



THE MONIESON CENTRE

TRANSFORMING BUSINESS IN THE KNOWLEDGE ECONOMY

Discovery Workshop Report Prince Edward County

November 30, 2009

INTRODUCTION

This report is part of The Monieson Centre's Knowledge Impact in Society (KIS) Project, a three-year endeavour to connect academic knowledge with economic development needs in Eastern Ontario. The report is a summary of information collected at a 3-hour workshop in Picton, ON. Twenty-one community leaders and business people from Prince Edward County gave feedback on their community's economic development needs and research questions. This information, along with similar information gathered in 14 other communities in Eastern Ontario, will guide the research pursued over the course of the KIS project.

The workshop was hosted by Craig Desjardins, Executive Director, Prince Edward/Lennox & Addington Community Futures Development Corporation. Dr. Yolande Chan, Director, The Monieson Centre, and Jeff Dixon, Project Coordinator, The Monieson Centre, introduced the KIS project and Erik Lockhart, Associate Director, Queen's Executive Decision Centre, facilitated the workshop. The KIS project is funded by the Social Sciences and Humanities Research Council of Canada. For more information, visit www.easternontarioknowledge.ca.



QUESTION 1

What are the pressing issues, challenges and needs with respect to rural economic development and making Prince Edward County a vital community (economic, social, health)?

Top Issues:

1. **Sustainable employment.** We need to avoid underemployment and unemployment by providing a living wage.
2. **Demographic and workforce challenges.** There is a need for access to an educated workforce and attracting young families into the community. With an aging population there is also need for balanced demographic, to help deal with social impacts, capacity issues, and infrastructure needs.
3. **Growing our community gracefully.** Community growth should maintain quality of life and place; our culture; while keeping conflict constructive. We need to ensure a collegial approach to embracing and addressing challenges.
4. **Long term community planning.** Planning should look at 5-, 10-, and 20-year impacts of commercial/residential/industrial development. We need to understand the real cost of "knee jerk" planning, e.g., big box developments.
5. **Improve municipal governance.** There seems to be a void in good municipal government, both elected and administrative, particularly in developing a common vision.
6. **Aging population.** Developing appropriate housing, services, health care, facilities and recreation for our aging population.
7. **Broadband.** There is a lack of high speed internet in all areas of the county.
8. **Evidence-based data.** We need non-anecdotal, evidence-based data upon which we can base our development strategies and visions.
9. **Build on what we have.** We need to recognizing and build upon our actual, existing economy basis, rather than "wishful thinking" economic development, in order to understand the marketplace and what is sustainable and viable here. Our current organizations and assets need support, particularly agriculture-based businesses.

QUESTION 2

If you had access to our researchers for a year, what would you ask them to study? Given the immensity of the research “wish list” and scarcity of available resources, what are your research priorities?

1. **Sustainable growth.** How can underutilized resources create sustainable economic growth including quality employment, increased tax revenues, and improved community resources? Can you help us designate areas in PEC which would better serve the requirements of industrial and residential development while maintaining our environmental standards?
2. **Planning evaluation and impact analysis.** How do we evaluate the short- and long-term benefits of programs, projects, policies? Can you provide improved impact analyses so that we can better understand the social/economic/community impacts of various types of growth, so that we can have smart growth?
3. **Small business development.** How do you nurture small business creation and development? Is it a matter of providing tools, training, mentors, capital, etc.?
4. **Municipal governance.** How does one improve local government and governance in a growing and changing community? What trends are evident in municipal government (age, gender, tenure, voting participation, representation by population) and how do the trends impact policy, cooperation, collaboration and innovation?
5. **Balanced business attraction.** What niche markets can PEC build upon which would maintain our current rural life but attract and sustain viable employment for young families/people? What are the most effective strategies to support, grow and maintain the culture and quality of life in PEC? Given our attributes, what type of growth would be interested in coming to the county?
6. **Youth retention.** What have other municipalities done successfully to attract and/or retain young people and families? What strategies could effectively ensure sustainable employment and youth retention?
7. **Community collaboration.** What collaborative models and economies of scale are available to improve service delivery in a sustainable way in the community? How do you bring people and organizations to work together more effectively?
8. **Broadband.** What is the current broadband Internet penetration in the County and how do we compare to other Eastern Ontario communities?
9. **Change and conflict management.** How do we overcome resistance to change? Are there models for community conflict resolution? When are decisions final (given that there are appeals)?
10. **Demographics and immigration.** What are the impacts of present and projected demographics on employment, social services, infrastructure, etc.? How do different eastern Ontario regions fare? How do you attract new immigrants to rural communities?

