



THE MONIESON CENTRE

TRANSFORMING BUSINESS IN THE KNOWLEDGE ECONOMY

Discovery Workshop Report Lennox & Addington 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 Napanee, ON. Fourteen community leaders and business people from Lennox & Addington 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 Lennox & Addington County a vital community (economic, social, health)?

Top Issues:

1. **Access to skilled labour:** Lack of availability to source trained, educated workforce.
2. **Community engagement:** How to mobilize and motivate an often apathetic community.
3. **Youth retention and re-attraction:** We lack adequate job opportunities and well-paying manufacturing wages as we shift to retail/service industry.
4. **Lack of broadband:** The majority of L&A lacks access.
5. **Changing demographics:** Aging population and declining school enrolment are affecting community dynamics.
6. **Vibrant downtown:** We need downtowns that feature a “live, work, play” attitude.
7. **Sustainable growth:** Energy and waste need to be considered in development.
8. **Social cohesion:** There are different local views with regards to growth, development, and success including north/south differences and rural/urban aspirations. There is also a lack of knowledge about how L&A people think and feel about development.
9. **Location:** Proximity to a large urban community has positive and negative implications, e.g., skills, shopping.
10. **Increasing tax base:** To support our infrastructure, etc., we need real growth that adds to the tax assessment base.

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. **Community engagement:** How do we engage the broader community to set goals, accept responsibility for action, and work to achieve those goals? How do we find out what people in L&A think? (As opposed to PEC or Kingston or other communities’ views)?
2. **Emerging economy:** How do we tap into new and emerging economies such as creative/knowledge-based, or green/alternative energy? What are the best ways to attract and promote "green" economy entrepreneurship locally?
3. **Skills training:** How do we provide skills training to rural populations with limited access to broadband and extreme challenges of distance? What are local businesses’ and professionals’ needs in relation to labour?
4. **Business growth:** What successful businesses exist in similar communities? What are the barriers in our community? How do we remove the barriers? What's missing from our communities’ economic base?
5. **Collaboration & convergence:** How do you have a vision process for a community as divergent as L&A County? Are there examples of collaboration in communities with diversity, large geographic areas, and various government structures?
6. **Demographic change:** How are demographics going to impact employment and wealth in our community?
7. **R&D opportunities:** How do we create research and development opportunities in technology, health care, software development, green building technologies?
8. **Poverty:** What is the relationship between local poverty and local economic development?
9. **Not-for-profit funding:** Why are rural non-for-profit cultural organizations left to "survival of the fittest" government policies?
10. **Health care access:** Are there successful techniques other than money to attract physicians?
11. **University outreach:** University outreach. How to connect researchers & academia to private business? What mechanisms have worked elsewhere to place researchers with companies in 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. **Community engagement:** How do we engage the broader community to set goals, accept responsibility for action, and work to achieve those goals? How do we find out what people in L&A think? (As opposed to PEC or Kingston or other communities' views)?
 - Rural social dynamics of creative class - case study of Amherst island GPHY 93
 - Evergreen non-profit community engagement -> David Field Tamworth/Erinsville Action plan to advise on how to implement Local Env. Action Plan
 - Stephen Paul- L&A Ec. Dev New strategic Plan
 - PELA CFDC Community Overview
 - Land of Lakes Tourist Assoc should have a deal of info on the Addington Highlands resort project
 - Greater Napanee had developed a Recreation Master Plan through community engagement
 - Community Health Centres have workers who are tasked with "community development". These staff assist neighbourhoods and communities find local solutions for local problems. Usually the focus is more health or social related vs. economic, however.
 - Rob Wood of 20/20 in Kingston has facilitated a group(s) on Kingston - making it a better community or something similar
 - 2003 Jump Team Tourism Report - Land O' Lakes Tourist Assoc.
 - Focus Kingston has just done a sustainability study on Kingston; may lend itself to adapting it for this community
 - Numerous studies done on Napanee that can now be applied to Loyalist Township which as a similar population
 - The community of Bath is in the process of rejuvenation. Council member Joe Hudacin will be able to provide information about the village's goals and achievement.
 - Queen's School of Urban and Regional Planning - John Meligrana - work with Tamworth/Erinsville
 - BIA - OMAFRA sponsored BR&E for Downtown Napanee (2004?)
 - Amherst Island Survey Results November 2008 contact Dr Leela Viswanathan Queen's Urban and Regional Planning

2. **Emerging economy:** How do we tap into new and emerging economies such as creative/knowledge-based, or green/alternative energy? What are the best ways to attract and promote "green" economy entrepreneurship locally?
 - Rural Creative Economy Report- Craig PELA CFDC
 - There have been alternative energy workshops held in Tamworth. Recently there was an Alternative Energy seminar at the Strathcona Paper Centre (October 16). My sense is that there is a lot of interest in alternative energy locally but a disconnect with entrepreneurs.

