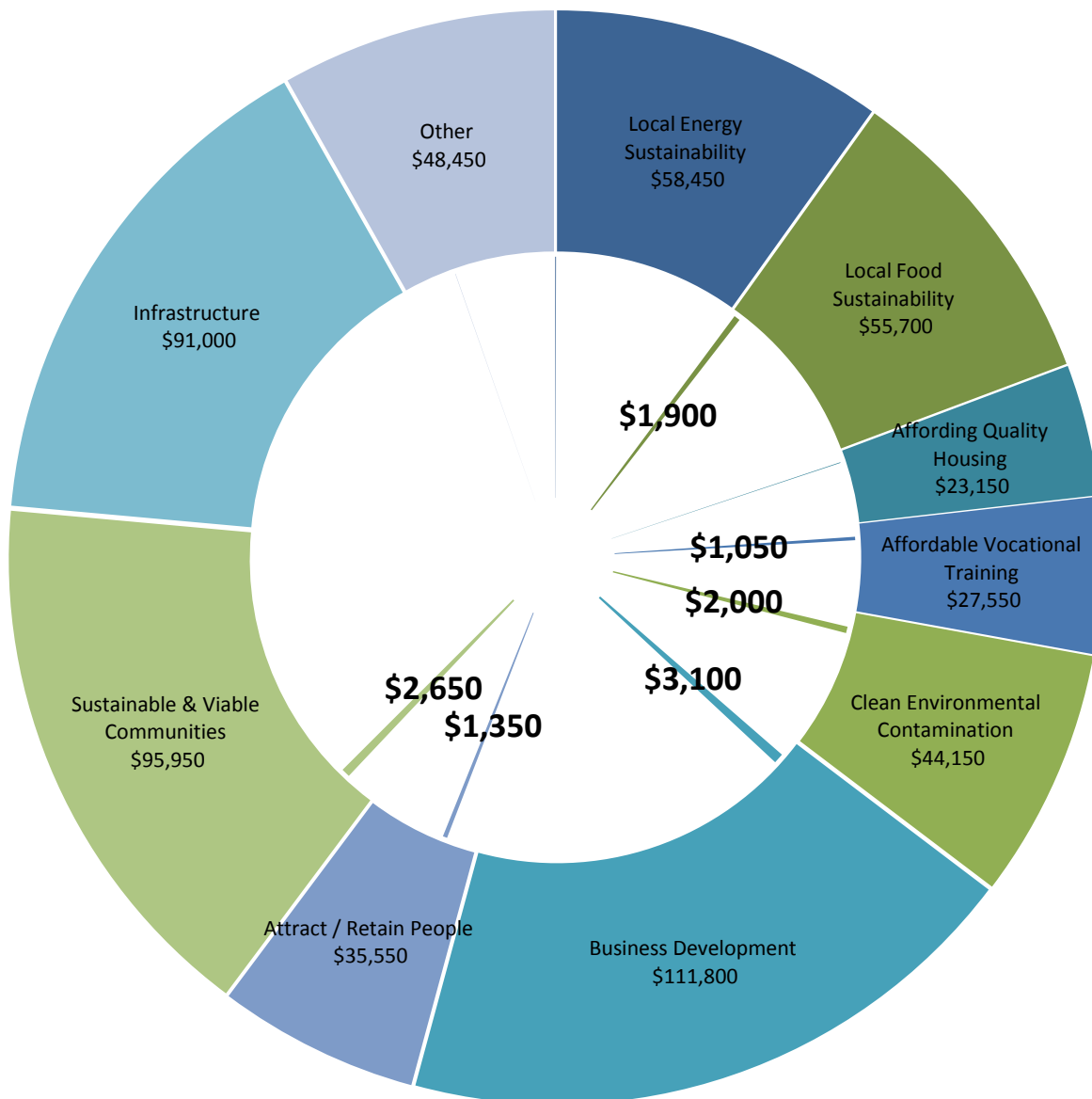
Weighted Targets: Forestry vs Total



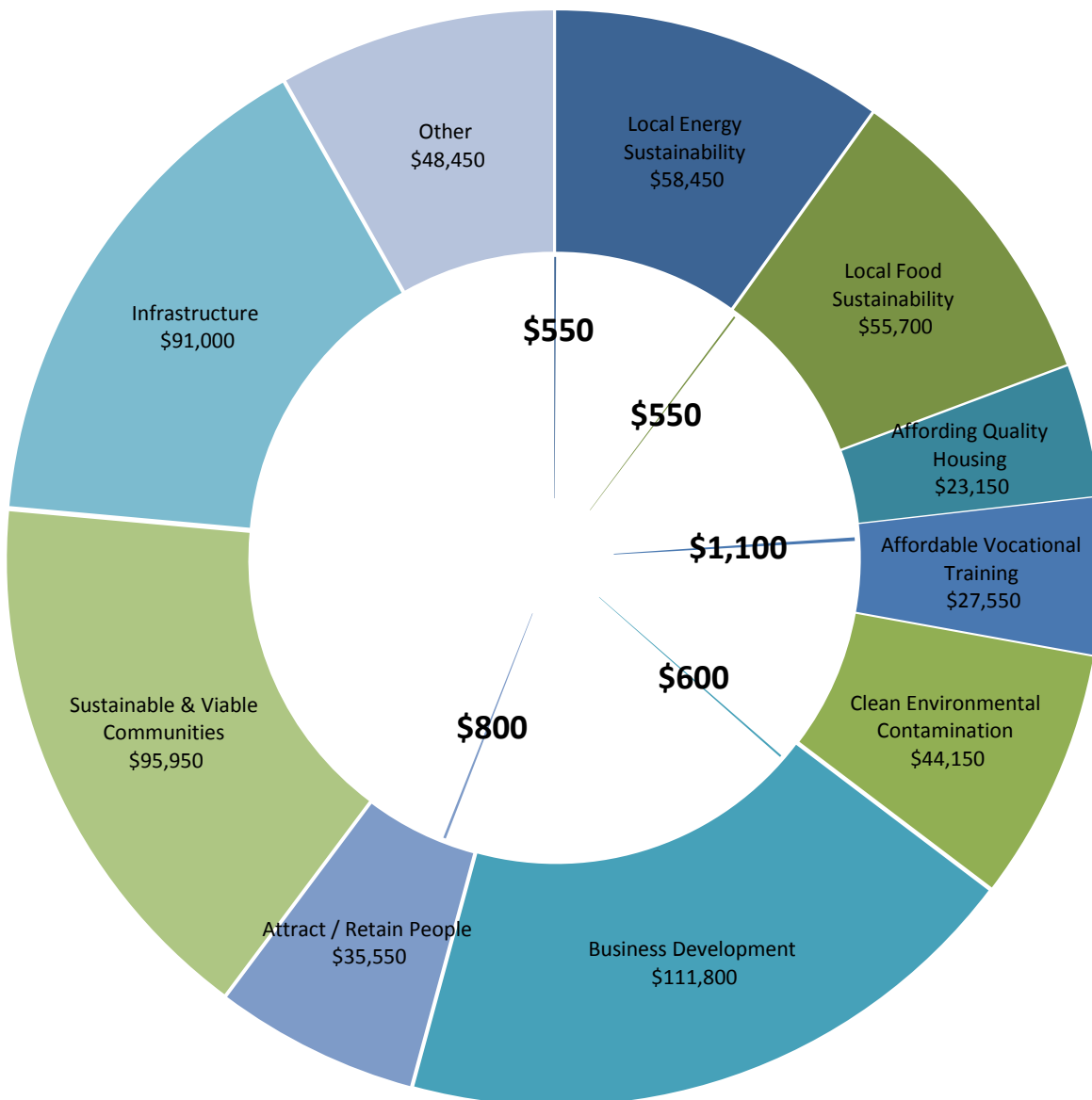
Weighted Targets: Health & Wellness vs Total



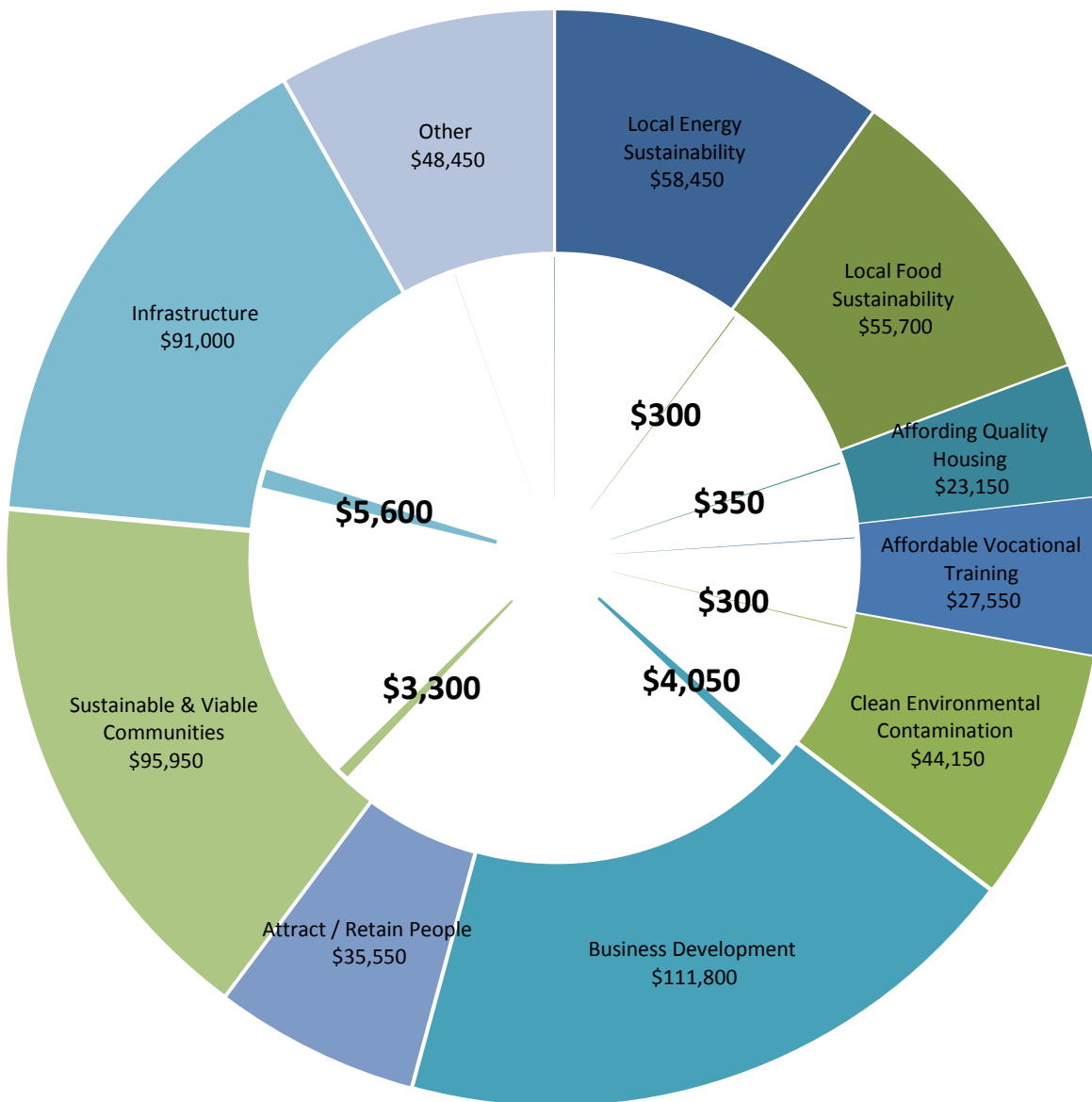
Weighted Targets: Not-for-Profit vs Total