QUESTION 3

What local resources (organizations, reports, past work etc.) might contribute to addressing the issues identified above? What in-kind support can you contribute (office space, personnel, etc.) for research?

1. **Sustainable growth.** How can underutilized resources create sustainable economic growth including quality employment, increased tax revenues, and improved community resources? Can you help us designate areas in PEC which would better serve the requirements of industrial and residential development while maintaining our environmental standards?
 - Dan Taylor re: marketing studies
 - OMAFRA - REDDI program
 - Trillium Foundation - statistical data and a paper available via website
 - StatsCan
 - EO Wardens' Caucus reports
 - Betsy Donald Queens University
 - Nina Marie Lister, Prof. Rural and Urban Planning Ryerson University
 - PEC Planning department presently implementing update to Secondary Plan of Picton, Hallowell, and Wellington Gerry Murphy
 - www.buildanewlife.ca (go to collaboration centre for numerous studies on the economy)

2. **Planning evaluation and impact analysis.** How do we evaluate the short- and long-term benefits of programs, projects, policies? Can you provide improved impact analyses so that we can better understand the social/economic/community impacts of various types of growth, so that we can have smart growth?
 - OECD
 - Judy Kent, Chair of PEC Arts Council judy.kent@sympatico.ca
 - Victoria Leskie, County Clerk
 - Review academic studies, not consultant reports, for statistical data
 - Obtain proper survey protocol from Ryerson U

3. **Small business development.** How do you nurture small business creation and development? Is it a matter of providing tools, training, mentors, capital, etc.?
 - Dr. Sirolli - Enterprise facilitation
 - Mentorship programs - PELA CFDC Craig D, Gillian
 - Chamber of Commerce through the Ontario Chamber of Commerce offers on-line training
 - BIA provides training opportunities to members
 - Loyalist College: School of Business and Management Studies/ office space/personnel/expertise; Dan Holland Dean (ext;2328)
 - BIA distributes weekly dispatch to members on items of concern, interest, influence on sector through which additional resources can be added
 - East Central Ontario Training Board offers survey statistics that are relevant to PEC, e.g. TOPs report
 - Access to Capital - Small Business Loans Gillian Chapman PELA CFDC
 - PELA CFDC -Targeted Small Business Grants - Craig Desjardins PELA CFDC

