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# **A Strategic Development Plan for New Ross & Area**

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**Prepared by:  
New Ross Regional Development Society  
2014**

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### REVISION AND PUBLICATION REGISTER

Revision N°	Date	Modification And/Or Publication Details
00	17-Dec-2013	Draft Report Compiled
01	12-Mar-2014	Draft Report Issued for Review
02	7-Apr-2014	Released to Public
03	24-Apr-2014	Revision

# Introduction

Between September 2012 and May 2013 members from the New Ross Regional Development Society worked together to develop a community-based Strategic Development Plan for New Ross and Area. The anticipated outcome is the development and maintenance of a sustainable economy that respects lifestyle preferences and protects community values. A community survey was completed by New Ross residents. A stakeholder survey was completed by local business people, volunteer organizations, groups and three levels of government. With tabulated responses from the community, a series of planning meetings, facilitated by Chad Haughn (Director, Recreation & Parks) and Debby Smith (South Shore Regional Representative, NS Dept of Health Promotion & Protection), began in March 2013. A vision statement and mission statement were developed and six strategic goals were identified. To develop actions toward meeting the strategic goals, a Town Hall-style public meeting was held on May 15, 2013 where 50+ New Ross and area residents attended to share their ideas and enthusiasm.

## Building Our Plan: Surveys, Planning Sessions, & Evaluation

A community survey was developed to gather views about the future of New Ross and its growth. Copies were delivered to individuals via *The Flyer*, the Credit Union, the Post Office and Home Hardware. Responses indicated the community's attitudes and values, and provided a strong base for strategic planning. See Appendix A. A cross-section of local business people, volunteer organizations, groups and three levels of government were also surveyed to collect ideas about growth and development, and attracting and keeping residents. See Appendix B. Strategic planning sessions were facilitated by Chad Haughn and Debby Smith. See Appendix C. A SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was completed as a preliminary strategic planning method of examining the issues and setting out objectives. See Appendix D.

## Vision Statement

A strategic vision is a view of the community's future direction and is used as a guiding concept for what the community is trying to achieve. This vision statement aims to stir emotion, excitement, and to create enthusiasm to inspire and engage the people in the community. The following vision statement answers: "What will our community look like in 5 to 10 years from now?"

***New Ross is a vibrant and innovative rural community that values its natural environment, preserves its heritage, and has a thriving economy. We work together for the betterment of the community while enjoying a quality of life that fosters pride and prosperity.***

## Mission Statement

The purpose of developing a mission statement for the community of New Ross was to summarize the community's underlying purpose and vision. The mission statement will guide the goals and serve as a means of measuring the strategic plan's success.

***Our commitment as the community of New Ross will be to engage the skills and talents of community members to develop solutions to the challenges we face. We will work together to identify and encourage innovative ideas to improve the social, cultural, environmental and economic conditions in which we live while respecting and preserving our heritage.***

# Strategic Goals

Through the strategic planning process, the committee identified a number of key areas to examine the economic development issues of the area. They were then organized into six strategic goals:

1. Increase business in the community
2. Retain present business in the community
3. Increase visitors to New Ross
4. Increase community vitality
5. Improve and expand partnerships
6. Improve community assets

A number of strategy suggestions were put forward by the New Ross Regional Development Society which were further developed by public participation at the Town Hall meeting.

## Town Hall Meeting

A Town Hall public meeting was held on May 15, 2013 where 50+ residents attended to share their strategic ideas with respect to the six strategic goals.

## Strategies for Strategic Goals

The following pages summarize the six strategic goals, and strategies to address them, including ideas from the facilitated planning process and ideas gathered from the Town Hall public meeting. A full version of the strategies is included in Appendix E.

<p><b>GOAL 1: Increase Business</b></p>	<p><b>Business Education:</b> Promote existing business and opportunity for new business through trade shows, media presentations, etc. Business basics education is required to encourage people to start a business (i.e. ABCs of starting a business). We have four people in New Ross who took special training on how to apply for government grants and could set up an education session to allow other organizations to learn from these experts. Recognize that development and diversity are positive.</p> <p><b>Business Ideas:</b> Encourage people to produce New Ross souvenirs and “Made in New Ross” products. Promote and encourage business ideas such as a pellet mill, alternative energy sources, campground, Enviro depot, industrial park, provincial park, retreat etc. A private company could run boating/ fishing/canoeing from Ross Farm. The Ross Farm Museum itself could sell crafted products made by individuals at home.</p> <p><b>Funding/Investments:</b> Build a community economic development investment fund (CEDIF). Offer incentives (cut power rates with local power). Develop business support group to work on funding. Encourage government incentives (explore how we can attract existing supports).</p> <p><b>Partnerships:</b> Establish a relationship between the South Canoe wind farm operators and the New Ross Consolidated School to educate the students about the principles/advantages of wind power. Use the existing infrastructure at the New Ross Fairgrounds for more events.</p>
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<b>GOAL 2: Retain Business</b>	<p><b>Retain Current Business:</b> Work with business owners and create a campaign to encourage residents to shop locally. Advertising in <i>The Flyer</i> would create awareness about available products and services, and incentives could be offered (e.g. promote Credit Union services and allow parents to have no-fee savings accounts for their children).</p> <p><b>Government Assistance:</b> Facilitate business succession planning. Encourage government investment for business transfer. NSCC training programs to encourage involvement in business with NSCC keeping track of training. Need a federal government program of support for rural business. Have someone who can apply for and find different grants and other monies. Information available through NS Federation of Agriculture.</p>
<b>GOAL 3: Increase Visitors to New Ross</b>	<p><b>Marketing &amp; Promotion:</b> New Ross needs an up-to-date website. Create an awareness campaign such as, “Why New Ross.” Engage real estate agents. Gather and analyze visitor survey results. Promote our location, affordable housing, friendly people and community spirit. Host a trade show.</p> <p><b>Develop and Enhance Festivals &amp; Events:</b> New Ross Fair, Farmer’s Market, and Community Suppers. Need more local attractions (provincial park, camping facilities, outdoor recreation facilities etc).</p> <p><b>Partnerships:</b> Provincial and regional Tourism Groups (Destination Bluenose Coast); Networking: business to business (B2B). Utilize the school as a two-way hub.</p>
<b>GOAL 4: Increase Community Vitality</b>	<p><b>Support Local:</b> Establish a board of trade. Support local business with a Buy Local campaign. Package for visitors (include directory, flyer, gift card). Plug into music etc. – music festival. Involving Mi’kmaq community – wild craft etc. Business directory.</p> <p><b>Self-Promotion:</b> Welcoming committee/welcome wagon and “meet and greet” committee for new residents. Encourage everyone to be an advocate for New Ross. Promote present recreation facilities. Open community like <i>Open Farm Day</i> to show off what we have.</p> <p><b>Visible Improvements:</b> Community decorations/beautification including a plan for items like more sidewalks and lamp posts, statue or item to represent community at the cross. Community should have emphasis on natural beauty of the area and increase natural spaces for use.</p> <p><b>Cooperation:</b> Bringing community groups together. Bring young adults together in a group. Encourage, recognize and engage youth – develop youth programs. Promote recreation – there is a trainer in New Ross, home care, physical education, elder fitness.</p>

<p><b>GOAL 5: Improve &amp; Expand Partnerships</b></p>	<p><b>Relationships/Networking:</b> Work more closely with everyone in the community (i.e. Credit Union &amp; small businesses). Relationships with agencies and associations. Churches and church groups working together recognize similarities and ignore differences. Farm and agriculture college (groups of people come together to start a farm). Bring in mentors to advise. Create more local partnerships. Fair grounds needs to be used more – example motorcycle group - development society can spearhead. Coordinator needed to help partnerships develop. Maximize the partnership between the school and community, recognizing the school as an integral part of community growth, and our youth's development.</p> <p><b>Communication:</b> Town Hall-style meetings, organized locally, all levels of government invited. Community groups to work toward common goals. Promote our vision, mission and goals externally. Promote external partnerships. Promote Ross Farm better (can be low cost, using social media). Include all benefits of community in advertising for each business, offer incentives through advertising. Town Hall meeting is encouraging business and the same people routinely attend therefore need to have better communication.</p>
<p><b>GOAL 6: Improve Community Assets</b></p>	<p><b>Community and Rural Beautification:</b> Consider developing a 10 year community upgrade plan i.e. What do you see your community looking like and what does it have in it? Encourage public and private properties participation. Improve lighting (i.e. Light post on new sidewalk) Accent icon to highlight the history i.e. World's largest axe, Christmas tree, etc. Music at gazebo.</p> <p><b>Support Local Business:</b> Ross Farm: encourage Ross Farm fundraising, tag onto the Ross Farm movement, trying to encourage visitors to remain in the community longer. South Canoe: build a strategic relationship with the largest renewable energy project in the province (technology, tourism, education), assigned share of the \$600,000 annual revenue from the wind farm. Fairgrounds: encourage better use of the fairgrounds, business fair, campground.</p> <p><b>Support Infrastructure:</b> Investigate community water supply; increase sewer capacity. Extend existing sidewalks (and trails); lobby for better access to technology i.e. Internet access. Use the school facility for a base for eco-tourism opportunities, businesses and organizations in the community could use the school for various meetings and events. Develop housing units, expand senior's complex, create public health facilities. Have access to affordable services such as groceries, housing and child care.</p> <p><b>Volunteers:</b> Encourage young volunteers. New Ross 200th anniversary in 2016 – need a new group.</p>

