

# Integrated Community Sustainability Plan

Accepted by Council  
9 March 2010



*Mahone Bay  
Searches its Future*



**Town of Mahone Bay**

INCORPORATED MARCH 31, 1919  
MAHONE BAY, N.S.

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## **PART 1 - BACKGROUND**

### **1.1 Introduction**

In September 2005 the Federal and Provincial governments entered into an agreement for the transfer of funds to municipalities across Canada. Those funds come from the federal excise tax on gasoline ('gas tax'). The Town of Mahone Bay has entered into a Municipal Funding Agreement with the Province of Nova Scotia that defines the terms and conditions for disbursing these funds to the Town. One of the conditions is the completion by the Town of an Integrated Community Sustainability Plan (ICSP) by March 2010.

The Canada-Nova Scotia Gas Tax Agreement defines an ICSP as:

“a long-term plan, developed in consultation with community members, that provides direction for the community to realize sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity.”

When completed in 2010, this document will provide that plan and document the steps taken to arrive at the plan.

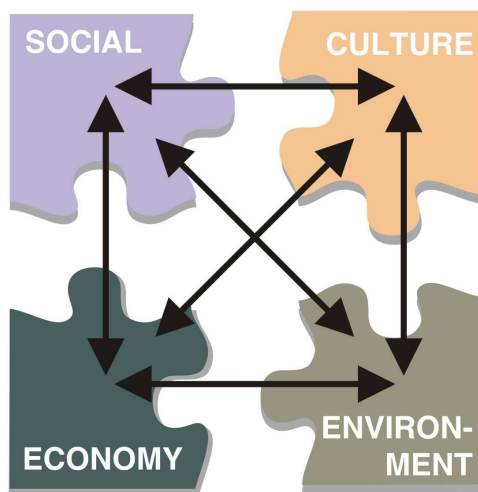
Beyond the formal requirements the Town Council has agreed to, there is also a moral responsibility to act. Our Town, like so many others, needs to become more sustainable and to strive to be more responsible towards our environment and the limited resources in the environment. This document is a step in a new direction.

## 1.2 What is an Integrated Community Sustainability Plan?

In September 2007 the Provincial Department of Services Nova Scotia and Municipal Relations released a document titled “Integrated Community Sustainability Plans - Municipal Funding Agreement for Nova Scotia”. This serves as a guide to the preparation of an ICSP. This ICSP will conform with the requirements set out in the guide.

On Page 4 the guide says “Sustainable planning examines how people, businesses and organizations can work together to improve the health of both the individual and the community, and to preserve the environment for future generations.”

The Town has taken a comprehensive approach to sustainability planning since, as the guidelines state on page 4 “the more comprehensive the sustainability plan, the more informed the management decisions and capital infrastructure investments made by communities will be.”



The ICSP will set a new direction for the Town. The four dimensions of sustainability as set out in the guidelines are cultural, environmental, social and economic. As shown on this diagram, we can think of these dimensions as parts of a puzzle, in which each piece connects to the others. The intent is to strike a balance between the demands of each dimension so that all of our efforts work together as a whole. This is never an easy balance to strike, and the balance point may change from time to time. The support of all residents, businesses and investors will be needed for success.

### **1.3 The Process**

The guidelines require a “a strong component of public involvement’ (page 8). When the success of the long-range planning depends entirely on the participation of the whole community, this process is most important.

Soon after Council appointed a Steering Committee for the ICSP process, the Committee engaged the Planning Division of the Dalhousie University School of Architecture and Planning. The students of the Planning Studio I class, led by Dr. Susan Guppy, spent the Fall of 2008 preparing the background studies of the Town, and proposing a number of potential projects which would lead the Town toward greater sustainability. The background studies are incorporated in this document as ‘Appendix 1’. Part 2 of this document summarises the key findings of the background studies. It also includes ideas that came from the Search Conference process.

While the students were working, the Committee investigated several processes for citizen engagement and the development of the ICSP. The Committee and Council chose the Search Conference model and contracted two Search Conference Managers to lead the community through the process. Part 3 of this plan sets out the details of this process. The Steering Committee and the Managers led the community through the selection of Search Conference participants, the introductory sessions and the Search Conference at which 40 participants identified the most desirable and sustainable future for the Town. A follow-up full-day Participative Design Workshop helped fill out the Action Plans and started a number of action groups, which are expected to continue working throughout the community for the foreseeable future.