- Loyalist Training and Development Centre - consultative services tailored to small business needs (Chuck O'mally -6139691913 ext.2504)
 - Prince Edward County Chamber of Tourism & Commerce offers networking opportunities and business support/ training/seminars that meet member criteria
 - MTCU program on self-employment (available throughout ON)
 - Junior Achievement program
 - PELA CFDC - Self Employment Benefit Programme - Small Business start up support for EI recipients - Ian Armitage
 - Alexandra Bake and her brother, Michael Bake. - through Books and Co.
 - Geoff Heinrichs- KentHie Winery Debra Marshall
 - Seaton Maclean - PECWA
 - Small Business Centre - Lisa Price 613-476-7901
 - Prince Edward County Chamber of Tourism and Commerce can offer implementation of surveys to their business membership
4. **Municipal governance.** How does one improve local government and governance in a growing and changing community? What trends are evident in municipal government (age, gender, tenure, voting participation, representation by population) and how do the trends impact policy, cooperation, collaboration and innovation?
- Review of PEC Council structure
 - Discuss with the Municipal clerk Victoria Leskie who has done a ton of work on this
 - Contact ROMA/AMO
 - Improvement of local government through enforcement of conflict of interest act
 - Find causes why constituents do not vote and grow the participating voter list
5. **Balanced business attraction.** What niche markets can PEC build upon which would maintain our current rural life but attract and sustain viable employment for young families/people? What are the most effective strategies to support, grow and maintain the culture and quality of life in PEC? Given our attributes, what type of growth would be interested in coming to the county?
- The H&PE Board of Education has likely done work on demographics of student population
 - OFA co-OP ag groups 4H all could be drivers of economic growth
 - Petra Cooper- Fifth Town
 - Chris and Norah Rogers - Waring House
 - Vicki Emlaw - Vickies Veggies
6. **Youth retention.** What have other municipalities done successfully to attract and/or retain young people and families? What strategies could effectively ensure sustainable employment and youth retention?
- FHT in Quinte.... Quinte Healthcare have brought young doctors by offering incentives (Successful process!)
 - PELA CFDC has done a project called Spark Box Studios - encouraging young artists to return to community
 - PE FHT utilization of GPs from KGH
 - PE Health Alliance - integrated health care Mark Larratt-Smith

7. **Community collaboration.** What collaborative models and economies of scale are available to improve service delivery in a sustainable way in the community? How do you bring people and organizations to work together more effectively?
8. **Broadband.** What is the current broadband Internet penetration in the County and how do we compare to other Eastern Ontario communities?
 - Bell Canada
 - Eastern Ontario broadband analysis study paid for by CFDCs
 - Jim Nubel
 - East Central Ontario Training Board may have statistics relating to this issue
 - The current responses to this question are inadequate. The \$100k mentioned will be totally inadequate to the challenge
9. **Change and conflict management.** How do we overcome resistance to change? Are there models for community conflict resolution? When are decisions final (given that there are appeals)?
 - Through transparent communication and education of the public
 - Encouragement of dialogue with public prior to decision making
 - Wayne Caldwell, U Guelph
 - Buddhist Centre for conflict resolution – Toronto

QUESTION 4

If this project is to be successful, what are the things that you would see in place in the next two years? What must happen in order to ensure that the KIS project makes a positive impact on your community?

Note: the group brainstormed and then categorized into the following buckets:

The following suggestions fit within the scope of the KIS project and may be completed if identified as a priority across Eastern Ontario:

1. Repository of tools and resources available for local use (e.g. small business, assessment processes, speakers bureaus, trainers inventory, on other specific issues). See www.easternontarioknowledge.ca.
2. Raise the understanding of the use of data and research in Eastern Ontario
3. Document with results of studies with practical suggestions for application
4. Conclusions/Data from KIS workshops have been shared/used at Wardens Caucus or other political forums/groups for decision-making. *Results are being used by OMAFRA. We have also presented at EOWC and will present results to ROMA in early 2010.*
5. Collection of Best Practices in Small Business/Entrepreneurialism. *A Knowledge Synthesis on this topic is available at www.easternontarioknowledge.ca.*
6. KIS must access broad community input.
7. Greater connections and collaborations across community organizations.
8. Accountability framework to drive action -- Defined and approved task to achieve the local objectives and measurable deliverables (to achieve this, the following needs to happen...). *This is possible w.r.t. the KIS project.*

The following are beyond the scope of the KIS project, but may be completed if the KIS project is expanded through additional funding or if an external partner provides leadership; they may also find helpful strategies and ideas through the KIS project's information resources:

1. A document to train or educate public/stakeholders in proper protocol for collection of data.
2. Template to assist municipalities in assessing strengths and weaknesses for targeted economic growth strategy.
3. Further engagement of Loyalist College in the county.
4. Connecting the community to the target market - the youth in educational institutions
5. Increased the rate of participation in post-secondary education by students graduating from PEC; strategies to influence this.