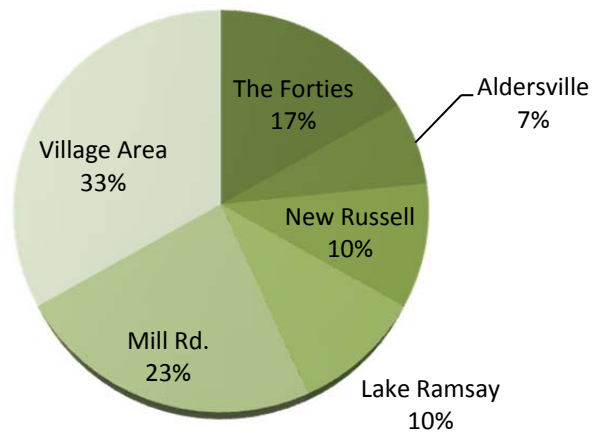
## *Appendix A Community Survey*



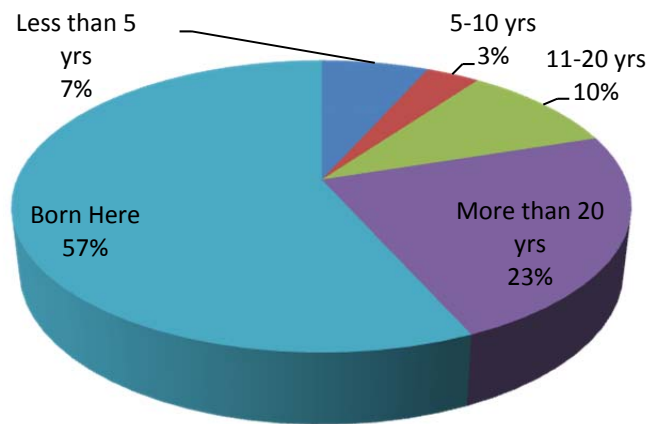
# Community Survey: A Strategic Development Plan for New Ross and Area

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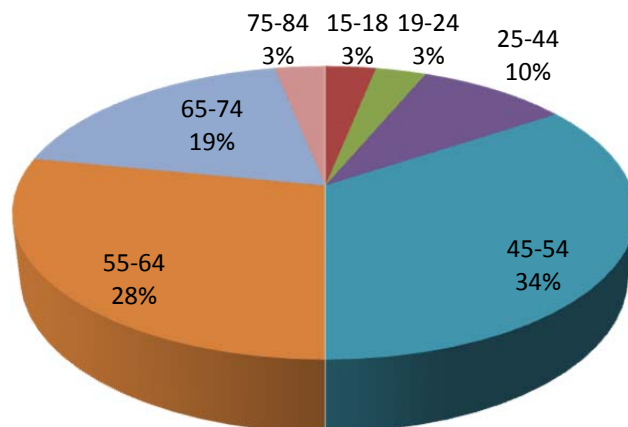
1.1: In Which part of the New Ross Area do you currently reside?



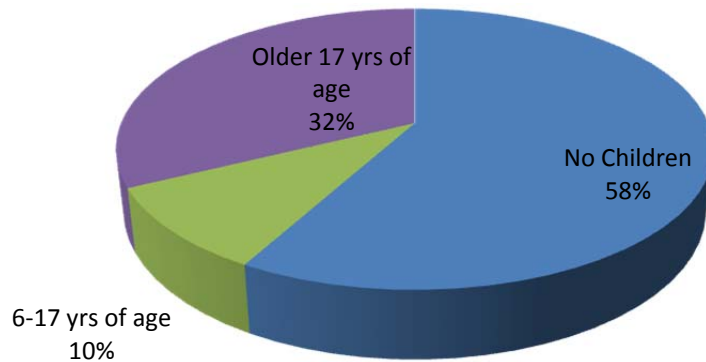
1.2. How long have you lived in this area?



1.3. Please indicate your age



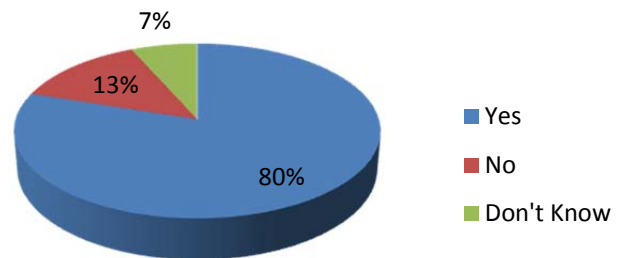
#### 1.4. Do you have children living with you?



#### 2.1 Do you believe that the New Ross area's economy is changing?

Comments:

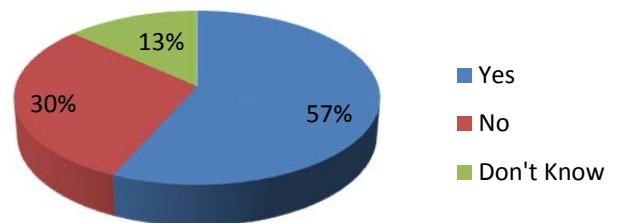
- Ross Farm Grant
- Residents are going outside for things that are available locally
- Decline in Christmas tree / forestry economy
- Fewer jobs
- More low income families
- High gas prices are hurting rural area
- Improvements at school/sports complex
- New Businesses



#### 2.2 Do you believe that New Ross is changing socially?

Comments:

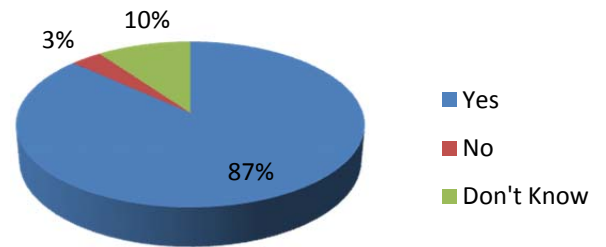
- New residents from many different regions
- New residents appear to be more community minded
- More temporary residents
- Continues to be a friendly place to live
- Different areas working together more efficiently
- Community is growing as a whole and not just separate groups (i.e. Forties, New Ross, Mill Rd. etc.)
- More attention to the electronic generation
- Fewer community events / lower attendance at current events
- Social media becoming prominent



### 2.3 Do you believe that New Ross is changing demographically?

Comments:

- Aging population – fewer younger families
- Young people leaving
- Smaller families
- Don't believe there's been a significant change
- Decreasing enrollment at the school

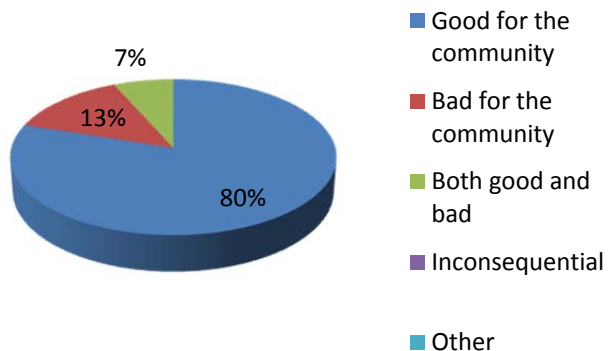


### 2.4 Describe your view of recent changes in the community.

Comments:

- Lots of new residents
- Negative changes
  - o Becoming an aging community
  - o Not many young families
  - o Fewer people to work, elderly are working as long as they can
  - o Have to leave the community for almost all needs
  - o Fewer volunteers
  - o Businesses closing because of economy
  - o Loss of dentist & Pharmasave
- Positive changes made a big difference
  - o Resource Center
  - o Band Stand
  - o Recreation Facilities
  - o Fair Ground upgrades
  - o Ross Farm facility announcement

### 2.5 In your opinion, have these changes, for the most part been...



### 3.1 What do you value most about living in the area?

Comments:

- Community Spirit
- Lots of clean lakes and rivers
- Ross Farm heritage
- Sense of safety
- Land prices
- Quiet
- Slower paced
- Central to larger cities/towns
- Traditional values

### 3.2 What do you dislike most about living in the area?

Comments:

- Deteriorating roads
- Distance from neighboring communities
- Lack of job opportunities (commuting)
- Lack of retail outlets
- No Doctor/Dentist/Pharmacy (too far for seniors)
- Few small businesses
- Decline in youth population

### 3.3 What current aspects of the community do you believe should be enhanced or improved?

Comments:

- More things for people to do, community events
- Better use of land/farms
- Four wheeler/snowmobile trails would attract younger people
- Focus on local job creation
- Encourage new businesses
- Completion of the Ross Farm facility
- Improving the farmer's market
- Beautification for the core/"Main St." ([www.communitiesinbloom.ca](http://www.communitiesinbloom.ca))
  - o Help merchants find funding for Main St projects to improve look & feel of our core
- Community needs more maintenance
- More infrastructure (better roads)
- More retail
- More Tourism other than Ross Farm
- Improve or remove fairground gates
- Get rid of the old houses and buildings that are falling down and clean up the junk on some properties.