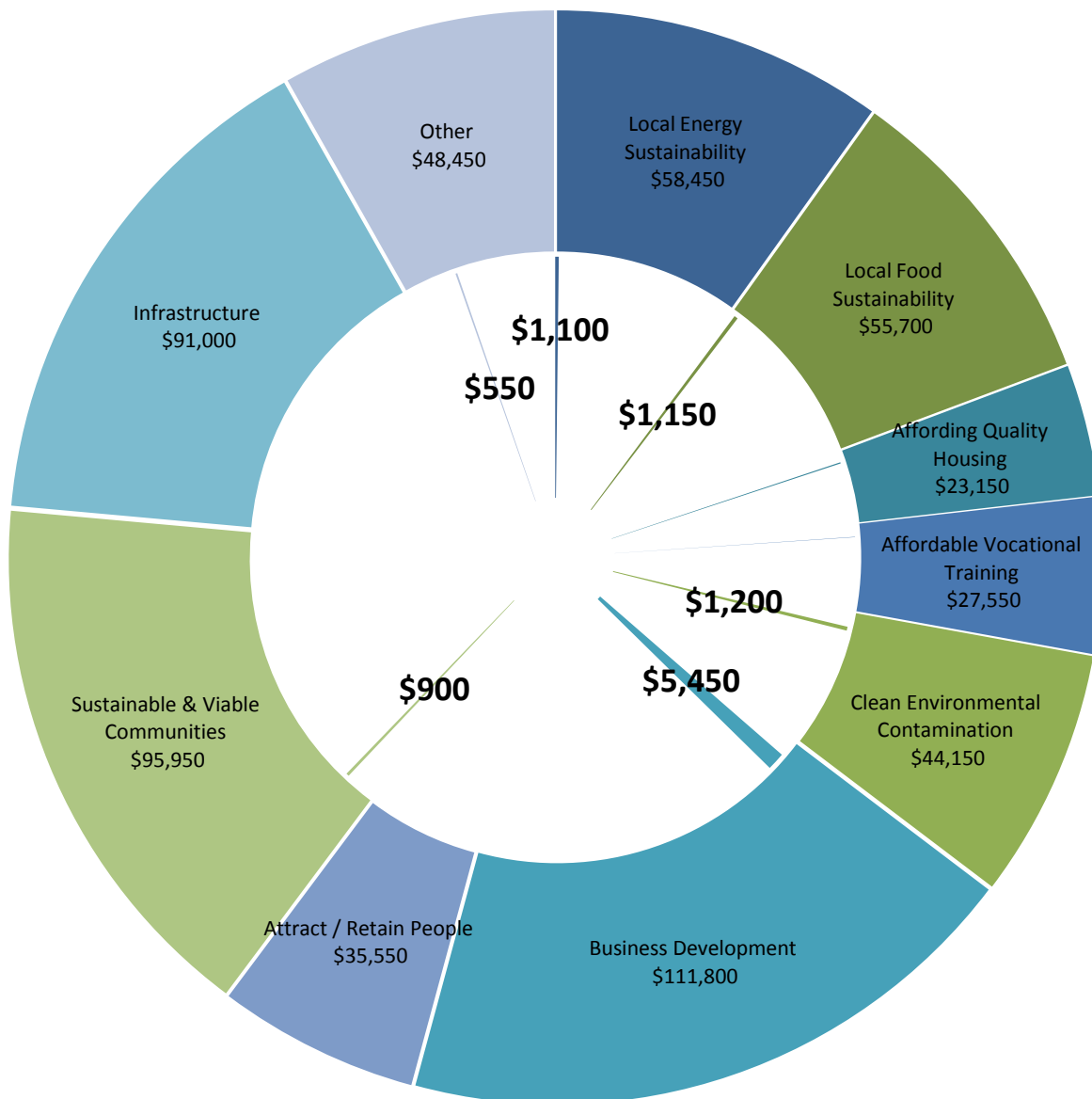
Weighted Targets: Small Business vs Total



Weighted Targets: Sports & Recreation vs Total



Weighted Targets: Tourism vs Total



Exact Results by Meeting

The following information is the exact results of each meeting. Readers can use this to see exactly what came from each meeting, the different ideas and approaches that were discussed, and the final prioritization through the weighted value and 'vote by checkmark' process. The Actions and Tactics section is, for the most part, listed in order of priority (with the bracketed numbers indicating the number of checkmarks received).

As Council moves forward with the development of the Economic Development Strategy focus will shift from setting long-term targets to developing action plans. The next phase will be to develop shorter term activities and initiatives to aid in the accomplishment of the identified long-term targets.

Annapolis Royal: Exact Results

Target Brainstorming Exercise

Table 1

Retention of emphasis on heritage and natural beauty

Employment in the community for coming generations

Attractive aspects to draw people (young, retired, entrepreneurs, etc.)

Improved governance model (efficient and responsive to citizens' preferences and needs.

Be a centre supporting a diverse set of world class excellence that can be performed here

Table 3

Cultural sustainability (visual arts, theatre, heritage (history))

Liability (works against sustainability)

Well being – we are all responsible

New businesses moving to the area to help increase tax base and employ our youth

Table 2

Business friendly – open for business

Opportunity for youth people

Schools, education, training

Promotion, marketing

Local taxes need to be reduced

Community owned energy company

Tourism

Equal taxation

Table 4

Sustainable industry

High quality of life (health, happiness, average to above average income)

Productive population

Table 5

Reverse people flow movement from outflow to inflow

Focus on success opportunities:

- Creative, artistic, cultural
- Intelligence based activities
- Fundamental industries such as farming
(cause an inflow of people for this type of activity)

Fisheries and forestry for people retention

Ocean based industries – clustering/closed loop (i.e., mink industry)

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Reverse the flow of people	\$7,550.00	22.9	Opportunities / Jobs
Local food sustainability	\$6,350.00	19.3	Removing regulations
Research and develop assets	\$6,200.00	18.8	Knowing what your assets are
Not in the list	\$4,300.00	13	N/A
Local energy sustainability	\$4,200.00	12.7	Various factors
More business friendly	\$2,800.00	8.5	Not discussed
Affordable vocational training	\$1,300.00	3.9	Not discussed
Affordable quality housing	\$100.00	0.3	Not discussed
Clean environmental contamination	\$100.00	0.3	Not discussed

Actions & Tactics

Reverse the flow of people

1. This will happen once the rest does (four other points) (8)
2. Attract various ages (6)

Research and develop assets

1. Community mapping (skills, resources, knowledge) (9)
2. “grow” what we have that is presently working (4)
3. Involve young people in research (2)
4. Identify/establish core indigenous activities (0)
5. Revive ocean/fresh water economy (basin areas once bustling) (0)

Local food sustainability

1. Remove protectionism in the market (i.e., eggs, milk, cheese) (11)
2. Subsidize organic certification cost to kick-start industry (as is the case in NB & NL) (1)
3. Encourage production and/or local purchasing power for farm inputs. (1)
4. Land base, money input, labour (0)

Local Energy sustainability

1. Annex the tidal power plant to the County (4)
2. Geothermal (3)
3. Solar power (3)
4. Research and develop (3)
5. Hydro (0)
6. Wind (0)

Not in the list

1. More efficient and responsive model of government (8)
2. Equal taxation (5)
3. Attractive living environment (1)

Bear River: Exact Results

Target Brainstorming Exercise

Table 1

More viable rural economy

Reduce bureaucracy and intrusive legislation

Reduce duplication of government services

Need for investment

Better health care in rural areas

Table 2

Accessible, reliable wifi (support virtual jobs)

Health care electronic access for doctors

Grow arts economy

Get valley businesses and entities on internet, social media

Job development / training

Table 3

Water for downtown Bear River

More sustainable employment

Healthcare (clinic needs)

Preserve heritage buildings (culture & history)

Riverbank restored (rising tides bad erosion)

Child development (playground park)

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Infrastructure	\$9,850.00	30.4	Tax dollars, money
Viable Rural Economy	\$9,500.00	29.3	Infrastructure investment, political / community will (these were debated)
Improved Healthcare	\$4,950.00	15.2	Health pro incentives and restore health care fund
Clean Environmental Contamination	\$2,600.00	8	Education, strong environmental legislation
Local Food Sustainability	\$1,650.00	5	Jobs and farm land
Local Energy sustainability	\$1,550.00	4.7	Not discussed
Not in the List	\$1,200.00	3.7	N/A
Affordable Quality Housing	\$750.00	2.3	Not discussed
Affordable Vocational Training	\$350.00	1	Not discussed

Actions & Tactics

Infrastructure

1. Funding for cultural / heritage buildings (8)
2. Prompt consistent road repairs (5)
3. Engineering study of erosion of riverbank (2)
4. Invent a pot hole filling machine, one that one or two people can operate (0)
5. Development for downtown "to do list" (drop in centre) (where people can add things they would like done and others could drop in and pick something they could do that day) (0)
6. Meaningful signage (0)

Clean environmental contamination

1. Clean water development (12)
2. Prevent New Brunswick – Style Fracking (2)
3. End back road / river dumping (1)
4. End clear cutting (1)
5. Restore river edges (0)

Improved healthcare

1. Electronic media records (2)
2. Online nurse practitioners (1)
3. Extend dental care (1)
4. More doctor's, nurse practitioners (0)
5. Phone-in system at clinic where sign up for blood tests could be done before the upcoming appointment with the practitioner to save adding an extra appointment (0)

Viable rural community

1. Encourage "niche" products (agriculture, forestry, fisher, small-scale industrial information technology, investing) (7)
2. Promote community cooperation (5)
3. Free pop up galleries for artists & retail (use unoccupied buildings downtown) (2)
4. Re-populate our family farms which rebuilds rural population and develops food security (do it with tax incentives and grants) (2)
5. Reliable cheap internet access and training for on-line economy (2)
6. Encourage entrepreneurship through less regulation, better skills training, more global outlook (0)
7. Encourage increased immigration through information provision (internal & external) (0)
8. Create a "live" "fiver" system – location for artisans and craft people or other people who have a skill to sell (0)

Local food sustainability

1. Promote help for young farmers (6)
2. Community cooperatives (4)
3. Training for non-farmers (market, gardens, bee keeping) (2)
4. More family friendly (including multigenerational farms) (2)
5. Prevent pollution (0)
Expand Department of Agriculture to do more outreach (0)

Bridgetown: Exact Results

Target Brainstorming Exercise

Table 1

Create more opportunities for citizens (i.e., markets)

Raise the standard of living

More economic farming

Encourage farming

Table 2

Babba Yaga housing for older adults still largely able to care for themselves.

Certifying people's skills regardless of their literacy

Reduced costs

County housing registry

Elder transport

Tax benefit for bequeathing housing

What types of industry?

Limits on population growth?