The following are beyond the scope of the KIS project:

1. Property tax ratios more in align with other communities
2. The 2010 municipal election sees talented and skilled candidates and a high voter turnout (study barriers to these issues)
3. Monitoring election Tools to assist in understanding/track voter participation ratios over time ...Data of voting patterns/participation rates in Eastern Ontario for Municipal, Provincial, and Federal elections easily accessible and publicly available (via web for example).

Appendix A – Rough Ideas for Question 1

What are the pressing issues, challenges and needs with respect to rural economic development and making Prince Edward County a vital community (economic, social, health)?

Voting Results

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

Number of ballot items: 19

Total number of voters (N): 21

Rank	Votes	Issue	Comments
1	15	Sustainable employment.	Sustainable employment - avoiding underemployment and unemployment - providing a living wage
2	14	Demographic and workforce challenges	Demographic challenges - need for access to an educated workforce ...attracting young families into the community ...balance of demographics (aging) - social impacts, capacity issues, infrastructure needs ...youth engagement at all levels
3	12	Growing our community gracefully	Growing our community gracefully (grow, maintain Quality of life & place, culture, with constructive conflict)- collegial approach to embracing and addressing challenges. ...Windmills & other Ontario Municipal Appeals - Getting past delays/resistance to change - Moving forward ensure there is an educated labour force, attracting young families into the community <ul style="list-style-type: none"> Ensuring breadth of interests/opportunities for all demographics, not getting stereotyped to particular age groups
3	12	Long term community planning	Community planning 5, 10, 20 years commercial/residential/industrial ... Real cost of "knee jerk" planning i.e. Big Box ...Community engagement in long term planning <ul style="list-style-type: none"> Understanding the current economic strategy and what's required to protect/build it. Large scale development could be a threat.
5	8	Improve municipal governance	Improve municipal governance ...municipal government, both elected and administrative with a common vision
5	8	Aging population	Developing appropriate housing, services, health care, facilities and recreation for our aging population ensuring adequate healthcare facilities
5	8	Broadband	Lack of high speed internet in all areas of the county
8	7	Evidence-based data	Evidence based data, non anecdotal, to base our development strategies and visions upon
9	6	Build on what we have	Recognizing actual basis of economy that exists, to build upon (beyond wishful thinking ED - build on what we have...support our current orgs, assets, etc.)

			<ul style="list-style-type: none"> Understanding of the marketplace and what's viable and sustainable here. Includes Agricultural challenges
10	5	Public transit	Need for transit system for access to post secondary, job access.
10	5	Community greening	Greening of the community in all ways - developing green and sustainable policies that work for all.
10	5	Access to capital	Lack of access to capital.
13	4	Infrastructure	Continuity of infrastructure, sustainable support at all levels, sustainability of momentum and champions -> ensure follow through <ul style="list-style-type: none"> Infrastructure to support economic growth and development
13	4	Entrepreneurship	Nurturing entrepreneurship and self-employment, growing small businesses.
13	4	Community asset coordination	Lack of coordination of community assets and resources - fragmented, unconnected efforts are less effective.
13	4	Underutilization of resources	Identification and development of underutilized resources - i.e. Picton Harbour, Loch Sloi property (air field) <ul style="list-style-type: none"> Loch Sloi property (air field) usage & Picton Harbour facility - greater utilization
17	2	Local media	The need for local and immediate media - to speak to the community and draw it together.
18	1	Migration/immigration	Changing patterns of migration and immigration and the impact on core businesses - language and cultural barriers <ul style="list-style-type: none"> Many new Canadians (people, investments, capital) not coming to Eastern Ontario to live & work