### 3.4 What new aspects should be added to make New Ross a more vibrant and pleasant place to live?

Comments:

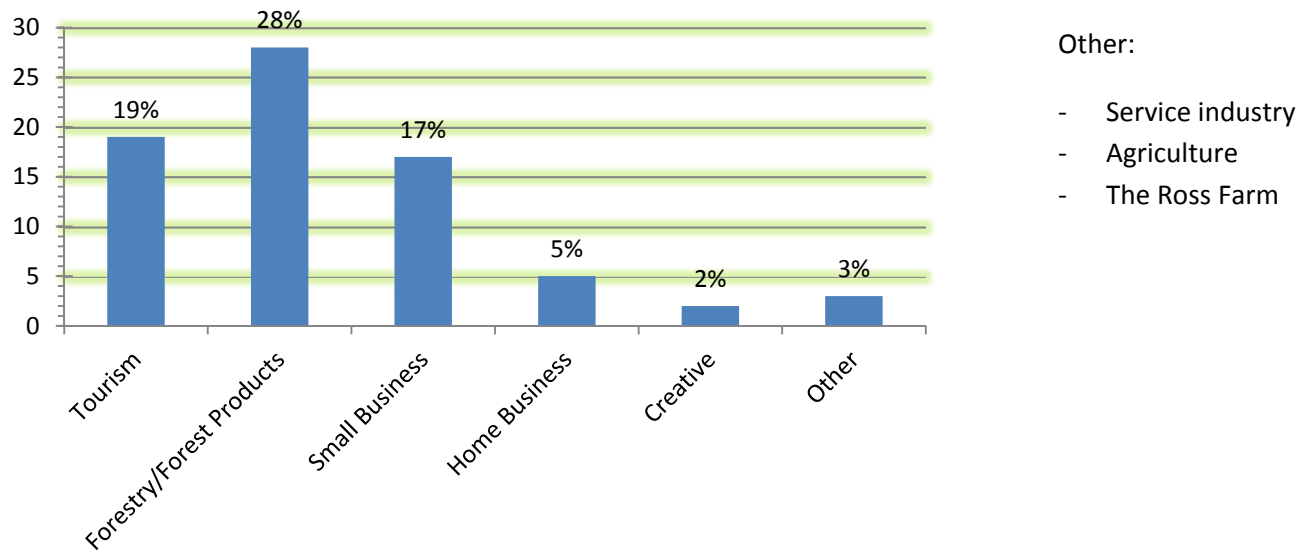
- New seniors complex **#2**
- More trails for recreation and general travel to prompt healthy living choices
- Public water frontage improvements (beach etc)
- Community sledding hill/skating rink/pond
- Public health facilities (Local Doctor, Dentist & Pharmacy) **#1**
- Local recreation programs
- Alternate Grocery Store
- Attract small business
- Make new families feel welcome
- Affordable housing and local school
- Affordable services (ie groceries)
- Camping facilities
- More local employment (via Forestry/Agriculture/Tourism)
- A new community centre/youth centre to allow for community events. Perhaps a multipurpose arena/curling rink/library that could host the annual exhibition in August like they do in Windsor. Not a big, full sized arena complex...just a multipurpose building that allows for such activities or events to be held.

### 3.5 Suggestions on how to make changes regarding questions 3 & 4

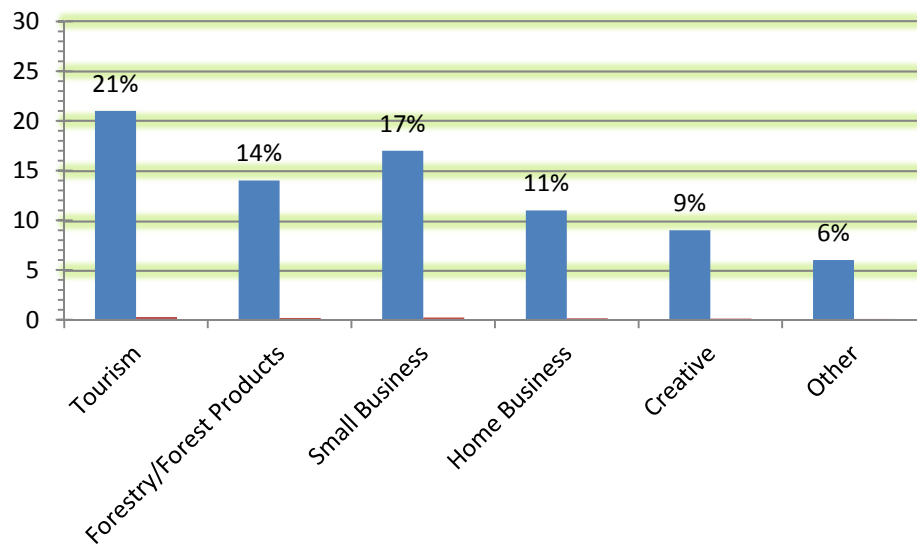
Comments:

- Accessible Library
- Really push to help resident doctor become established **#1**
- Make it easier for small businesses to establish here
- Push government to improve roads
- A community co-op could be created that would have the ability to negotiate with provincial officials on funding grants and with local land owners in terms of developing housing units in the area that would be affordable to young families. Such things have happened in other areas of the province. Examples: Antigonish and their housing co-ops as one example or Berwick and their community efforts to get an insurance company to build them an arena. It can be done but requires long term commitment by a group of individuals who engender the trust of the remaining community members who might see tax rates increase in order to create such infrastructure.

4.1. Which of the following do you consider to currently be the main economic drivers for our area?



4.2 Where do you believe the best opportunities are for future economic development for our area?



Other:

- Heath services
- Wood pellet factory
- Farming
- Bigger Seniors Complex
- Keep trying for support from government
- The Ross Farm Museum is known internationally and popular for all ages, continue to promote local support
- Cottage country concept will bring more people who will spend so we can retain present stores and services, possibly expand.

## 5. Closing Thoughts

### Comments:

- Concern about children travelling longer distances (ie losing the grade 9s)
- Fight for what we have and then improve on it
- Aging population needs better facilities (ie seniors complex/nursing home)
- Local Health Care (Doctor & Pharmacy)
- Better/Localized community center/Legion
- Need a focused plan and good dynamic leadership to execute the plan
- More promotion to attract retirees and younger families
- Promote local business shopping vs. cost of gas to go elsewhere
- Cleaning up our lakes and rivers
- Enviro depot – create jobs and provides a good service
- Stop promoting as cottage country and more as a community
- Develop a small industrial park to allow growth
- Clean up the core (apartments, store parking lot etc.)
- Roads need serious improvement
- Create an “ego wall” showcasing New Ross’ history as a thriving business and industrial community it once was
- Love it here, most people here are friendly and neighborly
- Place for tourists to stay for more than a day.
- Strategies to promote local industry (Christmas trees, forestry etc.)
- Xmas Festival is a great example of what our community can do
- Location of New Ross is an asset. Great for marketing
- Use geocaching to promote local sights
- Create a provincial park to encourage people to visit and stay longer
- Start planning and take advantage of the projected increase in tourism generated from The Learning Center being built at the Ross Farm.
- Local camping facilities
- Encourage locals to use local resources
- Investigate wind energy as we have lots and could potentially have an economic advantage for our community
- Development must not disrupt what we already have.
- If you are to attract attention to families in search of a community to raise their children, advertising the "Return to Family Values" is an excellent message to put out to the public; however, to keep them here you need to house them, feed them, and attend to their medical and recreational needs. Work on those areas and people will flock to the New Ross and area community!