Table 3

Local health care (especially for seniors & more health care providers available)

Assistance with e-marketing for start-up businesses in this area

Develop branding for Annapolis County

Take advantage of knowledge and experience of residents

More extensive public transit

Non-traditional farming

- Both in methods and products
- Expand markets to areas outside of local region

Table 4

Forest management (instead of clear cut and walk away)

Retaining youth in the area

Small business

Incentives for woodlot sustainable land use

Re-develop every empty building

Table 5

Local industry

- Encourage entrepreneurship
- Diverse industries
- Craft industries

Adult recreational activities

Better internet connectivity

Household gardens

Reduce government regulations

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Increase Employment Opportunities	\$6,800.00	17.1	Encourage local entrepreneurship, inventory of local resources
Local Energy sustainability	\$5,500.00	13.8	Varies
Local Food Sustainability	\$5,350.00	13.5	Willing labour, equipment, arable land
Maximizing and Sustaining Existing Resources	\$5,250.00	13.2	Inventory of resources
Communities Supporting Each Other and Working Together	\$4,400.00	11.1	Leadership
Affordable Quality Housing	\$3,850.00	9.7	Not discussed
Clean Environmental Contamination	\$3,600.00	9	Not discussed
Affordable Vocational Training	\$2,900.00	7.3	Not discussed
Not in the List	\$1,600.00	4	N/A

Actions & Tactics

Increase employment opportunities

1. Market the County to potential industries (11)
2. Improve connectivity (2)
3. Process local cucumbers into pickles and relish instead of importing from India (compliments brand) (2)
4. Energy generation (1)
5. Certify existing skills and get over diploma/degree fixation (1)
6. Raise beef cattle on grass (0)
7. Grow asparagus (0)

Local energy sustainability

1. Education re: energy savings, encourage use of solar panels on individual properties (7)
2. Encourage housing and life style to minimize energy use (3)
3. Set up production facilities to make wood pellets and grass (from pulp and paper waste) (2)
4. Wind farms (2)
5. Join energy storage initiatives (battery, pumped storage, other) (1)
6. Programs to encourage energy savings (i.e., heat pumps) (1)

Local food sustainability

1. Encourage local farming and gardening in a sustainable and profitable way (9)
2. More financial support for people developing vineyards and wineries and growing grapes (3)
3. Provide community gardens (3)
4. Develop native food plants (2)
5. Forest gardens
6. Permaculture
7. Greenhouses

Maximizing and sustaining existing resources

1. More education on how to sustain and maximize local resources – what are our resources? How do we husband them? (10)
2. Identify what is most doable (4)
3. Population growth (increase) (1)
4. Incentive programs with guide lines (0)

Communities supporting each other and working together

1. Creating more inter-community events (9)
2. Break down barriers between communities and generations (2)
3. Coordinate / cooperate (2)

Cornwallis Park: Exact Results²

Target Brainstorming Exercise

Table 1

Attention to health issues

Economy based on 21st century vision. What will the world look like in 2050?

Learn from successful counties (Newfoundland)

As presented – goals seem to fall outside the legislated prevue of Council – is plan to act or influence

Facilitator's Notes with entire group

More Diversity

New business ventures

Bring back money to our economy

Making good money here

² The participants at this meeting were apprehensive to following the prescribed process and preferred to focus on defining “success”. The information on the following page is aspects of that definition.

Defining Success³

Participation (increase) (8)	Engage and retain youth (1)
Continued learning from the best (6)	Garden of Eden of weather (1)
Senior country living (5)	Annapolis County makes McLean's list of best places to live (0)
Attract more people (4)	Clear community identity (0)
Sell our strengths (4)	Maintaining economic base (0)
Have Council take actions that say "we are open for business" (4)	Consistent population growth (0)
Get "our" and "their" share of the Bay of Fundy (3)	Adequate tax revenue (0)
Generate more power here (3)	Better internal/external communication (learn from the best) (0)
Keep the dream alive (3)	Better health centre (0)
Be much less backward about coming forward (2)	Have a good time (0)
Create a "clearer" community identity (3)	
Adopt 60x10 philosophy (3)	

For the purposes of comparative analysis we have used the previous information to produce a reasonable facsimile of the data in the format of the other meetings although that was not the manner in which it was gathered.

³ Each person at the meeting along with the Chief Administrative Officer and area Councillor were given five "checkmarks" to put beside the aspects to signify priority and/or importance.

Granville Centre 2⁴: Exact Results

Target Brainstorming Exercise

Table 1

Better Internet

Build an Advisory Committee on Leadership

Attract internet based service businesses

Sell more organic food to European / New England markets

Local energy sustainability (Centre of expertise for alternate energy and storage (Bio mass, wind, tidal)

Increase exports/imports to European Union

⁴ There were issues with notification flyer delivery and so before the first meeting took place a decision was made to hold a secondary community meeting at the end of the regularly scheduled meetings. These were the results of that last meeting.

Weighted Targets

Primary Target	Total Allocated	percent	Dependent Target(s) / Factor(s)
Build an Advisory Committee on Leadership	\$1,800.00	100	Not discussed
Increase Exports / Imports to European Union	\$0	0	Not discussed
Better Internet	\$0	0	Not discussed
Local Energy sustainability	\$0	0	Not discussed
Local Food Sustainability	\$0	0	Not discussed
Affordable Quality Housing	\$0	0	Not discussed
Affordable Vocational Training	\$0	0	Not discussed
Clean Environmental Contamination	\$0	0	Not discussed
Not in the List	\$0	0	N/A

Actions & Tactics⁵

Build an Advisor Committee on Leadership

- No specific input

Better Internet

- No specific input

Attract internet based service businesses

1. Supply chain
2. Marketing
3. Administrative / human resources
4. Support research & development for seafood products and agri-foods
5. Strategic planning to determine suitability

Sell more organic food to the European / New England markets

1. More co-operatives
2. Better transportation and supply chain

Increase exports / imports to European Union

1. Create knowledge worker jobs for immigrants and growth
2. Work with sector councils to eliminate redundant processes and harmonize transportation, customs, trade and environment regulations with European Union

Local Energy Sustainability

Research and development Centre of Expertise for alternate energy and storage (Bio mass, wind, tidal)

⁵ No checkmarks were used and instead a rating system was used due to the number of participants.

Granville Centre: Exact Results

Target Brainstorming Exercise

Table 1

Through leadership and political will provide an environment for sustainable rural development (through regulatory changes)

Realistic achievable goals

Well paid job

Increased access to building materials

Improve infrastructure (transportation, telecommunications, info-highway)

Employment – 95% full time work

Continued community involvement

Implementation – reasonable time frames

Table 2

Job creation

Support small business and planning

Transportation and communication infrastructure

Better link to air port

Fibre everywhere

Attractive to high quality labour force

Liveable communities

Table 3

Retaining our youth by providing training related to employment opportunities

Green goods / services / research

Developing employment opportunities

Allowing seniors to stay in their homes as long as possible

Developing green products

Table 4

More sustainable / quality employment

Creating a future for our children and young families

Making later life better

Enabling local industries to bring the west home

Supporting our local communities (employment, food, industry, seniors)

More convenient transportation

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
More Sustainable Quality Employment	\$13,450.00	45.1	Municipal plan conducive procedure
Economically and Environmentally Viable and Liveable Communities	\$4,100.00	13.7	Amenities, programs, services, activities, opportunities (inclusive)
Local Energy sustainability	\$2,900.00	9.7	Create and educate using local energy
Local Food Sustainability	\$2,750.00	9.2	Undecided
Affordable Quality Housing	\$2,450.00	8.2	Conducive planning
Affordable Vocational Training	\$2,200.00	7.3	Not discussed
Local Communities Have Continued Involvement	\$1,350.00	4.5	Not discussed
Clean Environmental Contamination	\$600.00	2	Not discussed
Not in the List	\$0	0	N/A

Actions & Tactics

More sustainable quality employment

1. Manufacturing and value added products (5)
2. Trades and apprentice positions that relate to available jobs (4)
3. Create incentives for companies to hire full time rather than multiple part-time positions (with benefits, pension, career) (3)
4. Make it easy to create a small/large business (2)
5. Legislation to encourage entrepreneurship (0)
6. Search for investors, apply for grants (to build business ideas) (0)
7. Improve education at all levels (0)
8. Create business supporting infrastructure (transportation – communication)

Economically and environmentally viable and liveable communities

1. Municipal units to purchase materials from locally harvested and processed sources (6)
2. Avoid ghetto-isation of demographic groups (i.e. seniors) (5)
3. More / convenient transportation (dependable, timely, affordable) (1)
4. All year round (1)
5. Be willing to retire towns (1)
6. Accessible and affordable recreation
7. Cycle lanes
8. Local shops
9. Fix trails / create ability to travel without cars
10. Enhance social interaction to build strong communities

Local energy sustainability

1. Create policies to encourage wind power and solar and tidal and bio-fuels (second). (10)
2. Mandate municipal buildings to use local fuel (wood, grass pellets, etc.) (3)
3. ESCOs program to retrofit/upgrade energy at the household level (ESCOs means the upgrade is paid by the savings created) (1)
4. Silo's weren't part of the landscape before 1920; now they are and in the future/present windmills need to be (1)
5. Identify quality resources (i.e. land base, investigate opportunities) (1)
6. Mechanisms to phase out oil furnaces (0)

Local food sustainability

1. Mandate municipally controlled institutions, offices, etc. to use local foods (6)
2. Develop secondary foods from primary food resources (3)
3. Support organic sources of food – veggies / farms (2)
4. Discount for locals to buy local (show a card with current address *promote living here) (2)
5. Meals from ingredients (0)
6. Free community kitchens / programs (0)
7. Encourage home-grown gardens / food (0)

Affordable quality housing

1. Renovate a (failing) hotel or motel (7)
2. Apartments / condos (2)
3. Modules (1)
4. Subdivisions / housing estates (0)

Hampton: Exact Results

Target Brainstorming Exercise

Table 1

Communication (cell phone, high speed internet)

Food (grow our own, produce / encourage small farms and Fish farms / improve feeding)

Tourist attraction (trails, public toilet / permanent, improve roads, if possible, archaeology in cove / at beach, habitat – knowledge of fauna/flora/fish & lobster, beach park)

Environment (keep beach clean)

Table 3

Attract tourists

Money management for young people

Need real estate to move quicker

Promote beach / manage cleaning of beach

Signage for beach (i.e., pick up dog poo)

Fix mountain Rd.

Coffee houses & toilet

Table 5

Well paying jobs

More industry

More younger families

Table 2

Change date to 2020

Explore internal resources

Coast line erosion saved

Explain natural coastline attractions

Tourism (tourists have beach life experience)

Interpretation centres along County coast

Table 4

Build on what we have

Tourism = make information available

Encourage cooperative approach

Could apply in food sustainability

Community gardens

Need to improve cell and internet service to encourage investment in cottage industry

Affordable senior housing – why does it have to be in towns only?

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Communications	\$6,500.00	24.1	Government Support
Tourism	\$5,150.00	19.1	Stand alone
Attract Primary Industry	\$4,650.00	17.2	Local energy sustainability
Local Energy sustainability	\$4,050.00	15	Education & promotion opportunity
Local Food Sustainability	\$3,000.00	11.1	Market (sales)
Affordable Quality Housing	\$2,350.00	8.7	Not discussed
Affordable Vocational Training	\$950.00	3.5	Not discussed
Clean Environmental Contamination	\$250.00	0.3	Not discussed
Not in the List	0	0	Not Applicable

Actions & Tactics

Local Food sustainability

1. Co-op – sharing of equipment & knowledge (7)
2. Stop competing with each other – cooperate (3)
3. Lower cost of local food (2)
4. Community garden (1)
5. Promotion of lobster suppers (or seafood) (0)

Local Energy Sustainability

1. Affordable turnkey solar packages (6)
2. Expand wind power (4)
3. Provide education to encourage people to make sustainable choices (2)
4. Develop tidal energy (2)
5. Provide education to encourage people to make sustainable choices (0)

Attract primary industry

1. Need high speed internet (5)
2. Affordable seniors housing (4)
3. Garbage incinerator (1)
4. Natural gas? Convert to finished product (1)
5. Software development (1)
6. Farms – mushroom (1)
7. Furniture – wood products (0)
8. Art school (0)

Tourism

1. High speed & cellular coverage (8)
2. Promote what we have (3)
3. Interpretive centres along Fundy shore (highest tides in the world – Bay of Fundy) (1)
4. Trail systems (advertised and organized) (1)
5. Kid – friendly attractions (1)
6. Public washrooms (1)
7. Use Annapolis River more and promote it (0)
8. Suggestion boxes at tourist bureaus – what to tourists want?