Appendix B – Rough Ideas for Question 2

Question 2: If you had access to our researchers for a year, what would you ask them to study? Given the immensity of the research “wish list” and scarcity of available resources, what are your research priorities?¹

Note: prior to voting, the group brainstormed questions. Below is the result of selecting top questions

Voting Results

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

Number of ballot items: 11

Total number of voters (N): 21

Votes	Rank	Issue	Comments
18	1	Sustainable growth	Planning growth in a sustainable way. How can underutilized resources create sustainable economic growth including quality employment, increased tax revenues, and improved community resources? Can you help us designate areas in PEC which would better serve the requirements of industrial and residential development while maintaining our environmental standards?
14	2	Planning evaluation and impact analysis	Evaluation and impact analysis. How do we evaluate the short and long-term benefits of programs, projects, policies? Can you provide improved impact analyses so that we can better understand the socio/economic/community impacts of various types of growth, so that we can have smart growth? <ul style="list-style-type: none"> How can we keep and attract young workers and families here?
12	3	Small business development	How do you nurture small business creation and development? Is it a matter of providing tools, training, mentors, capital, etc.? <ul style="list-style-type: none"> What is PEC's current broadband capability compared to other similar communities?
12	3	Municipal governance	How does one improve local government and governance in a growing and changing community? <ul style="list-style-type: none"> What trends are evident in municipal government (age, gender, tenure, voting participation, representation by population) and how do the trends impact policy, cooperation, collaboration and innovation?
12	3	Balanced business attraction	What niche markets can PEC build upon which would maintain our current rural life but attract and sustain viable employment for young families/people ...What are the most

			effective strategies to support, grow and maintain the culture and quality of life in PEC ..Understanding with our attributes, what type of growth would be interested in coming to the county?
11	6	Youth retention	What have other municipalities done successfully to attract and or retain young people and families? ...What strategies could effectively ensure sustainable employment and youth retention?
8	7	Community collaboration	What are the collaborative models and economies of scale available to improve service delivery in a sustainable way in the community? How do you bring people, orgs to work together more effectively? <ul style="list-style-type: none"> • How can we meet the challenges of growth in Tourism, Commercial and Residential as they interrelate?
4	8	Broadband	What is the current broadband Internet penetration in the County (compared to other Eastern Ont communities)? <ul style="list-style-type: none"> • What are the current drivers of economic growth in the community? • What are the most effective ways to identify our regions unique attributes and to develop them into a secure base for economic growth
4	8	Change and conflict management	How do we overcome resistance to change? Are there models for community conflict resolution? When are decisions final (given that there are appeals)?
3	10	Demographics and immigration	What are the impacts of the demographics (present and projected) on employment, social services, infrastructure, etc.? How do different eastern Ontario regions fare? How do you attract new immigrants to rural communities?

Appendix C – Session Overview

The **purpose** of the workshop was to engage community leaders and academics to collaborate in order to:

- Identify Eastern Ontario knowledge needs and resources
- Prioritize research needs and opportunities
- Share experience and knowledge
- Build lasting relationships and communication channels
- Serve Eastern Ontario

Discovery workshop groups **explore four topics**:

1. Burning issues. What are the challenges and needs with respect to rural economic development and making Prince Edward County a vital community (economic, social, health)?
2. Research wish list. If you had access to researchers for a year, what would you ask them to study? Given the immensity of the research “wish list” and scarcity of available resources, what are your research priorities?
3. Local capacity. What are the local resources (organizations, capabilities, past work etc.) that might contribute to addressing the issues identified above?
4. Defining success. If this project is to be successful, what are the things that you would see in place in the next two years? What must happen in order to ensure that the KIS project makes a positive impact on Prince Edward County?

Appendix D – Methodology

Information Gathering and Community Consultation process

The community consultation process included an information gathering component composed of a series of interactive workshops using facilitators from the Queen's Executive Decision Centre. The purpose of this component was to get input from a broad cross section of community stakeholders.

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

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

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