## *Appendix B Stakeholder Survey*

## Stakeholder Survey

1. What are the factors (pros and cons) that we should consider in respect to growth and development
2. In your opinion should we go after development regardless of the cost? (environment, way of life, etc)
3. What are the most important factors to consider in pursuing opportunities for development?
4. What are the priority and types of development that you would like to see in our area?
5. What mechanisms should we put in place to control how development takes place in our community?
6. Who should take the lead in planning for growth in the region?
7. In these times of economic change, what suggestions do you have to help guide development in our area?

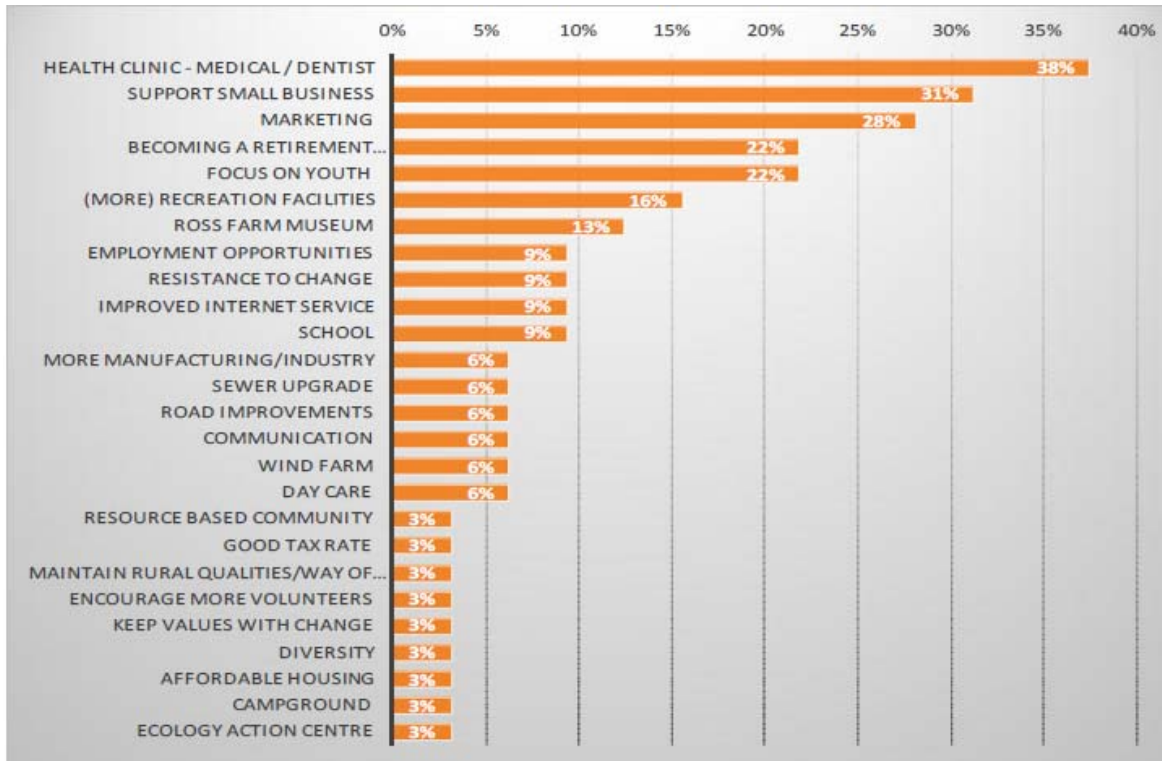
# Stakeholder Survey: A Strategic Development Plan for New Ross and Area

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## Growth & Development

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### Additional Notes:

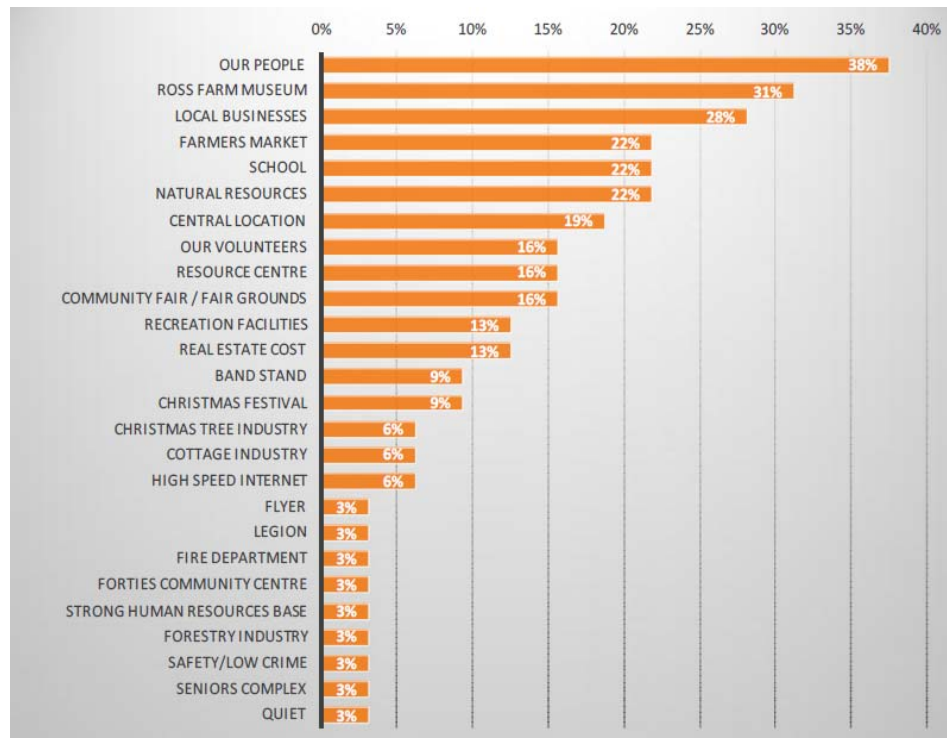
- Health Clinic
  - Medical Doctor
  - Dentist
  - Would mean jobs
  - Similar to New Germany
  - Collaborative with health center and family conferencing center in Chester
  - Pharmasave
  - Mental Health
- Support Small Business
  - Buy local
  - Small business is the backbone of our community
  - Need new service station
  - Encourage competition
  - Government needs to assist more
  - Help with promotion
- School
  - Fight to keep it
  - Consider multiuse of the school
- Recreation Facilities
  - Utilize lakes and rivers are good opportunity for development
  - Ball field was planned but not yet finished
  - People like trails (eg into Skerry Falls). Council should purchase green space, lake access
  - Swimming pool

- Campgrounds
  - Geocaching, great for this area, hikers. Attracts tourists
- Ross Farm
  - Attracts several visitors; good to have other amenities for them when they visit
  - Expansion will impact other organizations
  - Fishing on the farm?
- Becoming a retirement community
  - Programs for seniors
  - Need for a seniors complex
  - Long term care facility
- Must consider residents and the environment.
  - Example: Kaizer Meadow
- Too many small groups doing the same thing (Fire Dept., Legion, Forties, Farmers' Assoc., seniors)
  - Need improvements; working together
- We are a resource based community; a lot of people still make a living off the land
- Have to move forward which may mean to let some things go that we hold dear
- Real estate values will go up as development continues
- Community members/stakeholders must have input and understand what is being done and why
- Encourage engagement of summer residents
- Development is positive for active community members and those with the financial resources to support it
- Communication
  - Is important to ensure the community members are aware of what is going on
  - Must ensure community members are heard
  - Get new ideas from new families
- Need to act quicker...we tend to take too long
- Marketing
  - Young couples from outside Canada looking for small farms; we have many resources to get them going
  - Learning Centre 10 year project
  - Create town map for tourists
  - Promotional video needed online to help bring in people
- Outdoor activities needed, to stay longer, spend more money
- Diversity
  - People need to accept newcomers; they can bring new business and opportunities the community
- Youth
  - Don't have the same values
  - Need something to bring in 20-30 year olds
- No skilled labor