Communications

1. High speed internet – improve(faster; consistent) (important for Valley radio, AVR...) (11)
2. Cell phone coverage (2)
3. Interpretive centres need best high speed everything (0)
4. Cable TV (fibre op) (0)

Lawrencetown: Exact Results

Target Brainstorming Exercise

Table 1

Business development plan

- Environmental
- zoning/land use
- residents / businesses protection)

Annapolis / Kings amalgamation

- economic development planning
- economics of size
- Purchasing
- governance

Health facilities (foundation for economic development)

Table 2

Marketing of agriculture

Roads

Table 3

Jobs (not Convergys's, better wages, more jobs)

Farms / industry

- Value added product development
- Red tape reduction
- Better wages (farm labour)
- Incentives for low income / social assistance to work

Table 4

Lack of jobs (private sector)

Build retirement community

- Critical mass
- Require services
- Bring in money

Quality of health care

- Quality of life
- Promotion / marketing

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Value Added Agriculture	\$6,450.00	36	Demand
Jobs Strategy	\$4,700.00	26.2	Local economic demands
Land Use Planning	\$4,300.00	24	Demand of the people (desire)
Local Food Sustainability	\$1,300.00	7.2	Demand
Affordable Vocational Training	\$550.00	3	Tie training to local opportunities
Not in the List	\$500.00	2.7	N/A
Local Energy sustainability	\$100.00	0.5	Not discussed
Affordable Quality Housing	\$0.00	0	Not discussed
Clean Environmental Contamination	\$0.00	0	Not discussed

Actions & Tactics

Value added agriculture

1. Less red tape for local growers (cranberry producer) (4)
2. Mobil app to link producers to consumers (3)
3. Mobile juice factory (2)
4. Apple Brandy / fortified wine (0)
5. Hard cider (0)
6. Dinner / meals to go (meals on wheels for the government) (0)

Jobs strategy

1. Promote creative rural economy (6)
2. Co-op for CSA (cross farm products) (3)
3. Economic business plan (create and maintain one) (0)
4. Adhere to environmental concern (community) (0)
5. Agriculture themed (0)
6. Hire local / train local (0)

Land use planning

1. Community driven (voluntary) with education (8)
2. Zoning / By-laws (2)

Local food sustainability

1. Mobile slaughter for local farmers (7)
2. Facilitate slaughter / processing for small producers (1)
3. Farm administration CSA (1)
4. "The Town that food saved" – Ben Hewitt (0)

Affordable vocational training

1. Tie to local opportunities (2)
2. Paid by
 - Business (1)
 - Government (0)
 - Industry (0)

Maitland Bridge: Exact Results

Target Brainstorming Exercise

Table 1

Retention of youth

Employment opportunities

Infrastructure maintenance & building (i.e., roads, public buildings)

Cooperation between area and Keji Park

More equal pricing for small and large retail outlets

Table 3

More jobs

Tourism

Something to attract more people to the area

Keep park open year round

Table 2

Local job opportunities to keep the younger people we have here and attract others

Keep the park open year round!

High speed internet comes as far as Harmony, a new building is needed to push it to Maitland Bridge

Table 4

Youth retention

Employment (Park)

Solar energy

More small businesses

Community garden

Weighted Actions

Primary Target	Total Allocated	Percent	Dependencies
Kejimikujik National Park Open All Year Round	\$7,850.00	32.7	Community Leadership
Youth Attraction and Retention	\$5,900.00	24.6	Job opportunities
Infrastructure	\$5,250.00	21.9	Money
Affordable Vocational Training	\$2,050.00	8.5	Job opportunities
Local Energy sustainability	\$1,650.00	6.8	Leadership
Affordable Quality Housing	\$650.00	2.7	Not discussed
Clean Environmental Contamination	\$350.00	1.2	Not discussed
Local Food Sustainability	\$250.00	0.9	Not discussed
Not in the List	\$0.00	0	N/A

Actions & Tactics

Kejimikujik National Park open all year round

1. Lobby the CEO Parks Canada about the situation here at Keji (10)
2. Form a committee of Municipal, Provincial, Federal and local residents to speak to Parks and not leave it up to Friends of Keji to get projects going at Keji (3)
3. Employment Insurance could assist people to work at Keji, short and long term projects (0)

Youth attraction and retention

1. Better job opportunities (9)
2. River research Centre to attract people to the area (2)
3. High quality public education
4. More communication with recreation department and Mersey

Infrastructure

1. If we are going to be a tourist area – we need the bushes and sides of the road improved (5)
2. Take care of pot holes in the spring (3)
3. High speed internet through fibre optics (2)
4. Move the speed limit to the lower end of Maitland Bridge so the big trucks are slowed down (0)

Affordable vocational training

1. Survey the area to find out what type of training would be an asset to the area (10)
2. Have people come here to do income tax rather than leave local area (1)

Local energy sustainability

1. Alternate energy sources (i.e., solar, wind) (9)
2. Local (small) energy generating station, focused on biomass (2)

Margaretsville: Exact Results

Target Brainstorming Exercise

Table 1

Craft cooperative for small time crafters

Micro-processing development

Improved cell service – emergency for the entire community

Recreation development for seniors

Table 3

Tourism – more development of local historic sites

Faster internet service

Cell phone coverage for entire community

Road repair

Table 2

Care for health & welfare of citizens

Address local transportation issues (infrastructure, including digital)

Table 4

More support for business entrepreneurial training

More transportation alternatives

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Increasing Business Start-up	\$7,150.00	30.4	Would-be entrepreneurs
Communication Infrastructure	\$5,100.00	21.7	Money
Affordable Vocational Training	\$2,900.00	12.3	Government support
Local Energy sustainability	\$1,900.00	8	Public awareness
Alternative Transportation	\$1,900.00	8	Users who would use that transit
Local Food Sustainability	\$1,800.00	7.6	Willing buyers
Clean Environmental Contamination	\$1,800.00	7.6	Education and Enforcement
Not in the List	\$500.00	2.1	NA
Affordable Quality Housing	\$450.00	1.9	Not discussed

Actions & Tactics⁶

Increasing business start-up

1. Create a Provincial/County access/fusion centre for entrepreneurs to support and connect with business, technology, marketing, funding resources (i.e., help getting a good idea to market) (10)
2. Micro-processing (anything from breweries to wool growing, etc.) (5)
3. Consider temporary County tax breaks for new businesses (4)
4. Present self employment as a logical step to young people in the schools (3)
5. Provide marketing assistance and import / export database (2)
6. Create a business friendly environment by eliminating un-necessary regulations and red tape for start-ups (0)
7. Better advertising on web to show Annapolis County wants your business and will work to help you (0)
8. Local “expos” to highlight local business / talent (0)

Communication Infrastructure

1. Require / demand service providers to extend same high speed service to all communities (6)
2. Cell phone service to entire community (3)
3. Minimum band-width / average (2)
4. Government owned source (0)

Affordable vocational training

1. Adopt new network technologies such as on-demand learning via internet to local communities (13)
2. Vocational training facility for youth who do not (or cannot) get a grade 12 education but can learn a hands-on trade – these kids are falling between the cracks now (8)
3. Revamp the student loan program. Loans should be at 0 (or near 0) interest,

Local energy sustainability

1. Encourage use of: heat pumps, solar panels, wind turbines and personal wind mills (7)
2. Encourage energy conservation (7)
3. Air to air solar panels, promote / tax free (4)
4. Give high credits to those who add energy into the energy network (i.e., reward effort) (4)
5. Accessible, easy to understand

⁶ Participants were told they could put two checkmarks on each target action chart instead of one.

payments not beginning until \geq six (6) months after graduation and funding guaranteed available in time for course start (0)

information on alternate heat sources (3)

Alternative transportation

1. Transportation for rural residents using volunteers who get reimbursed for mileage only (use their own cars) as it was done in the beginning of Annapolis County Transportation Service (now TCTs) (8)
2. Shuttle service at reasonable price (5)
3. Combine school bus service with general public conveyance (4)
4. "Lighthouse Route" tours (from Yarmouth ferry) (0)

Local food sustainability

1. Get large grocery stores to buy local instead of shipping it in from outside (7)
2. Educate regarding use of home gardens, greenhouses (i.e., winter harvesting of kale, spinach, carrots, etc. grown under plastic hoop shelters) (6)
3. Increase "under the glass" food production (e.g. 50x Den Hann's operations) (5)
4. Support small farm start-ups with improved specialized infrastructure (2)
5. More support for the farm markets (use them for a start) (1)
6. Educational information for learning farming techniques (0)
7. Open a big fish farm (0)

Clean Environmental Contamination

1. Provide supplies and support for local clean-up efforts (6)
2. Extend the CARP model to other environmental issues (5)
3. Increase fines for polluters (4)
4. Make environmental data quality available on-line (0)
5. Promote the adopt-a-highway project and expand (0)

Middleton: Exact Results

Target Brainstorming Exercise

Table 1

Amalgamation of Municipal – reduce admin costs
New focus at Municipal level

Table 2

Efficient government
Attract and retain youth (all people)
Adjust to climate change (carbon)

Table 3

Tourism
Public Transportation

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Amalgamation	\$9,300.00	46.9	Will of the people
Attracting People	\$3,250.00	16.4	Values, examples, opportunities, pride of place, advertising, affordability, history/culture
Environmental Stewardship	\$1,750.00	8.8	Education, Incentive, Involvement
Not in the List	\$1,600.00	8	N/A
Local Energy sustainability	\$1,350.00	6.8	Distribution, encourage small development, NS Power's buy-in, reducing waste
Local Food Sustainability	\$1,000.00	5	Not discussed
Affordable Vocational Training	\$650.00	3.2	Not discussed
Affordable Quality Housing	\$500.00	2.5	Not discussed
Clean Environmental Contamination	\$400.00	2	Not discussed

Actions & Tactics

Amalgamation

1. One municipality in County (7)
2. Eliminate redundancy & duplication (3)
3. Vision of growth between GSA of Annapolis County & Towns (1)
4. Possibly join other County (0)
5. More power to local government (0)
6. Decrease number of MLA's (0)
7. Central purchasing for County (0)
8. Future orientation to Zoning (0)

Attracting people

1. Attract small business (7)
2. Reduce taxes (3)
3. Reduce living costs (1. Attract seniors 2. Attract small business 3. Better internet – communication)
4. Recreation facilities
5. Advertising (website) (ie. Plcte)
6. Gone – deed transfer tax
7. Welcome new way of doing things

Local energy sustainability

1. Incentive to use alternate sources of energy (6)
2. Bay of Fundy tidal power (2)
3. Integrated power grid (2)
4. Programs to reduce current use (0)
5. Carbon tax (0)
6. Solar power used more (0)

Environmental stewardship

1. Incentive sustainable farming (2)
2. Incentive sustainable energy generation (2)
3. Develop eco-tourism (hiking trails (summer & winter)) (2)
4. Reward fossil fuel reduction (1)
5. Incentive sustainable forestry practices (0)
6. Eliminate wood ticks (0)
7. Boat tours of Annapolis River (history, environment, economy) (0)