3. **Skills training:** How do we provide skills training to rural populations with limited access to broadband and extreme challenges of distance? What are local businesses' and professionals' needs in relation to labour?
 - MTCU- Raymond Lee
 - PELA CFDC- Craig

- Contact David Brady re: new business plan concept that we are working on with Osprey Capital, Hawk Partners in Toronto that could easily be based in L&A or Prince Edward County or Kingston
 - Nancy Ker, Service Canada, Quinte
 - Dr. Charles Pascal, Early Learning Report
4. **Business growth:** What successful businesses exist in similar communities? What are the barriers in our community? How do we remove the barriers? What's missing from our communities' economic base?
- OMAFRA, Karen Fischer, First Impressions Community Exchange
 - Tamworth/Erinsville Development Committee - base line reports - Mark Oliver
 - Andy Fitzgerald - Bath Community Revitalization Committee Chair
 - Municipal World Magazine
 - Lennox & Addington Economic Development
 - Nova Scotia and Saskatchewan have a culture of cooperatives for CED
 - Napanee Gap Analysis (2003?) Town of Greater Napanee - OMAFRA
5. **Collaboration & convergence:** How do you have a vision process for a community as divergent as L&A County? Are there examples of collaboration in communities with diversity, large geographic areas, and various government structures?
- Yolande Chan- Queen's
 - L&A County Economic Development - examples from community revitalization initiatives
6. **Demographic change:** How are demographics going to impact employment and wealth in our community?
- PELA CFDC- Craig
 - Stats Can data
 - Official Plan documents - Twp of Stone Mills - Darlene Plumlet, CAO
 - CYSS Southeastern Region has a Community Profile Report (2007) and are in the process of updating.
7. **R&D opportunities:** How do we create research and development opportunities in technology, health care, software development, green building technologies?
- BR + E's

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. Development of economic development tools to increase small business creation in L&A County.
2. Success would mean a proliferation of grass root community working groups that are focused on resolving local problems.
3. Engagement of local leaders in the process who ultimately are the decision makers needed to move ahead. Results will go to elected leaders, EOMC, ROMA, EOWC, etc.
4. Measurable increase in access of youth, entrepreneurs and community organizers to the resources offered by organizations like the Monieson Centre and PELA CFDC.
5. Development of "best practices" guidelines and their application on various topics.
6. In two years there would be ongoing exchange of research initiatives from each CFDC district of Eastern Ontario having the objective of increasing knowledge of ourselves.
7. Innovative partnerships are being formed between businesses, academic institutions, community groups and not-for-profits.

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. Common activity by agencies engaged in eco dev in county creating increased collaboration. Collaboration between municipality and business developers to achieve economic goals in the community. *KIS can provide strategies for collaboration.*
2. 'Branding' of community clusters with emphasis on varied attributes of each one. *KIS has developed a Knowledge Synthesis on Community Branding.*
3. A strategic plan with input from businesses and municipality to achieve common goals.
4. County-wide activity to upgrade educational and job opportunities for youth. *KIS has Knowledge Syntheses on Youth Retention and Engagement.*
5. Emergence of new and sustainable businesses in this county (maybe with a focus on new and/or green technologies).
6. A community in which incentives are there for youth to remain and work in the community. The creation of a comprehensive strategy to assist our local youth to succeed. *KIS has Knowledge Syntheses on Youth Retention and Engagement.*
7. A better educated, motivated youth community. High school drop out rates have decreased 10%. *KIS has Knowledge Syntheses on Youth Engagement.*
8. Improved economic activity in the majority of L&A's nearly 30 communities is obtained through individual community visioning to determine an overall vision of L&A.
9. Inventory of skilled labour resources in L&A County. *This would require new funding.*
10. That we would see academic programs at both the University and College level that would lead to new businesses locating in our area that would implement some or all of the suggestions gathered here tonight as they relate to the realization of new jobs, prosperity and opportunities in L&A, PEC

and Kingston. The area is recognized internationally as a hot bed of green initiatives and technology. *KIS has resources on community branding and is developing resources on green technology.*

The following are beyond the scope of the KIS project:

1. Creation of a 2015 Vision for L&A County.
2. The tax base in the area has increased by 5% and has a plan in place to increase by 25% in the next 5 years.
3. Access to genuine high-speed broadband throughout the county.