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## Assets

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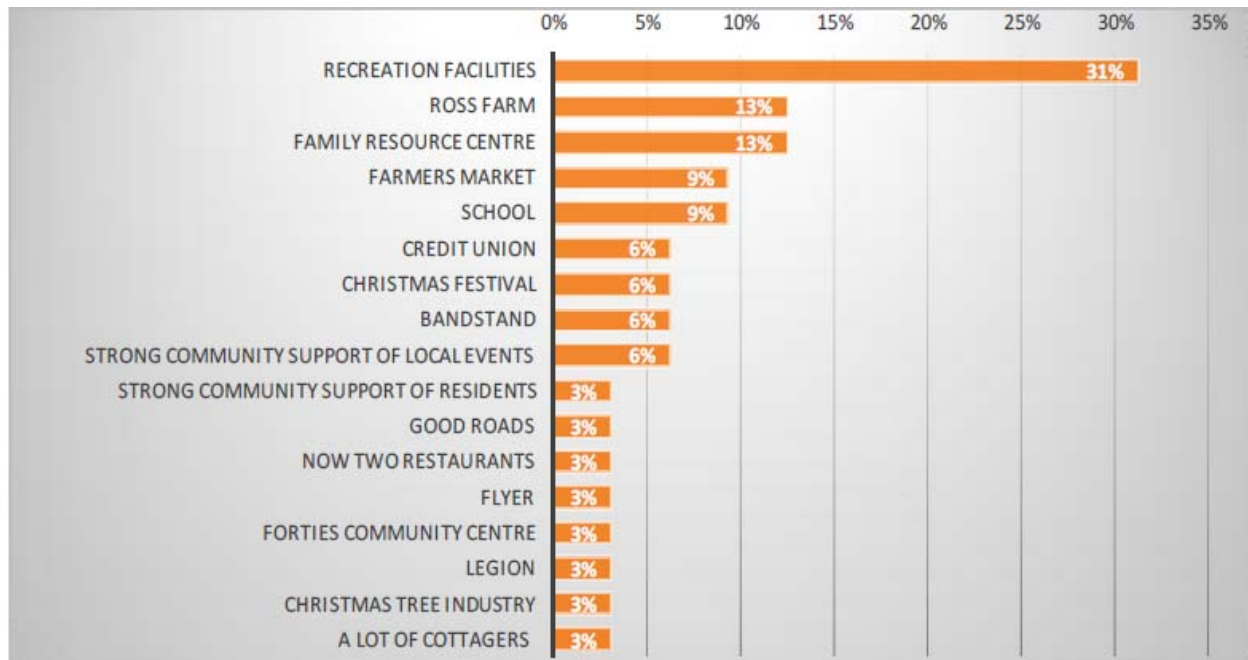
### Additional Notes:

- School
  - Smaller class size
  - No violence
- Our people
  - Friendly, talented
  - Community Charm
  - Willingness to help others in need
- Natural Resources
  - Lakes and Rivers
  - Knowledgeable residents of local resources is an asset
  - Walking Trail
- Local Businesses
  - Gas – We need to keep the gas station open; it is a necessity
  - Home Hardware
  - Credit Union –must ensure sustainability
  - Funeral Home
- Ross Farm Museum
  - Move farmers market inside
  - Locate weather station here
- Christmas Tree Industry
  - Think beyond the traditional way of thinking; consider tourism; learning vacations
- Real Estate Costs
  - Low tax rate

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## Accomplishments

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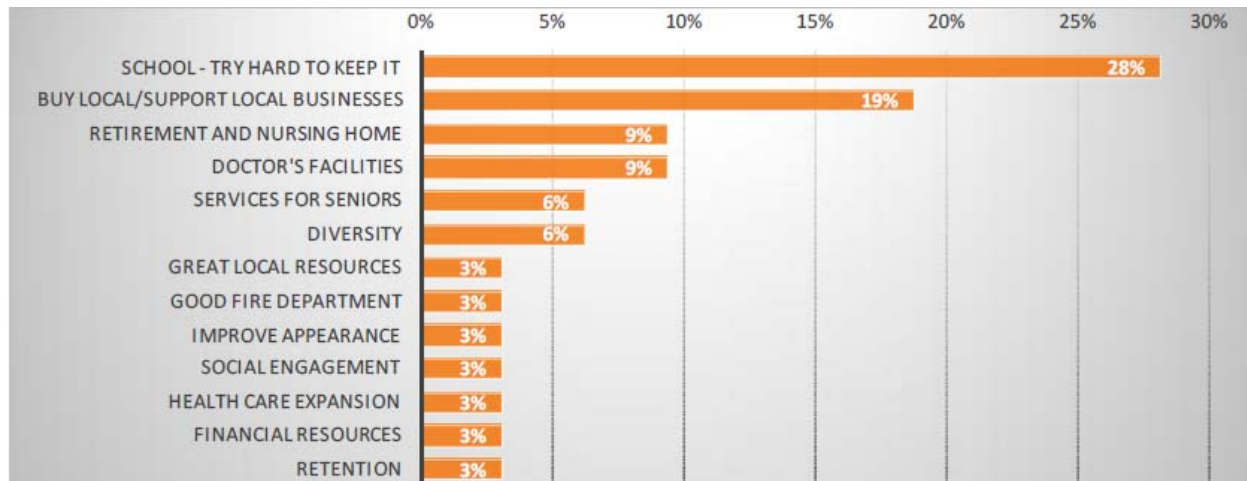
### Additional Notes:

- Recreational Facilities
  - Lion's Park Walking Trail
  - Recreation complex
  - Expansion at the school
  - Tennis court
  - Maintain what we have and keep expanding
- New Ross Resource Centre
  - Building programs and partners
  - Blood Collection
  - Piano lessons
  - Dance classes
- Ross Farm
  - Well-advertised and puts the New Ross name out there
  - Planned expansion
- Christmas Tree Industry
  - We need growth strategies
  - Supply getting less
- Forties Community Centre
  - Attracts a lot of people and they have been able to maintain and even increase their numbers
  - It is also debt free

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## *Attracting and keeping residents*

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### Additional Notes:

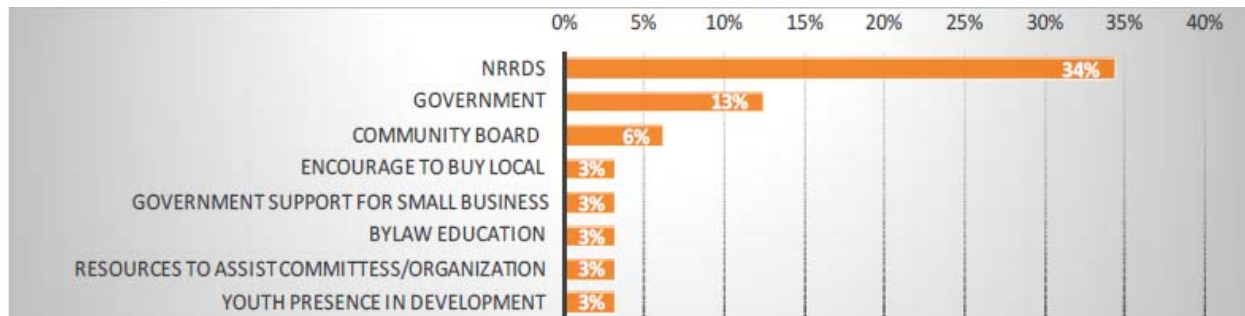
- Buy Local/Support Local Businesses
  - Education on buying local and how we are competitive is crucial
  - Helps keep jobs and resources. Young people are moving out and older leave for medical services
  - Improve grocery store, hardware store, and garage etc.
  - Partnering with businesses in the area, such as Clover Farm which is owned by Sobeyes
- School
  - No one moves to an area without a school
- Demographics
  - Many people are reaching retirement age
  - Transportation options for seniors
  - Try to attract young families to the area
- Health Care and VON are an important part of this community and will become even more so
- Diversity
  - We have to welcome new cultures which will require education and acceptance by residents
  - Be more open to new people. Accept and support what they bring to the community
- Improve appearance
  - Sidewalk expansion and improvements
  - Landscaping
- Financial resources
  - To assist families who are unable to afford to get involved in things
- Retention
  - Provide more opportunities to allow living at home



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## Leadership

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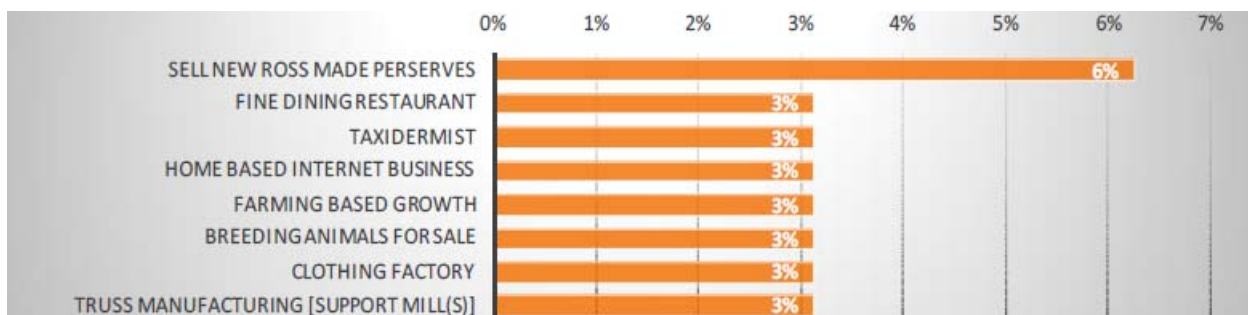
### Additional Notes:

- NRRDS
  - Continue consulting with community
  - Good place to start
  - There is a lot of experience within the group; most members are involved in other organizations which provides valuable contact and networking abilities
  - Doing a good job and should take the lead
  - Communication is key
- Government
  - Councilor
  - MLA
  - MP
  - Partnerships across all levels of government is key
  - Leave politics out of it
- Need a leader to step up and sell the community
- True leaders will accept advise
- Need an interested and skilled population interested in volunteering their time
- Community Board
  - Central coordinator

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## Business Ideas

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## *General Comments*

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- Manganese Mine? Can we look at other industry that could grow here
- Everything, no matter how small, adds to the community
- Small businesses support one another; we need to encourage residents to support them as well
- Consider a trade show to let people know more about our businesses and their challenges
- Encourage visitors to “stop” in New Ross as we are a drive-through community
- Nice to have EHS ambulance / first response services here like Hubbards and Chester
- Would like to see July 1<sup>st</sup> parade back
- Return of business association for improved communication between groups/businesses
- Credit Union needs to stay old fashioned, better hours
- Can we take advantage of the ship building contract
- Our residents care about our community
- Good to have input from everyone, especially young people
- Community doesn’t realize what we have to offer; our reputation outside of this community is a good one
- Like the community the way it is; value is what we have
- We can act as a promoter if it is not within our ability as residents or community as a whole to make it happen
- We are not a wealthy community; average family income is \$17,000
- New programs & services must be affordable for long term feasibility
- How can we change our image of being less important in rural Nova Scotia
- Volunteers burnout – need new blood and new ideas
- The economy doesn’t support our way of life anymore
- 70% of business is from outside New Ross
- Foreign workers are an asset to the community
- Some people will want to do nothing but nothing will not grow our community
- Have a doctor but needs a place to work
- Anti-development people don’t realize the implications
- New development to save what is lost
- Small increase in taxes to bring a strong recreation base for families
- “QR” codes needed on promotional material, linked to new and improved website
- By-laws and zoning need to be in balance with rural life
- Keep plugging away to move things forward and don’t dismiss new ideas that might work in our community
- Website needs expanding; events need to be posted and kept up to date
- Run community as a business
- Money is not always spent in effective ways
- No destruction to the land for the sake of growth
- Need to adapt to changing market

# Stakeholder Interviews: A Strategic Development Plan for New Ross and Area

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# Growth and Development

- We need to play to our strengths- ie Gold River; Tourism will make a comeback, people like trails into Skerry Falls. Council should purchase green space, lake access.
- We need to be more sustainable unto ourselves; need a Pharmasave.
- We need more people.
- Close to Europe for daily flights.
- Unless there is some way to attract industry, we are always going to be a bedroom community.
- We have a very aging population and need to attract young people.
- Some positive signs are Muwin Estates and Higbee Berry Farm.
- Bowater closure will have a big impact on New Ross.

- |   |   |  |
|---|---|--|
| ❖ Swimming pool                                       | ❖ Doctor needed in community, health improvements   | ❖ Cottage industry needs to be increased to help with tax base   |
| ❖ Start affordable projects                           | ❖ Need something to bring in 20 and 30 year olds  | ❖ Geocaching, great for this area, great for hikes, kayakers, outdoor activities                       |
| ❖ Need affordable projects                            | ❖ Need stores to meet the needs of community (ie pharmacy)  | ❖ Fishing at Ross Farm   |
| ❖ Need additional health services eg. doctor, dentist | ❖ Promotional video needed online to help bring people here (promote worldwide); internet marketing | ❖ Partnering with school   |
| ❖ More recreation and fitness                         | ❖ Co-op needed for pellet mill  | ❖ Need map with high points and scenery pinpointed   |
| ❖ Child care  | ❖ Year round campground- community owned  | ❖ Wind power development   |
| ❖ Day care and after school programs                  | ❖ Find a town to town in the UK   | ❖ Tourism will make a comeback   |
| ❖ Need ideas to bring young families to area          | ❖ Outdoor activities needed, to stay longer, spend more money                                       | ❖ Need website explaining assets, promote what is great about living area, expanded to list activities |
| ❖ Green forest industries                             |   |  |
| ❖ Camp grounds  |   |  |
| ❖ Retreat (mental health)                             |   |  |
| ❖ Enticement to bring in industry                     |   |  |
| ❖ Service industries                                  |   |  |
| ❖ Ecology Action Centre                               |   |  |
| ❖ Septic system upgraded to support growth            |   |  |

Need to think beyond forestry. Tourism and the arts (live music, art shows), diversify, trails attract people. Lots of potential for tourism, add to Ross Farm. Need visible presence-not well organized, need weekly flyer. Factors-con is septic system. Have asked the planning dept to do analysis and they found that there is no land available. Taxes would be \$500-\$1000.

## **Assets**

- ❖ Ross Farm
- ❖ Can't do fabrication cheap enough around here
- ❖ Newcomers/visitors are amazed at the space we have
- ❖ Should have petting farm
- ❖ Should have a Campground
- ❖ Central Location Geographically favourable to transport businesses - Cross roads - Far enough from everything; heart of everything (middle of nowhere but middle of everything)
- ❖ Handy to Halifax-shipbuilding contract will bring people out this way
- ❖ Resource centre
- ❖ Soccer field
- ❖ Low land and housing costs
- ❖ Good community spirit; welcoming, most are self-employed and self-sufficient
- ❖ Good tax rate
- ❖ We do offer the "rural life", good location
- ❖ Neighbour helping neighbour aspect is good
- ❖ Community charm
- ❖ Clean
- ❖ Friendly and supportive
- ❖ Lakes and natural beauty; Gold River, Skerry Falls
- ❖ Talent
- ❖ Ross Farm and Ross Farm Expansion
- ❖ Reasonably low housing and land prices
- ❖ High speed internet
- ❖ School, resource centre
- ❖ Tennis court
- ❖ Trail
- ❖ Bandstand
- ❖ Friendly people
- ❖ Culture and history
- ❖ Hard working residents
- ❖ Community spirit, more acceptance
- ❖ Farm market
- ❖ Community Fair
- ❖ Natural environment
- ❖ Value safety
- ❖ Our People
- ❖ Openness and willingness to grow
- ❖ Ability to promote ourselves
- ❖ Cottage industry
- ❖ General Zoning

## **Attracting and Keeping Residents**

### **Accomplishments**

- ❖ Ross Farm Museum is well advertised and puts the New Ross name out there. It is a major drawing card
- ❖ Expansion of recreation facilities at school
- ❖ Walking trail
- ❖ Bandstand
- ❖ Christmas Tree Festival
- ❖ Butterfly Sanctuary and partnership with Ross Farm
- ❖ Farm Market
- ❖ A lot of cottagers
- ❖ Strong supportive organizations are in place
- ❖ Good at raising money
- ❖ Forties Community Centre (FCC) attracts a lot of people and they have been able to maintain and even increase their numbers. It is also debt free.

# **Leadership**

- ❖ Leave politics out of it
- ❖ Have experts on hand to put together Community Economic Development and Investment Funds (CEDIFs).
- ❖ Tap into the retired generation which will bring experience to the table. There will be resistance from some people. True leaders will accept help anyone's help.
- ❖ New Ross Regional Development Society (NRRDS) should take the lead but expertise in marketing and consultation is needed. Get some direction from Municipal Property Assessment Corporation (MPAC) and Integrated Community Sustainability Planning (ICSP). The members of the Development Society are seen as leaders.
- ❖ Need an interested and skilled population interested in volunteering their time.
- ❖ True leaders will accept advice.
- ❖ Leadership needs to come from the community for the betterment of the community and for greater representation. The community needs to be in the leadership position, they need to be good listeners and respect other positions. Need qualified people from within the community, someone with good knowledge of rural communities.
- ❖ Lots of leadership potential, possible generation gap.
- ❖ Municipal gov't and Dev. Society should have a large responsibility.
- ❖ Need a leader to step up and "sell" the community.