Nictaux: Exact Results

Target Brainstorming Exercise

Table 1

Enforce unsightly properties act

Promotion of area for tourism

Market a modestly priced area to spend your retirement as many others have done

Encourage communities to make their areas more attractive

Make it easier and cheaper to open new business in Annapolis County

Baby boomers yet to retire and they are not the seniors of old

We have a beautiful area and affordable housing, advertise

Attract (recruit) more physicians into the area

Improve signage on highways

Promote new industries

Table 2

Grow export markets by ___% (everything we produce now and in future)

Increase “under the glass” food production 10 times Den Haan’s operation

Set up North American recognized Liberal Arts Centre of Excellence in Annapolis Royal (and build creative economy)

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Attract and Retain People who have Resources and know what to do with them	\$5,850.00	40.6	Various
Market and Promote the area and opportunities	\$3,450.00	23.9	Knowing what we have
To Retain Business	\$1,650.00	11.4	Customers
Local Energy sustainability	\$1,350.00	9.3	Affordability
Clean Environmental Contamination	\$1,350.00	9.3	Vision everyone can buy into
Local Food Sustainability	\$600.00	4.1	Not discussed
Affordable Vocational Training	\$100.00	0.6	Not discussed
Affordable Quality Housing	\$50.00	0.3	Not discussed
Not in the List	\$0	0	NA

Actions & Tactics

Attract and Retain people who have resources and know what to do with them

1. Mentorship program – County level (4)
2. Advertise outside of Nova Scotia (3)
3. Seek advice from some of the folds that came from away and are here already (1)
4. Discover and define “the DNA” of Annapolis County (i.e., what makes us unique in the eyes of the world and be specific in what defines us – what are our core strengths (0)

Market and promote the area and opportunities

1. County provides marketing information, statistics and mentoring to grow small business (5)
2. Advertise outside of Nova Scotia (3)
3. Inform residents of services and industries (0)

To retain business

1. Ensure needed physical and digital infrastructure (7)
2. Help to advertise for owner’s and population to use the business (1)
3. Reduce the negativism of the population (that are not employed by that business) (0)
4. Provide in-training and educational support (0)
5. Open access to networks (including databases, people, etc.) (0)

Local energy sustainability

1. Encourage individual power generation (5)
2. Reward home owners and businesses for spending money for energy saving (1)
3. Reduce negativism (1)
4. Create “energy credits” (= carbon tax but, instead, rewarding effort and success stories) (0)

Clean environmental contamination

1. Broaden CARP model to other environmental issues (4)
2. Enforce the by-laws (2)
3. Develop local plan for environmental sustainability (2)

Parker's Cove: Exact Results

Target Brainstorming Exercise

Table 1

Youth Integrated
Internal production and marketing

Table 2

Zoning, agriculture versus residential
Infrastructure
Export emphasis for local business

Table 3

Climate change: reduce and adapt
Foundational public definition of "Prosperity"
Jobs and growth (consistent)

Table 4

Transportation and Infrastructure
County land use planning (zoning)
Create "rural" economy
Health and Wellness (aging population, bike trails)

Table 5

Communication Infrastructure (real high speed and cell coverage)
County wide Zoning
Businesses that will thrive in today's environment

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Local Energy sustainability	\$6,350.00	20.6	Infrastructure, IT, Zoning, Environment, Housing regs.
Clean Environmental Contamination	\$5,750.00	18.6	Energy
Zoning	\$5,400.00	17.5	Planning (all targets are important)
Infrastructure	\$4,400.00	14.2	Healthy Environment
Information Technology	\$3,400.00	11	Infrastructure
Not in the List	\$2,750.00	8.9	Not Applicable
Local Food Sustainability	\$1,200.00	3.8	Not discussed
Affordable Vocational Training	\$1,050.00	3.4	Not discussed
Affordable Quality Housing	\$500.00	1.6	Not discussed

Actions & Tactics⁷

Local Energy sustainability

1. Reduce Consumption (County set example – leadership)
2. County Utility (Study cost of set-up)
3. Study of local energy production in other areas
4. Education, training & money

Clean Environmental Contamination

1. Strengthening our political power against national or global outside influences (e.g. fracking, mining)
2. Real-time continuous monitoring systems
3. Stronger penalties for polluters and Clean Environment

Zoning (no order of preference given – stated need Zoning Regs. first)

Density

Soil (farm land)

Riparian

Slope

Forest and Wildlife Habitat

Ground water recharge

Parks and Historic areas

Outdoor recreational areas

Information Technology

1. Leader in high speed and connectivity
2. Create an environment that attracts technology and low impact industries and innovation
3. Affects real estate decisions (selling, buying, moving businesses)
4. Absolute need for a strong platform
 - a. Look to skilled work force
 - b. Local expertise
 - c. Education and training
 - d. Tourism – food / rural producers
 - e. Cultural Mapping (culture / asset)
 - f. Industry
 - g. Real estate

Infrastructure

1. High speed and cell phone
2. Roads / sidewalks / bike lanes
3. Parks and Trails
4. Encourage tourism related activities (e.g. boating, bike rental, etc.)

⁷ Parker's Cove was the first meeting to be held and the nature and process of the meeting were the same however; the system of valuing or prioritizing the actions or tactics were done differently at each table.

Port Royal: Exact Results

Target Brainstorming Exercise

Table 1

Tourism (art, culture, heritage)

Recreation – health (parks)

Real high speed

Road rails river bikes

Zoning (land use plan, protecting agriculture)

Cooperation –partnerships (provincial – municipal levels)

Table 2

Program to promote by locally (Annapolis County)

Tax credits

Keep seniors in their homes

Micro loans for local businesses

Further ways to develop tourism

Improved public transportation

Healthcare

Internet connectivity

Increased employment

Retain young adults

Grow population

Zoning to protect quality of life

Table 3

Clear communication and ownership (government and local)

Zoning areas (need a plan - by-laws)

More jobs / attract youth

Table 4

Real high speed internet and cell phone availability

Affordable transportation

Zoning for businesses and residents

Learning opportunities (shared skills)

Decent roads

Services for seniors

Retrofitting homes

Commitment to health care

Table 5

Access to good reliable wireless service

Zoning supportive of home-based businesses

Produce food to export also – markets outside of Nova Scotia

Culture / Heritage support

Zoning to support clean environment and open spaces and places to go the open

Regulation that prevents big businesses from controlling and getting money for being left out (as in NSPI controlling off-grid buildings)

Evenly applied regulations and laws (property assessment) and on site assessment

County support for alternative energy (as part of County's current plan)

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
High Speed Internet Access and Cell Phone Access	\$15,550.00	17.7	Not Discussed
Clean Environmental Contamination	\$14,900.00	16.9	Not discussed
Zoning in the Community	\$11,550.00	13.1	Not discussed
Not in the List	\$10,900.00	12.4	N/A
Local Energy sustainability	\$9,650.00	10.9	Not discussed
Local Food Sustainability	\$8,400.00	9.5	Not discussed
Affordable Functional Transportation and Infrastructure	\$7,250.00	8.2	Not discussed
Affordable Quality Housing	\$5,300.00	6	Not discussed
Affordable Vocational Training	\$4,300.00	4.8	Not discussed

Actions & Tactics

High speed internet access and cell phone access (10)

1. County funds and builds it (co-op) (14)
2. Globe net is 40 miles away – have the County petition there (6)
3. Use the CBC tower (0)
4. Lobby for satellite coverage for West Nova (0)

Clean Environmental Contamination (3)

1. Develop and implement effective ecosystem, monitoring, reporting annually to public and governance (13)
2. No GMO crops and round up (5)
3. Prevent future chemical contamination (4)
4. Change the title of this goal to “celebrate and protect our clean environment” (2)
5. Make this our strong point and educate others (centre of excellence) (2)
6. Get community and especially younger population (i.e., kids to have a highway clean-up & plant gardens) (1)
7. Protect birds, butterflies (bird migrations) wind turbines NOT on bird migration routes, support bee keeping (1)
8. Stop fracking (1)
9. Maybe signs “no littering” again. Terrible littering occurring (0)

Zoning in the community

1. What does this mean? Vision for future (land and water shore use) (18)
 - Residential
 - Industrial
 - Commercial
 - Agricultural (organic / conventional)
 - Green spaces (no development)
2. Write a plan (8)
3. Safe roads (5)
4. By-laws (2)
5. Ecosystem zoning (2)

6. North mountain preservation zone (1)
7. Let people plan their future (0)
8. Zoning that takes our water sources into account (0)

Not on the list

1. Jobs / new businesses / families (10)
2. Encourage / develop Eco-tourism (7)
3. Improve Granville Road (6)
4. Bike lane (5)
5. Micro / home based businesses (3)
6. Trains to connect communities (1)
7. Families / youth (1)
8. Activities / supporters for young families (and if you want them to participate in meetings provide child care on site so the parents can attend) (0)
9. Immigration – make babies (0)
10. Increase opportunities for youth (money, jobs) (0)
11. Technology businesses (0)
12. Celebration of existing attributes – community knowledge in residents history, vast landscapes, “calm” in modern world “human scale”

Local energy sustainability

1. Subsidize alternate energy (geothermal systems, solar panels, etc.) (16)
2. Identify model communities that have done this (7)
3. Phase out NS Power – crown corporation again (6)
4. Credit for using less energy (4)
5. Co-op grid – allow producers to sell to grid – not NSP (1)
6. Regulations for construction of efficient homes – small is beautiful (1)

South Milford: Exact Results

Target Brainstorming Exercise

Table 1

Maintaining Current Healthcare system

Attracting youth

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Maintaining Current Healthcare System	\$1,600.00	29.6	Population, younger generation
Local Food Sustainability	\$1,100.00	20.3	Population
Local Energy sustainability	\$1,050.00	19.4	Money
Affordable Quality Housing	\$600.00	11.1	Money
Affordable Vocational Training	\$600.00	11.1	Government funding, commitment
Clean Environmental Contamination	\$300.00	5.5	Not discussed
Attract Youth Demographic	\$150.00	2.7	Not discussed
Not in the List	\$0.00	0	N/A

Actions & Tactics

Maintaining current healthcare system

1. Value our nurses, maintain & decrease the nurse to patient ratio
2. More access to Doctors

Local food sustainability

1. Input into provincial laws for marketing food
2. Easier for farmers to sell to locals
3. Encourage use of local farmers markets

Local Energy Sustainability

1. Small housing co-operatives (multigenerational)
2. Work with housing target to strive for “co-op style, energy efficient homes, communities as a whole
3. Community projects (community gardens, etc.)