#### **1.4 The Steering Committee**

In September 2008 Town Council appointed a Steering Committee. The terms of reference for the committee specify that its task is to “co-ordinate the work of advisors and municipal staff in preparing an Integrated Community Sustainability Plan in conformance with the September 2007 document by Services Nova Scotia and Municipal Relations titled ‘Integrated Community Sustainability Plans’, and shall report to Council at each stage of the development of the ICSP as identified in ICSP proposal accepted by Council.”

The task of the Steering Committee is over when the ICSP is presented to Council by February 2010.

The Steering Committee:

Joe Feeney, Mayor  
Virginia Uhlman, Town Councillor  
David Devenne, Deputy Mayor  
Annette St. Onge  
Suzanne Lohnes-Croft, Chair  
Derwin Spencer, Vice Chair  
Sue Bookchin  
John Laughlin (Resigned)  
Pam Birdsall, Chair (Resigned)  
David Hennigar, Town Councillor (Resigned)

Staff:

Geoff MacDonald, Planning Director

Consultants:

Chris Cann  
Andrew Beckett  
Dalhousie University Planning Studio I (Fall 2008)

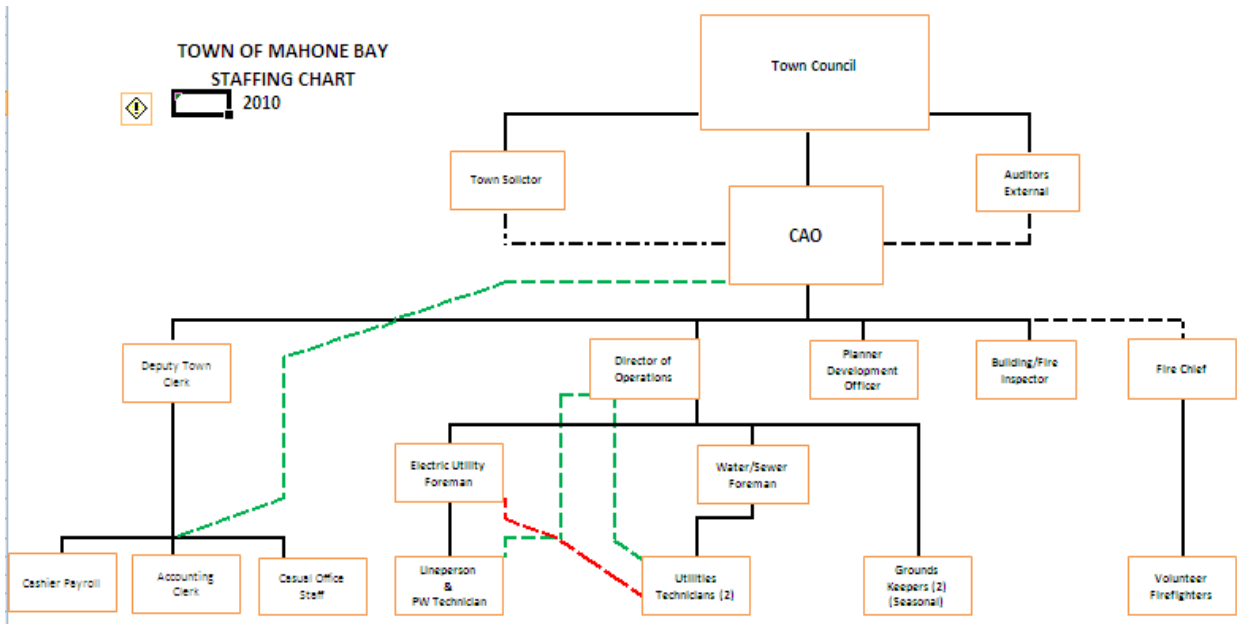
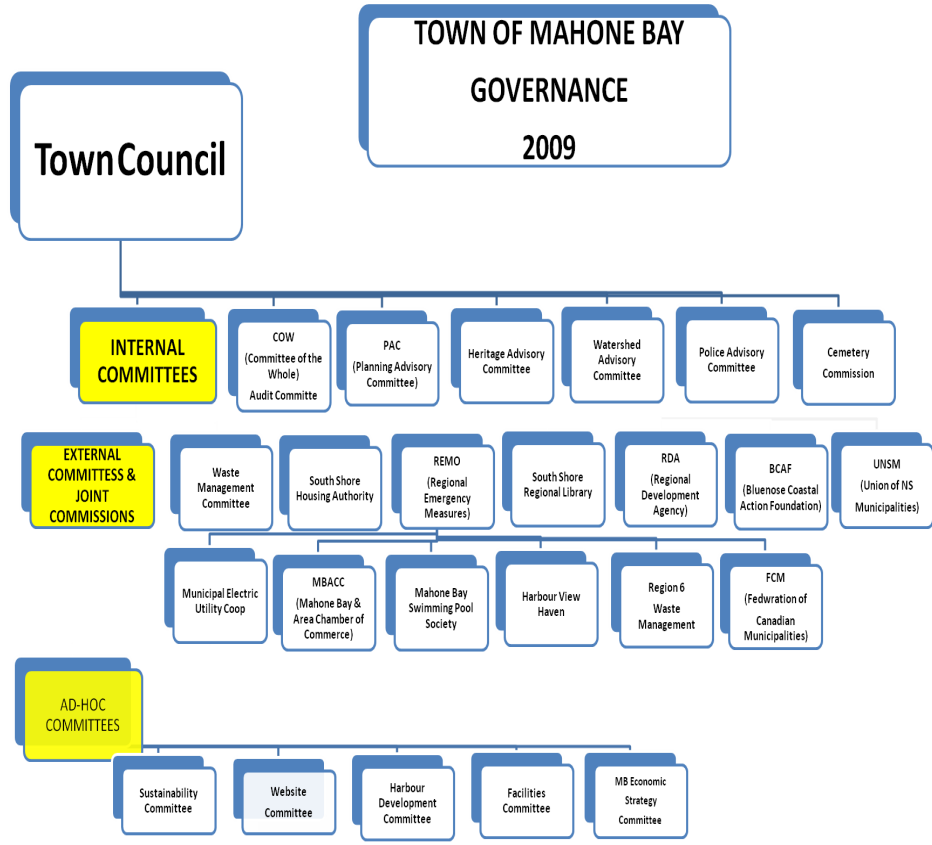
## **PART 2 - THE CURRENT STATE**