# **Comments**

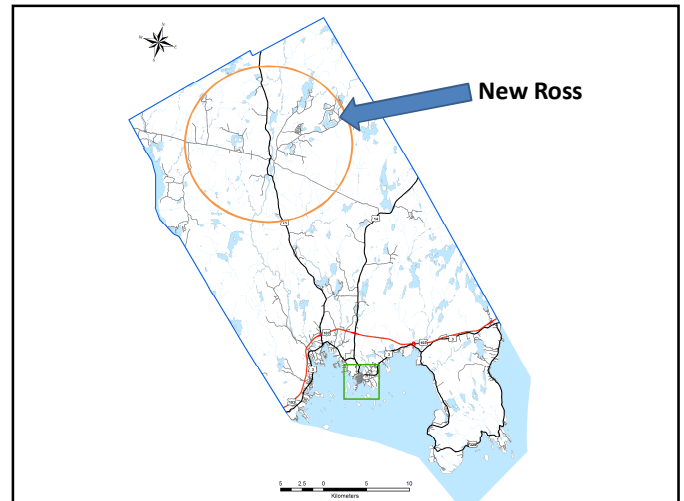
- ❖ We need to keep our school.
- ❖ Money is not always spent in effective ways.
- ❖ Have doctor but Doctor needs a place to work .
- ❖ We have to sell ourselves.
- ❖ Much older community than others; need a place for seniors so they don't have to leave community. Need entertainment for teenagers.
- ❖ With the demographics/ age of people there should be controlled development; there are lots of restrictions-wouldn't want any more control than we have. New Ross is close to grid hook up; people not inclined to invest in wind energy. Locals don't understand-not a big risk tolerance.
- ❖ Need to be able to adapt; Christmas trees to what? If you want to be able to move economy you've got to be able to take risks.
- ❖ Can't beat regulations; killing small business- big companies controlling.
- ❖ Anti-development people don't realize the implications.
- ❖ Need to save what is here.
- ❖ New development to replace what is lost.
- ❖ No destruction to the land for the sake of growth.
- ❖ Small increase in taxes to bring a strong recreation base for families.
- ❖ Don't dismiss new ideas that might work in our community.
- ❖ Government is broke.
- ❖ Need to adapt to changing market.
- ❖ Crosswalk needs improvement.

- ❖ Need to bring young families to the community.
- ❖ Community has a great deal of independence; need more people.
- ❖ Research needed to find niche areas.
- ❖ At present, age of community needs to be considered.
- ❖ Private land owners may hold up expansion.
- ❖ Need to run community as if it were a business.
- ❖ “QR” codes needed to be put on promotional material, linked to new and improved website.
- ❖ Gov’t funds have to be spent wiser. Industry cannot leave once gov’t incentive runs out.
- ❖ Need small industry, won’t be able to attract big industry. Unless the infrastructure was different such as better roads. Small industry will be enough to employ some people.... The school closure would be a major blow.
- ❖ ICSP (Integrated Community Sustainability Planning) done for the whole municipality; need doctor in community; businesses that can employ; farm markets are hot right now.
- ❖ Not a lot of outward migration from HFX. Long commute time. Still 20 minutes from amenities. Not as much a sense of community, organizations split up and saturated.
- ❖ Bring more people here. Negative-more independent. Need campground-4 month cycle for camping. Potential for waste product production- oils from pine needles.
- ❖ Local skills with people who are able to get grants, local people must invest as gov’t is dry. CEDIF (Community Economic Development and Investment Fund)-people don’t understand investments
- ❖ Marketing needed in the UK. Newross.ca needs improvement. No information. Need one that drives traffic to it. Link to target market. Check into e-lance.
- ❖ People want large parcels of land and want a certain lifestyle. Lots of festivals and fairs considering how small New Ross is.
- ❖ Priority in development, some other service industry to help growth. Whyhere.ca website for Lunenburg Queens. Could do “whynot here.ca” for New Ross. We need to sell ourselves; street lighting.
- ❖ Play to strengths- ie Gold River; Tourism will make a comeback, people like trails into Skerry Falls- council should purchase green space, lake access.
- ❖ Factors-Pros-need to be more sustainable unto itself; need proper Pharmasave; need more people; Close to Europe for daily flights.
- ❖ Unless there is some way to attract industry we are always going to be just a bedroom community. We have a very aging population and need to attract young people. Some positive signs such as Muwin Estates and Higbee Berry Farm. Bowater closure will have a big impact on New Ross.
- ❖ By-laws and zoning need to be in balance with rural life.
- ❖ We need to be vocal in what we are doing and what we want to accomplish.
- ❖ Keep plugging away to bring things forward.

## *Appendix C Strategic Planning Document*



## New Ross Strategic Planning

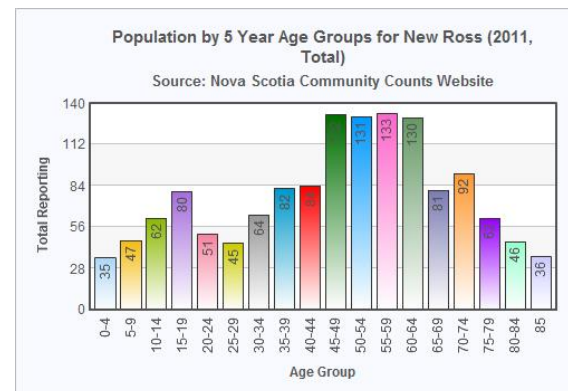


## Strategic Planning

**Why should we plan?**  
**What will we get out of it?**

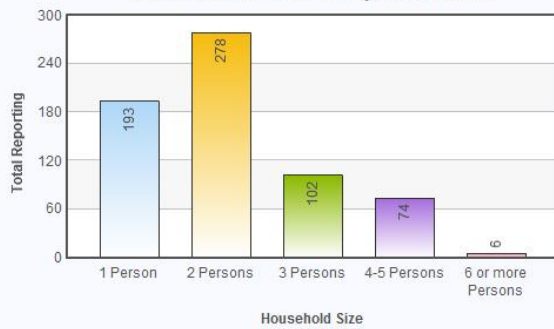
### Community Profile: New Ross

**Total Population 2011:**  
1393



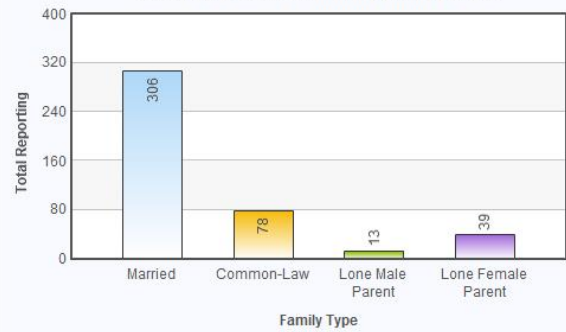
### Community Profile: New Ross

**Households by Size for New Ross (2011, Total)**  
Source: Nova Scotia Community Counts Website



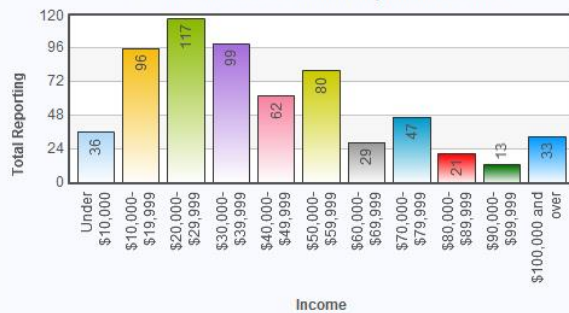
### Community Profile: New Ross

**Family Structure for New Ross (2011)**  
Source: Nova Scotia Community Counts Website



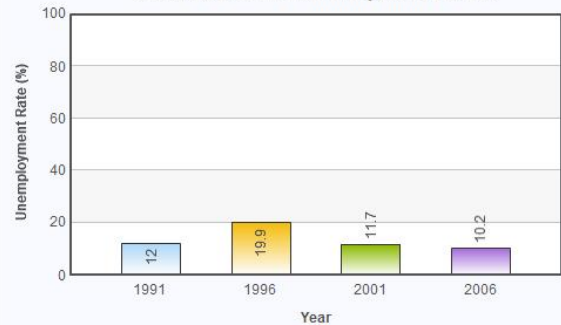
### Community Profile: New Ross

**Income Distribution by Households for New Ross (2006, All Households)**  
Source: Nova Scotia Community Counts Website

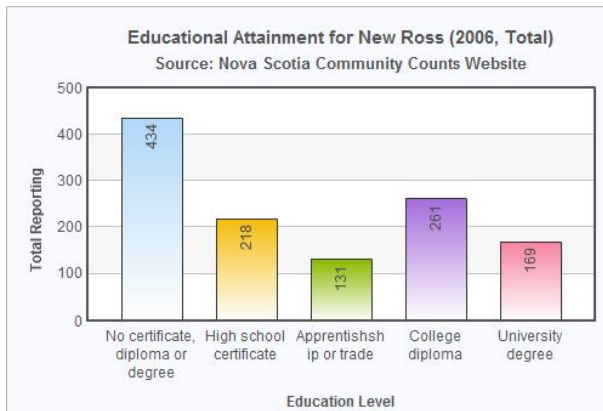


### Community Profile: New Ross

**Unemployment Rates for New Ross (Total, 15 and Over)**  
Source: Nova Scotia Community Counts Website



### Community Profile: New Ross



### Community Information

- ✓ Community Survey
- ✓ Stakeholder Survey
- ✓ Stakeholder Interviews

### Environment Scan

1. Find A Partner
2. What has changed?
  - Socially
  - Politically
  - Technologically
  - Economically
3. Report Back to the Group.