Appendix A – Rough Ideas for Question 1

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

Voting Results

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

Number of ballot items: 21

Total number of voters (N): 13

Votes	Rank	Issue	Comments
8	1	Access to skilled labour	Access to skilled labour <ul style="list-style-type: none"> availability to source trained, educated workforce
8	1	Community engagement	Engaging community, increasing motivation
8	1	Youth retention and re-attraction	Retention and re-attraction of youth into the community <ul style="list-style-type: none"> Employment opportunities - manufacturing wages shifting to retail/service industry
7	4	Lack of broadband	Lack of broadband in the majority of L&A
6	5	Changing demographics	Shifting population demographics (e.g. aging pop, declining school enrolment)
6	5	Vibrant downtown	Vibrant downtown - live, work, play
6	5	Sustainable growth	Sustainable growth with respect to energy, waste, development
5	8	Social cohesion	Social cohesion: differences with regards to growth, development (north v. south etc) <ul style="list-style-type: none"> Lack of knowledge about how L&A people think and feel about development Distance and differences of the County North vs. South Divergent views of rural success - traditional farmers (get farms going again) to "citidiots" - new green and/or tourism initiatives
5	8	Location	Proximity to large urban community has positive and negative implications i.e. the mouse and the elephant e.g. skills, shopping, etc.
5	8	Increasing tax base	Increasing tax base -> how will we support our infrastructure etc. , need real growth that adds to assessment base
4	11	Child poverty	Child poverty: high % in L&A
3	11	Development diversity	Lack of diversity of development, businesses - we should not put all our eggs in one basket. Need to have a portfolio of opportunities
3	13	Infrastructure	Aging/lack of infrastructure limits new investment (roads,

			sewer, power, water etc)
3	13	Loyalist heritage	Loyalist heritage & history promotion for Tourism and parkway promotion and UEL Centre
3	13	Collaboration	Collaboration & working together: Overlap in mandates in community orgs
3	13	Education	Post secondary education: need more access, motivations, incentives for high school grads (and non-grads)
2	17	Transportation	Transportation: lack of public transit, access to/from rural areas
2	17	Physician recruitment	Need for physicians
1	18	Recreation	Indoor year round tennis facility to replace one that used to exist in Kingston
0	19	Farming issues	Family farms being replaced by factory farms

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: 16

Total number of voters (N): 13

Votes	Rank	Issue	Comments
10	1	Community engagement	How do we engage the broader community to - set goals, accept responsibility for action and work to get there? <ul style="list-style-type: none"> • How do we find out what people in L&A think? (As opposed to PEC or Kingston or???) • What do we have to do to persuade all the community work toward a common beneficial goal? • How do we engage community leaders in a functional tourism master plan?
10	1	Emerging economy	How do we tap into new and emerging economies such as creative/knowledge based, or green/alternative energy? <ul style="list-style-type: none"> • What are the best ways to attract and promote "green" economy entrepreneurship locally? • What do we need to do to attract attractive jobs paying decent wages
10	1	Skills training	How do we provide skills training to rural populations with limited access to broadband and extreme challenges of distance? <ul style="list-style-type: none"> • What are needs relating to labour? Determine from local businesses and professionals their needs relating to labour requirement and provide relevant education at local school or college. • How to create an inventory of skills within the County's labour force?
7	4	Business growth	What successful businesses exist in similar communities? What are the barriers in our community? How do we remove the barriers? <ul style="list-style-type: none"> • What's missing from our communities' economic base? (Gaps - standard mix of retail for ex)
6	5	Collaboration &	How do you have a vision process for a community as

		convergence	divergent as L&A County? (Are there examples of collaboration in communities with diversity, large geographic areas, and various government structures?)
6	5	Demographic change	How are demographics going to impact employment and wealth in our community?
4	7	R&D opportunities	How do we create research and development opportunities in technology, health care, software development, green building technologies?
2	8	Poverty	What is the relationship between local poverty and local economic development?
2	8	Not-for-profit funding	Why are rural non-for-profit cultural organizations left to "survival of the fittest" government policies? Funding is set up so that orgs must compete so that Darwin prevails
2	8	Health care access	Access to health care in rural environment. Are there successful techniques other than money to attract physicians? <ul style="list-style-type: none"> • Establishing a community health centre-how to
2	8	University outreach	University outreach. How to connect researchers & academia to private business? What mechanisms have worked that have placed researchers with companies in rural communities?
1	12	Youth resources	What resources need to be available in the community to help youth succeed?
1	12	School closures	What is the economic, social and lifestyle impact of closing rural schools in eastern Ontario?
1	12	E-learning	E-learning opportunities. How to initiate an introduction to virtual learning early in school?
0	15	Transportation	What transportation models exist in communities similar to our own?

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 Lennox & Addington 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 Lennox & Addington 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.