### **2.1 Process**

The students from the Dalhousie University School of Architecture and Planning prepared six reports evaluating the current state of the Town of Mahone Bay. All six are attached as Appendices to this report. This part of the ICSP provides short summaries of the main points made in those complete evaluations, combined with information from the other reports included in the appendices. Many of the graphs, figures, and illustrations in this section are taken from the background reports.

### **2.2 Politics and Administration**

The Town was incorporated in 1919, and operates under the authority of the Nova Scotia Municipal Government Act (S.N.S. 1998 Chapter 18, as amended). The governing body consists of a Mayor and six Councillors elected at large. Elections are held every four years, the most recent being in October 2008. The administration is organised under a Chief Administrative Officer. Council is organised into Committees to deal with its various internal and external commitments.





The chief revenue source for the administration of the Town is the tax on property, based on property values. Property valuation is done for all municipalities by the province-wide Property Valuation Services Corporation. Although the Town's tax rates are relatively low, the tax burden is relatively high because property values in the Town are relatively high.

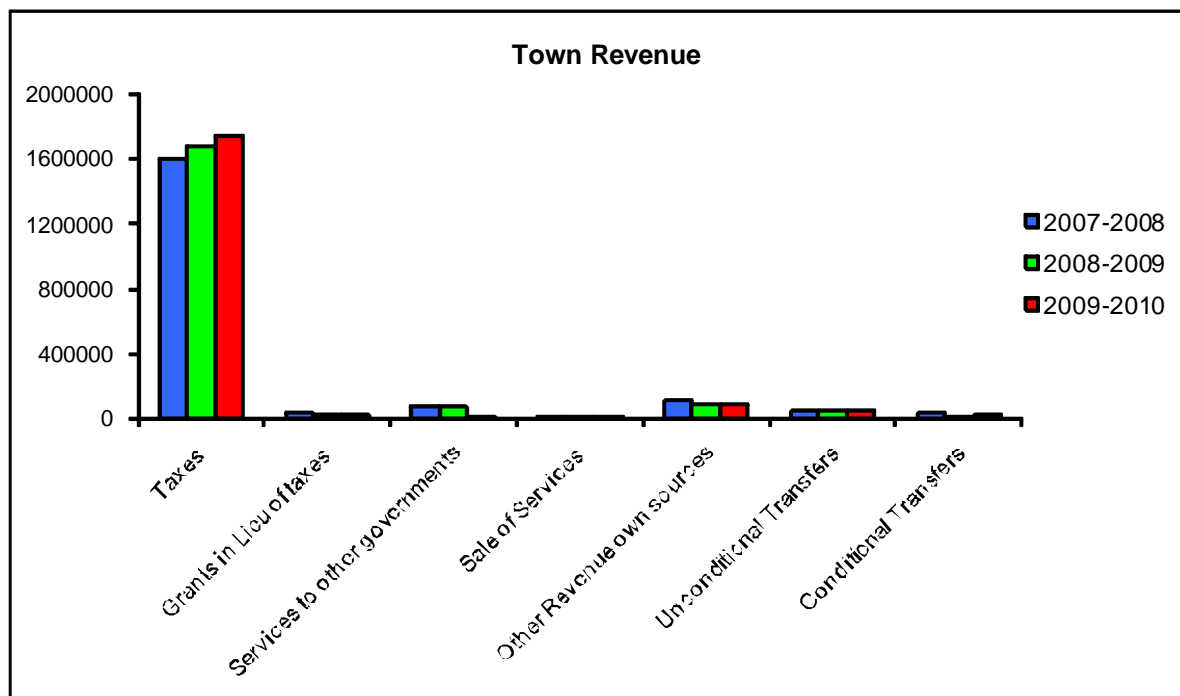
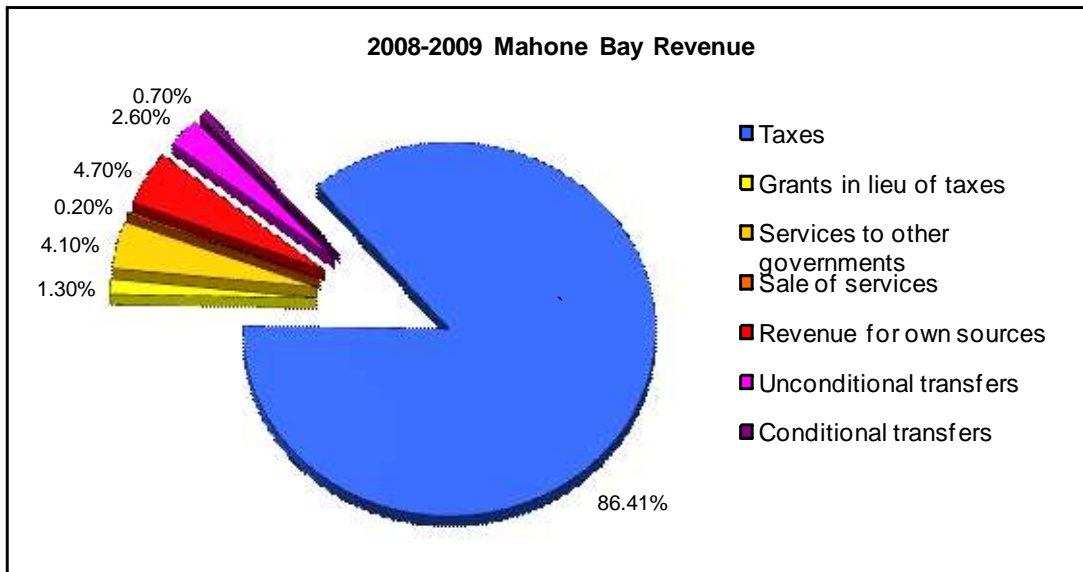
The table does not include the rates for the rural municipalities. In rural municipalities services such as street lighting, street maintenance, sewer services and fire protection are charged on area rates which differ from area to area within the rural municipality. In towns these services are common to all and charged on the general tax rate.