Affordable quality housing

1. Quality, efficient small co-op housing
2. Local building materials
3. Community forest

Affordable vocational training

1. Mentorship programs
2. Attract younger people (in high school)
3. Community forest

Springfield: Exact Results

Target Brainstorming Exercise

Table 1

Jobs to sustain community
Road maintenance (infrastructure)

Table 2

Jobs/small business
Infrastructure maintenance
Sustainable power
Skill sharing

Table 3

Infrastructure
Proper management of our forests

Table 4

Transportation (shuttle bus to Middleton and to Bridgewater)
Employment (local jobs)
Energy (wind mills)
Community Centre (red school house)

Table 5

Well paying jobs
More industry
More younger families

Weighted Actions

Primary Target	Total Allocated	Percent	Dependencies
More Jobs	\$7,900.00	26	Stand alone
Local Energy sustainability	\$5,700.00	19	Infrastructure
Infrastructure	\$5,000.00	17	Stand alone (gov \$\$, jobs, training)
Transportation	\$4,450.00	15	Infrastructure
Clean Environmental Contamination	\$3,400.00	11	Nothing offered
Local Food Sustainability	\$2,700.00	9	Not discussed
Affordable Quality Housing	\$500.00	1.7	Not discussed
Affordable Vocational Training	\$250.00	0.8	Not discussed
Not in the List	\$100.00	0.3	Not Applicable

Actions & Tactics

Local Energy sustainability

1. Windmills (12)
2. Sun Energy (2)
3. Turn waste into energy (2)
4. Use of forest by products (0)

Infrastructure

1. Trails and Lakes promotion (9)
2. Coffee shop (2)
3. Internet service / fiber op. (1)
4. Recreational activities (war games, remote controls, cars/track) (1)
5. Gas station (0)

More Jobs

1. Attract small companies (11)
2. Help start small business (2)
3. Small manufacturing plants to use logging waste (pellets) (2)
4. Vocational training (1)
5. Internet connectivity (1)
6. Agricultural product not fit for consumption turned into fine brick (0)

Transportation

1. Bus service to Middleton (11)

Clean Environmental Contamination

5. Using waste products (6)
6. Better forest management (5)
7. Mandatory clean up of private property (3)
8. Proper septic and sewer on all properties (1)

Torbrook: Exact Results

Target Brainstorming Exercise

Table 1

Population growth

Tourism growth

Infrastructure – road improvement

Communication (programs, science, government accountability)

Reduce taxes

Table 2

Reduce power rate taxes

Road repairs (clean ditches, pot holes, dips, shoulders)

Senior monitoring (home care, call-in or check-in during bad weather)

Fibre op cable

Preserve the history of our community

Table 3

Job security (offer competitive wages for trades)

Senior care (reward families who take care of families, great % of our population is seniors)

Transportation – affordable fuel

Preserving historic buildings

Tourism

Build a sense of community

Local business promotion

Weighted Actions

Primary Target	Total Allocated	Percent	Dependencies
Population growth	\$8,100.00	34.4	Jobs, reliable healthcare facility
Infrastructure	\$3,000.00	12.7	Money, provincial government
Senior Care	\$3,000.00	12.7	Affordable services
Local Food Sustainability	\$2,600.00	11	Encourage farming
Local Energy sustainability	\$2,400.00	10.2	Local / home power (energy) development
Affordable Quality Housing	\$1,500.00	6.3	Not discussed
Clean Environmental Contamination	\$1,300.00	5.5	Not discussed
Affordable Vocational Training	\$1,150.00	4.8	Not discussed
Heritage	\$350.00	1.4	Not discussed
Not in the List	\$100.00	0.4	N/A

Actions & Tactics

Population growth

1. Stop raising taxes (7)
2. Job security, good infrastructure and energy will bring population growth (1)
3. Job creation (1)
4. Increase wages (0)
5. Training program sustainability (senior care) (0)
6. Programs to interest youth (0)
7. Not (0)

Infrastructure

1. Fix roads! or get ass kicked (7)
2. Clear ditches and old pastures farm land (1)
3. Widen roads and shoulders (0)
4. Expanded bus routes, etc. (0)
5. Fix bridges (0)
6. Public “electric” car servicing (0)

Senior care

1. “Cialis” free (5)
2. Home care (feet, cleanliness, dental) (3)
3. Job creation around senior care (1)
4. Fitness programs (0)
5. Senior monitoring (0)
6. Home visits from doctors & professions (0)
7. Alternates midwives (0)
8. Rebates (0)

Local food sustainability

1. Encourage local farms (9)
2. Tax incentives for local producers (3)
3. Not possible (0)
4. “buy local” campaign (0)
5. Produce swaps (0)
6. Abattoir in the local area (0)
7. Relax requirements (i.e., food safety, unpasteurized milk, local beef & pork, eggs & poultry) (0)
8. Save the seeds (0)

Local energy sustainability

1. Make energy competitive & not a monopoly like it is now (10)
2. Wind energy (wind mills) (0)
3. Growing (wood pellets, etc.) (0)
4. Local control of hydro-plants (get off Emera) (0)
5. Rebates for solar power conversion & heat pumps (0)
6. Solar panels (0)

Tupperville: Exact Results

Target Brainstorming Exercise

Table 1

Limit corporate interests (big businesses),
empower small businesses

Take more control of the decision-making (less
provincial / federal government)

Bio diversity – tourism

Affordable post secondary training

Affordable continuing training (throughout life)

More accessible internet service

Natural resources

Table 2

Enriched cultural, non-consumptive lifestyles

Improved high speed/broadband to support
individual businesses

Greater community engagement and
empowerment of individuals

Help to grow a younger population that can stay

Better public transportation and services

Table 3

Community co-operation and integration all
municipal units and communities of interest

Remediated infrastructure (roads, proper high
speed internet)

Creative rural economy (arts and culture)

Training in life skills

Asset map of county including towns

Return to small mixed farming

Return to train

Community halls – more creative uses

Repurpose housing we already have

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Sustainably Manage Natural Resources	\$6,100.00	28.2	Community management
Local Food Sustainability	\$3,350.00	15.5	Life skills education
Support and Market the Arts & Culture Community	\$2,900.00	13.4	Community involvement
Infrastructure / Internet	\$2,300.00	10.6	Province liable for past decisions
Community based decision making	\$2,000.00	9.2	Informed citizen
Affordable Quality Housing	\$1,550.00	7.1	Not discussed
Affordable Vocational Training	\$1,400.00	6.4	Not discussed
Local Energy sustainability	\$1,100.00	5	Not discussed
Clean Environmental Contamination	\$900.00	4.1	Not discussed
Not in the List	\$0	0	N/A

Actions & Tactics

Sustainably manage natural resources

1. Re-structure management/usage/infrastructure bring decision back to owners and those affected (6)
2. Hydro generation to be included in solar and wind (provincially owned and not for sale) (5)
3. Prime directive – for the good of Nova Scotian's and Nova Scotia (5)
4. Lower corporate influence and raise local voice (communities) (3)
5. Patch / select cut ALWAYS, never clear cut (soil nutrients) (3)
6. Political strategy (0)

Local food sustainability

1. Educate people the real cost of food (6)
2. Lobby for changes to agricultural regulations so that organic farms compete on a level field (4)
3. Teach people how to prepare food – use non prepared foods (4)
4. Grow your own – individual or community (2)

Support and market the arts & culture community

1. Require young people to take intro courses in life skills not unlike 4H life skill projects (10)
2. Economic Development department in cooperation with all municipal units develop strategy to use community halls for all artistic endeavours (concerts, seminars, workshops) (6)

Infrastructure / Internet

1. Municipalities lobby province on insisting on proper high speed internet throughout the province (10)
2. Acquire more control of self government
3. Make internet cost reflective of speed or service (i.e. slow speed or non fibre op should not cost the same as areas where choice of provider and speed) (2)
4. Municipalities lobby province on road repairs (0).

Community based decision making

1. Communities (i.e. municipal units, groups and organizations) need to work together instead of working as small individual single-minded groups (8)

2. Information pipeline to community individuals
for knowledge of issues to make informed
influence provincial decisions (5)
3. Secede (3)
4. More plebiscites (2)
5. Elect political reps that share our ideas

Wilmot: Exact Results

Target Brainstorming Exercise

Table 1

Equitable funding of schools (include life skills)

Remove obstacles for small private farms

Repair roads and bridges

Better access to healthcare

Improved access points to the Annapolis River

Table 2

Local farmer produce not utilized

Tourism – Trails (multi-use)

Strategic wind farm placement

Open minded – decision making

Table 3

Infrastructure (in migration, tourism, small business will grow / prosper)

- Sewer
- Water
- Transportation
- technology

Promotion and protection of natural resources and heritage resources

Look outwards, reduce level of community isolation

Weighted Targets

Primary Target	Total Allocated	percent	Dependencies
Improved Highway & Trail Maintenance and Support Structure	\$7,300.00	35.9	Money
Better Tourism Support Structure	\$4,800.00	23.6	Money
Local Food Sustainability	\$3,050.00	15	Enabling legislation, knowing where to find, supply management
Increase the Level of Cooperation Amongst Communities	\$1,700.00	8.3	Communication
Not in the List	\$1,150.00	5.6	Fair legislation
Local Energy sustainability	\$850.00	4.1	Not discussed
Affordable Vocational Training	\$750.00	3.6	Not discussed
Clean Environmental Contamination	\$700.00	3.4	Not discussed
Affordable Quality Housing	\$0	0	Not discussed

Actions & Tactics

Improved highway & Trail maintenance and support structure

1. Gas tax funds placed into road maintenance (6)
2. Lots of roads without signs – increase this (2)
3. Multi-use trail on crown property (1)
4. Consistent signage (sign at the road crossing, not 80 yards before it) (0)
5. Beautify the trails, make appealing (0)
6. Prompt repairs (0)
7. Increased facilities (food, washrooms, rest stops) (0)
8. The Annapolis River could be a tourism asset for canoeists & kayaks if there were useable entry and exit points (0)

Better Tourism Support Structure

1. Roadside washroom facilities / rest area / picnic tables (8)
2. Craft, home stores and farm markets, locations and hours (1)
3. Help small business who cater to tourists (0)
4. Put facilities such as accommodations, restaurants and activities symbols on maps of County (0)
5. Better signs
6. Target promotion in Ontario to come home to Nova Scotia (0)
7. Food – how are, where! Bathrooms how far & where (0) hotels how far & where (0)

Local food sustainability

1. Remove obstacles preventing the small farmer from operating a viable (going concern) business (7)
2. Local farmers should have contracts with Sobey's / Superstore these companies can't back out of and legal support (1)
3. Leftover farmer food use as a fundraiser, sell the bent potatoes, etc. and raise money for some cause (0)
4. Letter – sheet – phone books with farms – addresses, phone numbers, what they have to offer (0)
5. Encourage local farmers to participate in "open farm day" (0)

Increase the level of cooperation amongst communities

1. Information ready and shared (7)
2. Tendus for a professional team builder (1)
3. Community leadership (0)

Not in the list

1. Equitable funding of valley secondary schools (10)
2. Annapolis County is a historic location – preserve and promote our heritage (0)

Agriculture: Exact Results

Target Brainstorming Exercise

Table 1

Infrastructure (export for processing)

Taxes

Education, to the local consumer

Market, financially viable (transportation)

Table 3

Infrastructure “Loss of:

Market access (local food, buy local)

Government regulations

Table 2

Secondary processing (infrastructure & governance & stewardship)

Labour pool (i.e., on farm, trades people)

Land use planning

Succession / mentorship planning

The time is now – 3-5 years or die

Table 4

More quality infrastructure and zoning

Need to understand and use “under-utilized” agriculture land

Taxes

Collaboration

Zoning

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Access to Capital	\$8,650.00	27.1	Various
Infrastructure	\$8,350.00	26.1	Ecosystem
Not in the List	\$5,500.00	17.2	NA
Land Use Planning	\$5,200.00	16.3	Various
Local Food Sustainability	\$2,300.00	7.2	Various
Local Energy sustainability	\$1,300.00	4	Not discussed
Clean Environmental Contamination	\$500.00	1.5	Not discussed
Affordable Quality Housing	\$100.00	0.3	Not discussed
Affordable Vocational Training	\$0	0	Not discussed

Actions & Tactics

Access to capital

1. Access to programs that encourage “new farmers” support for those as well (5)
2. Access to working capital (3)
3. Money for start-ups (2)
4. Financial structure needs to change (i.e., fuel prices high – how does the individual farmer carry that debt?) (1)
5. Encourage transition from low margin sectors to high margin sectors (1)
6. Agriculture investment fund (0)
7. Mentorship program (0)
8. Access to capital for succession (0)