### Vision

*If you don't know where you're going, you probably will end up somewhere else.*

*Laurence J Peter*

*A vision without a plan is just a dream.  
A plan without a vision is just drudgery.  
But a vision with a plan can change the world.*

*Author Unknown*

## Vision

- **Futuristic** Where would you like to be in 5, 10, 20 years?
- **Ideal Picture** How will things look if you are successful?
- **Motivates** you to action, to make positive change in the community.

## Vision Exercise

The year is 2033...

- What did you see?
- Where do people work?
- Where does the community gather?
- What do you do for fun?
- What does the community look like?
- What do you value?

## *Appendix D SWOT Exercise*

## SWOT Exercise - February 27, 2013

<p style="text-align: center;"><b>STRENGTHS</b></p> <p>- What do you do better than others, gives you an advantage?</p> <ul style="list-style-type: none"> <li>➤ Natural Resources</li> <li>➤ Volunteers / Community Spirit</li> <li>➤ Ross Farm</li> <li>➤ Geography (Central, elevation)</li> <li>➤ Recreation Facilities</li> <li>➤ Community Events</li> <li>➤ NRRFC</li> <li>➤ NRRDS</li> <li>➤ Low cost of Real Estate</li> <li>➤ Transportation</li> <li>➤ School</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <p>- What puts you at a disadvantage, what can you improve?</p> <ul style="list-style-type: none"> <li>➤ Internet Limitations</li> <li>➤ Succession Planning</li> <li>➤ Senior Population</li> <li>➤ Poor Road Conditions</li> <li>➤ Limited Shopping</li> <li>➤ Limited local Health Care</li> <li>➤ Support for New Comers</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITES</b></p> <p>- What trends may positively affect you, what elements could you exploit?</p> <ul style="list-style-type: none"> <li>➤ School</li> <li>➤ Lakes – Recreation Opportunities</li> <li>➤ Wind Power</li> <li>➤ Real Estate</li> <li>➤ Pellet Mill</li> <li>➤ Campground</li> <li>➤ Cottage Industry – Small Business</li> <li>➤ Ecotourism</li> <li>➤ Small Farms</li> <li>➤ Local Knowledge</li> <li>➤ Small Support Business</li> <li>➤ Marketing – Website</li> <li>➤ “Baby Boom” / Young Families</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <p>- What trends might negatively affect you, things that could cause problems?</p> <ul style="list-style-type: none"> <li>➤ School (loss of)</li> <li>➤ Wind Power</li> <li>➤ Empty Homes</li> <li>➤ Gas Prices</li> <li>➤ Isolation</li> <li>➤ Centralized Government</li> <li>➤ Infrastructure – Highways, Bridges</li> <li>➤ Road Maintenance</li> <li>➤ Mass Production/Cheap Products</li> <li>➤ Repair Services</li> <li>➤ Senior Population</li> </ul>

## *Appendix E Strategies for Strategic Goal*

## Goal 1: Increase Business

### Strategies:

- Encourage craft people to produce New Ross souvenirs
- Promote and encourage pellet mill and campground idea
- Build a community economic development investment fund
- Offer incentives (cut power rates with local power)
- Promote business through trade shows, media presentation, visit trade shows
- Develop business support group to work on grants
- Ross Farm Museum – develop products that can be made by cottage industry
- Business basics – ABCs of starting a business
- Encourage government incentives (existing – how to get them)
- Explore/establish community alternative energy sources

### Meeting ideas:

- Need to improve appearance of main street (from a New Ross outsider)
- We have four people in New Ross who took special training on how to apply for government grants.
- Need to setup an educational session to allow other organizations to learn from these experts.
- Establish a relationship between the South Canoe wind farm people and the New Ross Consolidated school to educate the students about the principles/advantages of wind power.
- Possibility of utilizing the New Ross fairgrounds as a camping grounds - power, water, bathrooms?

## Goal 2: Retain Business

### Strategies:

- Work with business owners and campaign for show local (flyer)
- Help with succession planning/workshops/training
- Promote services of credit union (ie parents to promote accounts for children)
- Incentives and awareness of shop local campaigns
- NSCC training programs to encourage involvement in business (relationship with NSCC-keep track of training)
- Encourage government investment for business transfer

### Meeting ideas:

- All community business should be supporting each other
- Education of the community of the benefits of buying in the community
- Remembering to be polite
- Federal government program of support for rural business
- Have someone who can apply for and find different grants and other monies
- Local businesses presenting to local schools and inform students of training they could pursue to work with them
- Business succession planning – need to facilitate
- Buy local – use it or lose it
- Start small (even if neighbor to neighbor)
- Encourage/develop a shop local day –idea with incentives
- Information available through federation of agriculture



### **Goal 3: Increase visitors to New Ross**

#### Strategies:

Better website – maintenance and enhancements  
Networking among businesses that work together (i.e. experiential travel packages)  
Promotion through real estate development  
Promotional partnership with Bluenose Coast, South Shore and campgrounds etc.  
Awareness campaign – everyone is an ambassador, get people excited about us  
Festivals and events – promotion, “driving traffic” to New Ross  
Maintain and improve current fair/festival  
Promote farm market and local Forties Community Centre suppers  
Survey (ongoing) to visitors at Ross Farm on what they want in our community

### **Goal 4: Increase Community Vitality**

#### Strategies:

Welcoming committee/welcome wagon  
Bringing community groups together  
Bring young adults together in a group, Encourage, recognize and engage youth – develop youth programs  
Establish a board of trade  
Encourage everyone to be an advocate for New Ross  
Promote present recreation facilities  
Community decorations/beatification  
Support local business

#### Meeting ideas:

Meet and greet committee for New Residents - Let realtor know  
Last Friday of the month is a young people night  
Should be fund for rural development  
Plan for more sidewalks and lamp posts  
Package for visit (include directory, flyer, gift card)  
Community should have emphasis on beauty of the area  
Have a statue or item to represent community at the cross?  
Plug into music etc. – music festival  
Involving mi'kmaq community – wild craft etc.  
Promote recreation – there is a trainer in New Ross, home care, physical education, elder fitness  
Increase natural spaces  
Open community like Open Farm Day  
By local campaign – ongoing, Mahone Bay and Tatamagouche examples

## Goal 5: Improve & Expand Partnerships

### Strategies:

Work more closely with everyone in the community (i.e. credit union & small businesses)  
Town hall style meetings, organized locally, all levels of government invited  
Relationships with agencies and associations  
Community groups to work toward common goals  
Promote our vision, mission and goals externally  
Churches and church groups working together recognize similarities and ignore differences  
Promote external partnerships  
Farm and agriculture college (groups of people come together to start a farm)  
Silviculture  
Bring in mentors to advise  
Create more local partnerships

### Meeting Ideas:

Promote – Ross Farm advertise better (can be free using social media)  
Expand partnerships (no duplications, no competition among areas)  
Include all benefits of community in advertising for each business, offer incentives through advertising  
Town hall meeting is encouraging business and the same people coming  
Farm has fair, NRRDS has festival and to have something during this time  
Community is drawing closer together – now is getting better  
Fair grounds needs to be used more – example motorcycle group - development society can spearhead  
4H clubs etc. Development society needs to take bull by the horns to make this happen  
Need to have better communication  
Coordinator needed to help partnerships develop – perhaps with South Canoe money

## Goal 6: Improve Community Assets

### Strategies:

Extend existing sidewalks  
Encourage Ross Farm fundraising  
Increase sewage capacity  
Investigate community water supply  
Encourage young volunteers  
Community/rural beautification (encourage public and private properties participation)  
Lobby for better internet access  
Better lighting (light post on new sidewalk)  
Encourage better use of the fair grounds  
Business fair at the fair grounds  
Music at the gazebo

### Meeting ideas:

Main street beautification to increase tourism & help business owners improve bottom line  
Tag onto Ross Farm movement and hold visitors in the community longer  
10 year Main Street upgrade program  
Accent icon to highlight the history i.e. world's largest Axe, Christmas tree etc.  
Strategic relationship with largest renewable energy project in the province (technology, tourism, education)  
Assigned share of the \$660 000 annual revenue from the wind farm  
Use fairgrounds for a campground  
New Ross 200th anniversary in 2016 – need a new group  
Canoe launch – private company run boating/fishing/canoeing from Ross Farm