Infrastructure

1. More processing / value added capacity (5)
2. Without an accurate inventory of our assets, we cannot know where we are, and where we are going. This has to be shared with citizens (2)
3. Equal access to dependable high speed internet (2)
4. Access to market (1)
5. Access to markets other than Sobeys/Superstore (creation of) (1)
6. Secondary processing & transportation (slaughterhouse, Provincial inspection) (0)
7. Turn poor territory roads into good quality gravel roads (0)

Not in the list

1. Sense of urgency (6)
2. Sense of importance (3)
3. Education (2)
4. People power (1)
5. Foster and support businesses that are here (1)
6. Support local school food programs with local food or produced in the County (1)
7. Encourage the right people to run for Council (1)
8. Market ourselves as a destination (1)
9. Formation of “co-ops” to share equipment, labour, knowledge (1)
10. Immigration (0)
11. Move away from mental silos. True citizen engagement (0)
12. Promote more tourism (0)
13. Push back against jealousy of success /

Land use planning

1. Change required to the municipal affairs act to allow municipalities to tax land for the long-term benefit of agriculture (5)
2. Tax unused farmland and use revenue to develop infrastructure (3)
3. Agricultural zoning – for conventional as well as organic (room for both) (2)
4. Taxing unused farmland (1)
5. Open for all types of farming (food, fibre, textiles, fur) (1)
6. Better understanding of farming practices by non-agriculture (0)
7. Land banking (0)
8. Agriculture land trusts (0)

negativity (0)

14. Overcome market access / now controlled by three main players, which also control margins – now driving producers margins down (0)

Local food sustainability

1. Education on benefits to buying local, especially on cost effectiveness (5)
2. Better return (\$) to help with sustainability (4)
3. Educate consumers how to cook and use local producers (2)
4. Mobile app to link producer (1)
5. Network to the consumer (1)

Construction & Land Developers: Exact Results

Target Brainstorming Exercise

Table 1

Short brainstorm, skipped right to steps 2 and 3

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
More Infrastructure	\$500.00	27.7	Not discussed
Local Food Sustainability	\$500.00	27.7	Not discussed
Local Energy sustainability	\$500.00	27.7	Not discussed
Reduce Dependency (social systems)	\$100.00	5.5	Not discussed
Downsize Government	\$100.00	5.5	Not discussed
Affordable Vocational Training	\$50.00	2.7	Not discussed
Clean Environmental Contamination	\$50.00	2.7	Not discussed
Affordable Quality Housing	\$0	0	Not discussed
Not in the List	\$0	0	NA

Actions & Tactics

More infrastructure

1. Public-private partnership
2. Develop standards across region
3. Awareness of broadband backbone
4. Reduce red-tape / bureaucracy

Local energy sustainability

1. Tidal power development
2. Wind generated power development
3. Nuclear

Downsize government

1. Increase efficiency
2. Fiscal responsibility
3. Reduce red-tape

Local food sustainability

1. Pay reasonable price for local

Reduce Dependency

1. Encourage people to work

Fisheries: Exact Results

Target Brainstorming Exercise

Table 1

Promote industry

Build sustainable tourism

Fisheries infrastructure

Awareness of fishing concerns

Strong self employment opportunity

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Promote Industry	\$2,250.00	25	Sustainable fisheries infrastructure
Local Food Sustainability	\$2,100.00	23.3	Clean Environment Contamination
Sustainable Fisheries Infrastructure	\$1,650.00	18.3	Government support
Clean Environmental Contamination	\$1,550.00	17.2	Sustainable fisheries infrastructure
Build Sustainable Tourism	\$1,100.00	12.2	Clean Environmental Contamination
Affordable Quality Housing	\$200.00	2.2	Not discussed
Affordable Vocational Training	\$100.00	1.1	Not discussed
Not in the List	\$50.00	0.5	NA
Local Energy sustainability	\$0	0	Not discussed

Actions & Tactics

Promote industry

1. TV & Internet advertising of fish products
(**top priority**)
2. Tell (promote) people of the good seafood
(safe because of regulations put on us)
3. Bay of Fundy lobster (best in the world)
4. Create Canadian demand for product; out
west as well

Local food sustainability

1. Learn self-support; sell excess to world
(**top priority**)
2. Rebuild resources (second priority)
3. Get rid of Tidal power

Sustainable fisheries infrastructure

1. Actually listen to fisheries ideas and fears
(**top priority**)
2. Wharves and harbours (second priority)
3. Accessibility for all forms the industry
4. Think outside box
5. Help to rebuild stocks

Clean environmental contamination

1. Find source of pollution and clean up (**top
priority**)
2. Build a depuration plant
3. Fisheries habitat protection

Build sustainable tourism

4. Advertisement of industry (**top priority**)
5. Trails / sightseeing
6. Promote fishing in summer and winter (ice
fishing)
7. Make better trails for four-wheelers and ski-
dos (like NB)

Forestry: Exact Results

Target Brainstorming Exercise

Table 1

Develop an economically viable forestry sector

Management for small wood lot owners

Local control

Opportunity for E.D. in Annapolis County in forestry
are huge

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Develop an Economically Viable Forestry Sector	\$2,100.00	38.8	Market
Local Energy sustainability	\$2,000.00	37	Infrastructure
Affordable Vocational Training	\$850.00	15.7	Jobs, market
Clean Environmental Contamination	\$200.00	3.7	Political will, awareness
Local Food Sustainability	\$150.00	2.7	Affordable
Affordable Quality Housing	\$100.00	1.8	Not discussed
Not in the List	\$0		NA

Actions & Tactics

Develop and economically viable forestry sector

1. Establish forest management centre in Annapolis County as a stand-alone entity or in collaboration with neighbouring counties / municipalities focusing initially on small private owners and later on – crown land (2)
2. Tax and business climate that encourages investment (2)
3. Assist private woodlot owners in management (0)
4. Check out Cape Breton private wood lots partnership agreement (0)
5. Reliable high speed internet

Local energy sustainability

1. Oil to wood heating (chips – big, pellets – smaller) conversions (hospitals, schools, business/institutional, houses) (3)
2. County should start taking Tidal power seriously (1)
3. Pressure NS Power to improve distribution system (0)
4. Wood to diesel fuel (0)
5. Policy for change (0)
6. Develop district heating systems (0)

Affordable vocational training

1. Establish awareness of forestry as career choice for young people and provide incentives for them to stay and work in Annapolis County forests (3)
2. Change perception of the forest industry – not a sunset industry (1)
3. Stabilize silviculture investment (0)

Clean environmental contamination

- No specific input

Local food sustainability

- No specific input

Health & Wellness: Exact Results

Target Brainstorming Exercise

Table 1

Opportunities

- youth retention
- comprehensive education

Access to healthcare in Annapolis West

- engaging
- family

Families opportunities

- jobs 0 move away
- increase income, decrease poverty
- PA and healthy eating
- Recreation
- Interests (i.e., South Shore, IT industry)

Sustainable employment

- Fulfilling (not dead end)
- Long term
- Financially viable
- Not subject to developing world outsource
- Diversity of economy

Sustainable heritage

Weighted Actions

Primary Target	Total Allocated	Percent	Dependencies
Sustainable and Diverse Employment	\$2,050.00	37.9	Harnessing opportunity and marketing Annapolis County to opportunities
Maintain and Build on Holistic Opportunities for Families	\$1,500.00	27.7	Access family focused support services
Access to Sustainable Healthcare	\$600.00	11.1	Local comprehensive skill mix
Affordable Vocational Training	\$600.00	11.1	Local jobs to go to
Local Food Sustainability	\$300.00	5.5	Harvesting infrastructure
Affordable Quality Housing	\$200.00	3.7	Not discussed
Local Energy sustainability	\$100.00	1.8	Not discussed
Clean Environmental Contamination	\$50.00	0.9	Not discussed
Not in the List	\$0	0	NA

Actions & Tactics⁸

Sustainable and diverse employment

1. Adapting to the “new economy” (3)
2. Small business support – encouraging entrepreneurs who will stay (2)
3. Find a “niche” industry (clean energy, tidal?) (1)
4. Local food production (farming & fishing) (0)
5. IT industry opportunities (0)
6. Market and attract “business towns” (i.e., Bridgetown equipped to market infrastructure) (0)
7. Harness natural resources (farming, fishing, climate, heritage) (0)

Maintain and build on holistic opportunities for families

1. Recreation money spent on family opportunities and events (YMCA) (2)
2. Internet connection for homes – real high speed (2)
3. Increase trails and natural opportunities make active transition easy (1)
4. High quality educational opportunities for high school students (O2 programs to IB programs, IT IS connections) (1)
5. Spend money on human resources developing Annapolis County mentoring or high provide opportunity to elementary, high to Jr. High, NSCC to high. None have to always adult LED (0)
6. Make upper Clements and zip line parks a Destination a la Moncton (0)
7. Ongoing support for existing established recreations (i.e., youth soccer) (0)
8. Links to sustainable and diverse employment (0)

Access to sustainable healthcare

1. Effective recruitment of staff (1)
2. Attractive and appropriate remuneration for staff (1)
3. Good colleges (1)
4. Family doctor (access) (1)
5. Clinically and aesthetically attractive work places
6. Emergency care

Local food sustainability

1. Co-operative small scale producers (2)
2. Linked to employment (working up 1st production to 2nd supplying (i.e., ping food lobster) (2)
3. Produce for provincial / National market...makes local food production sustainable (1)
4. Advocate for local and provincial regulations on food (i.e., milk cost less than pop, less sodium in food a decrease in available poorer food choices (1)
5. Focus on community gardens and farm to school initiatives (0)

⁸ Participants were told they could put two checkmarks on each target action chart instead of one.

6. Effective marketing of local produce (0)

Affordable vocational training

1. Linked to local employment opportunities
(3)
2. Develop “niche” industry, train here (0)

Not-for-Profit (Eastern): Exact Results

Target Brainstorming Exercise

Table 1

Volunteer database

Training for volunteers

Sustainability and attracting new volunteers

Mentorship

Access to database with opportunities and people –
maintain by County

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Attracting and Sustaining new volunteers	\$1,000.00	18.5	Identify needs and opportunities
Access to Database with Opportunities and People	\$1,000.00	18.5	Money
Clean Environmental Contamination	\$1,000.00	18.5	Education and awareness for government and public
Local Food Sustainability	\$900.00	16.6	(1) Awareness & Education and (2) infrastructure
Training and Mentorship Opportunities for Volunteers	\$650.00	12	Identify and use (promote) existing resources
Affordable Vocational Training	\$500.00	9.2	Not discussed
Affordable Quality Housing	\$200.00	3.7	Not discussed
Local Energy sustainability	\$150.00	2.7	Not discussed
Not in the List	\$0	0	NA

Actions & Tactics

Attracting and sustaining new volunteers

1. Communication – groups need to be proactive (2)
2. Create opportunities / meaningful / supportive (1)
3. Creative use of internet (0)

Access to database with opportunities and people

1. Follow Municipality of Kings Volunteer Resource Centre Passport program (1)
2. Link on County site (1)
3. People could list volunteering they are interested in skills and time (1)
4. Have groups list what types of voluntary needed time commitment (0)

Clean environmental contamination

1. Stricter, relevant guidelines (1)
2. Proactive approach (1)
3. Look at other regional / world approaches (1)
4. Support local clean-up efforts with equipment, standards, etc. (0)

Local food sustainability

1. Educate public / re-tool thinking / perception (3)
2. Support Avery's and local farm markets (0)
3. Land use planning – long term (0)
4. Government regulations and priorities (better balance) (0)

Training and mentoring opportunities for volunteers

1. Utilize existing resources (3)
2. Youth engagement (0)
3. Use community college, libraries (feed the project) (0)

Not-for-Profit (Western): Exact Results

Target Brainstorming Exercise

Table 1

Job retention and creation

Attract and retain people

Thriving tourism industry

Enhanced environmental health

Balancing natural resources extraction

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Job Retention and Creation	\$2,800.00	38.8	(1) Additional (long term) funding support to initially create job opportunity (2) wages and benefits
Attract and Retain People	\$1,350.00	18.7	Identify and market all the local positive attributes and attractions
Clean Environmental Contamination	\$1,000.00	13.8	Engage experts in the field (local people if possible)
Local Food Sustainability	\$1,000.00	13.8	See what's working
Affordable Vocational Training	\$550.00	7.6	Identify need
Thriving Tourism Industry	\$300.00	4.1	Not discussed
Local Energy sustainability	\$100.00	1.3	Not discussed
Not in the List	\$100.00	1.3	NA
Affordable Quality Housing	\$0		Not discussed

Actions & Tactics

Job retention and creation

1. Opportunities relevant to community (2)
2. Attract small business to area (2)
3. Longer funding commitment (0)
4. Less term based employment (0)
5. “gateway” to North America (0)
6. Tech industries – Silicon Valley? (0)
7. Offer support to local business for job creation (0)

Attract and retain people

1. Maintain and enhance current jobs and local benefits (reduced costs of living, local “awesomeness”) (4)
2. Immigration strategy “best place to live, work and play” (0)
3. Promote “way of life” – community is important

Clean environmental contamination

1. Work with existing / partner organizations to understand Id and objectives (3)
2. Understand current issues (1)
3. Id ways to address / overcome (0)

Local food sustainability

1. Support to food producers to maintain and improve practices to ensure long-term, viable production (4)
2. Youth to start small farms / production / value add (0)
3. Succession planning for farming (0)
4. Community agriculture (0)
5. Understand needs / actions required for sustained local food (soils, water and environment benefits) (as well as jobs) (0)

Affordable vocational training

1. Id local employment / on-job training in communities (4)
2. Sponsored by government – shift in taxes (0)

Small Business (Western): Exact Results

Target Brainstorming Exercise

Table 1

Attracting and keeping people (i.e., youth) in the area

Creating local permanent employment

Creating cohesive community

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Affordable Vocational Training	\$1,100.00	30.5	Industry and government cooperation
Attracting People / Youth to the Area	\$800.00	22.2	Job opportunities
Creating Local Permanent Employment	\$600.00	16.6	Local investment opportunities that maintain the current character
Local Food Sustainability	\$550.00	15.2	Educating people why it is important
Local Energy sustainability	\$550.00	15.2	Government support
Alternative Transportation	\$0	0	Not discussed
Affordable Quality Housing	\$0	0	Not discussed
Clean Environmental Contamination	\$0	0	Not discussed
Not in the List	\$0	0	NA

Actions & Tactics⁹

Affordable vocational training

1. Offer programs over wider area (now primarily Middleton) (3)
2. Offer programs in high schools (1)
3. Utilise surplus facilities (i.e. ARRA) (0)
4. Make it open across gender / cultural differences (0)

Attracting people / youth to the area

1. Offer programs and service that target young people (on-going) (2)
2. Don't abandon support for facilities / programs based solely on numbers – talk to youth and find out what they'd like (i.e., at Y) (2)
3. Opportunities for involvement in projects (0)
4. Provide unique programs not available elsewhere (0)

Creating local permanent employment

1. Government can make hours worked the focus of employer taxes (as opposed to taxing by worker) – makes more jobs with less "overtime" (2)
2. Tie to trades training (2)

Local food sustainability

1. Real cost of imported food (to even out the playing field for local/organic producers)

Local energy sustainability

1. NS Power buying energy from local producers (not just credits) (2)
2. Provide financing / tax credits for solar hot water, heat pumps, etc. (2)

⁹ Participants were told they could put two checkmarks on each target action chart instead of one.

Sports & Recreation: Exact Results

Target Brainstorming Exercise

Table 1

Volunteerism increase

Affordable, sustainable, accessible recreational infrastructure (indoor / outdoor)

Grow the economy to promote existing business and attract new

Table 2

DAR Trails

Sustainable recreational infrastructure

Weighted Targets

Primary Target	Total Allocated	Percent	Dependent Target(s) / Factor(s)
Sustainable Recreational Infrastructure	\$5,600.00	38.8	(1) volunteers (2) government support
Promote Existing Recreational Businesses and Attractions	\$4,050.00	28.1	(1) consistent (2) government support
Increase Volunteerism	\$3,300.00	22.9	Awareness and Education
Affordable Quality Housing	\$350.00	2.4	Promote existing businesses and attract new
Local Food Sustainability	\$300.00	2	
Clean Environmental Contamination	\$300.00	2	
Affordable Vocational Training	\$250.00	1.7	
Local Energy sustainability	\$150.00	1	
Not in the List	\$100.00	0.6	NA

Actions & Tactics¹⁰

Sustainable recreational infrastructure

1. DAR line – finish and connect (5)
2. Funding support YMCA – green energy (5)
3. Improvements to ice arenas (green energy, \$ support, training volunteers, promotion) (2)
4. Funding support (1)
5. Coastal hiking trail (0)
6. Bicycle blue route (0)
7. Outdoor skating ponds / surfaces (0)

Increase volunteerism

1. Awareness of need and opportunities (8)
2. Supports / training / recognition (7)
3. Volunteer recruitment expansion and definition the same as we do for business R.E.R. (1)
4. Look at all ages and time available (0)
5. Organized succession planning (0)

Local food sustainability

1. Promote farmers markets

Promote existing recreational businesses and attractions

1. Attract new business (9)
2. Develop connectivity (2)
3. Invest existing business (2)
4. Build training opportunities for locals (1)
5. Promote spin off and sector business in art, wine and culture (1)
6. Increase training / apprentice opportunities (1)
7. Promote sectors (agriculture, fishing, culture) (0)

Affordable quality housing

1. Folks in their homes longer (5)
2. Lower housing costs for full time residents (5)
3. Multi-generational housing / cooperatives (2)
4. Fewer slum landlords (0)

Local energy sustainability

1. Capitalize on new technologies sooner rather than later
2. Get jobs and build infrastructure to support new technologies

¹⁰ Participants were told they could put two checkmarks on each target action chart instead of one.

Tourism: Exact Results

Target Brainstorming Exercise

Table 1

Effective public transportation system (within and getting to the area)

- Non motorized options that support recreation, tourism and health & wellness (supports sustainable environment)

Long term awareness / marketing of the region's tourism assets (i.e., strategic on-line presence)

Employment strategy to engage / retain youth / talent in the region

- Specialized education (i.e., art/craft school in ARRA building as a tactic)

Long term plan for sustainable development of resource-based industries: farming, fishing, logging tied into food sustainability (i.e., industry could be created – carpentry using local hard wood)

Built heritage can be used as leverage for:

- Tourism / attraction
- Adaptive reuse of structures
- Training opportunities
- Could contribute to sustainable housing

Cohesive business development strategy (education, mentoring, financing) (related to employment education and build heritage)

Table 2

I – welcoming and sustainable tourism industry

Ia – Provincial icon for marketing like Peggy's Cove (i.e., ARHG, countryside, lifestyle, attractions)

Ib – Lofty goals

- Annapolis Royal and area
- World-known destination (and as place to live)
- “world's most viable town”

II – Maintain quality destination (rules, guidelines, cultural expert)

- Respects history
- Identifies that are here now, enrich, build on

Ila – services (retirement and businesses that serve people)

Ilb – healthy young work force (balanced demographic & trades people)

Ilc – (CARP) contamination – celebrate healthy environment

IId – lifelong learning (all ages, elder hostel Digby) (life enrichment lifestyle)

Weighted Targets

Primary Target	Total Allocated	Percent	Dependencies
Grow our Welcoming and Sustainable Tourism Industry	\$3,200.00	29.6	Everyone pulling in the same direction
Sustainable Business Development	\$2,250.00	20.8	Not decided?
Clean Environmental Contamination	\$1,200.00	11.1	Enforceable regulations
Local Food Sustainability	\$1,150.00	10.6	Willing buyers
Local Energy sustainability	\$1,100.00	10.1	Cooperation from large energy industry
Training and Mentorship Opportunities for Volunteers	\$900.00	8.3	Not discussed
Not in the List	\$550.00	5	NA
Affordable Quality Housing	\$350.00	3.2	Not discussed
Affordable Vocational Training	\$100.00	0.9	Not discussed

Actions & Tactics¹¹

Grow our welcoming and sustainable tourism industry

1. Work with industry and NS tourism agency to establish concrete / strategic plan to move the area ahead with “provincial icon” status (5)
2. Improve transportation to and within the region (1)
3. Heighten online presence (1)
4. Leverage current genealogical interest for bringing home descendants (1)
5. Target and aim for more cost effective marketing (1)
6. Extend shoulder seasons with May/October/November/December events. Focus on fall, best season here (1)
7. Improve public transport options and awareness thereof (0)
8. Leverage build heritage (0)
9. Improve awareness and promotion of regional attractions (0)
10. Build app for travel, festivals in Annapolis County (0)

Sustainable business development

1. Move from a largely seasonal economy to year round – world greatly support the tourism industry too (4)
2. Clarify the “rules” – have an ombudsman or navigator to help people start a business (3)
3. Encourage appropriate business (1)
4. Youth trade training for heritage structures (1)
5. Develop art/craft school (bring in tourists for experiential learning) (leverage local art community) (0)
6. Ensure realtors etc. know zoning issues, etc. before selling properties (0)
7. Make more use of local talent (0)
8. “best practices” examples of similar size and located small towns (0)

Clean environmental contamination

1. Continue to support/grow sustainable waste: resource management, curb side collection, etc. (4)
2. Re-invest and restart Bear River treatment plant (I think it is on the Annapolis County side) (3)
3. Qualities of our environment (i.e., annual state of nature in Annapolis County) (2)
4. Support industry to remediate contaminated sites (1)
5. Educate community on what we have now (orgs, CARP, other agency/groups) (0)
6. Write zoning guidelines (more) (0)

Local food sustainability

1. Incentives to support farming, fishing and forestry (2)
2. Year round farmers markets (2)
3. Grow the wine industry (2)
4. Support / encourage more experimental farm tourism and open farm days (helps farmers diversify revenue and helps tourism industry) (2)
5. Re-introduction of heritage fruit trees – niche / partner with Pete Luckett (1)
6. Define market size here (\$) and opportunity for local sales (1)

¹¹ Participants were told they could put two checkmarks on each target action chart instead of one.

7. Measurement of air quality program (0)
8. Establish a “drop off” sale area in the County where people can leave furniture etc. and others can purchase (I think there is one in Kentville VWRM) (0)
7. Development of green houses (0)
8. Support for “back yard” gardens (0)
9. Organic / pesticide free zones for farming (0)
10. Ease regulations to support small scale farm gate products and farm market sales (0)
11. Connect with transportation company for group transport of food to Halifax to grow sales (\$) – enables businesses to be profitable while supplying smaller local market (0)

Local energy sustainability

1. Develop tools / resources for industry and home owners to practice energy conservation (4)
2. Solar energy support for home owners and businesses to sell back to NSPI (4)
3. Tidal work with NSP to ensure the causeway plant remains sustainable (2)
4. Wind power – more (but sympathetic to environment, surroundings, view planes) (0)
5. Connect with NSCC waterfront campus for best practices – education and energy choices (0)
6. Calculate energy of collective public (i.e., fuel oil and invite (young) business to take market share (heat pump, solar, etc.) (0)

Further information on this report can be obtained by contacting the County of Annapolis office at (902) 532-2331 or by emailing info@annapoliscounty.ca