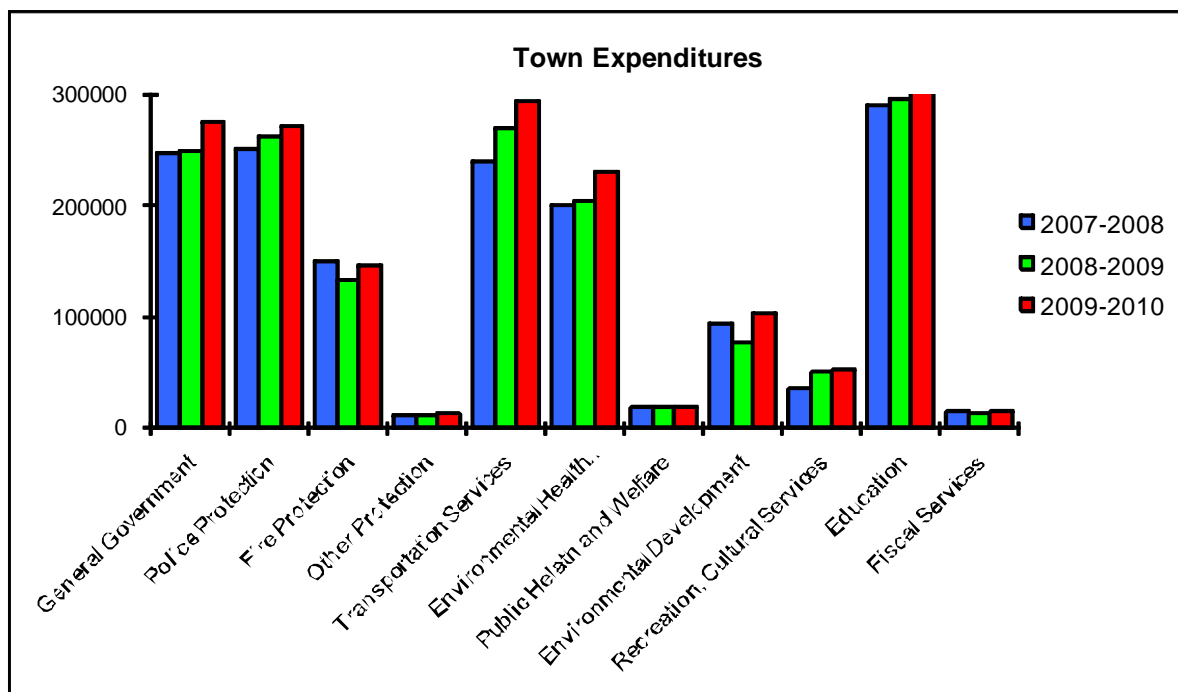
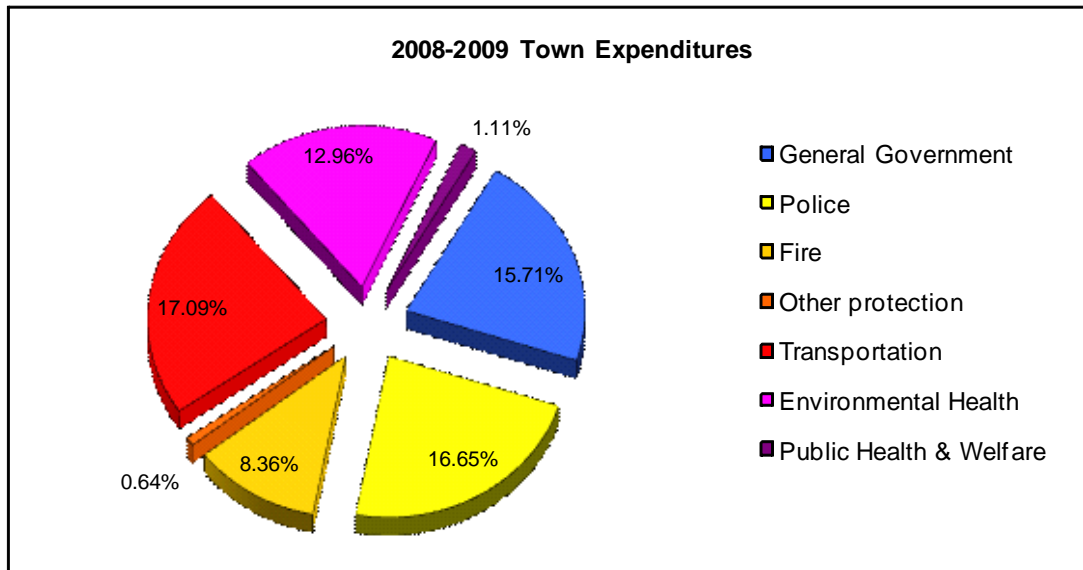
The following table compares tax rates for Towns in the region.

	<b>Residential</b>				<b>Commercial</b>			
	2004/ 05	2005/ 06	2006/ 07	2007/ 08	2004/ 05	2005/ 06	2006 /07	2007/ 08
Mahone Bay	1.36	1.31	1.31	1.23	2.02	1.98	2.35	2.60
Bridgewater	1.60	1.60	1.63	1.63	2.94	2.94	3.19	3.37
Lunenburg	1.58	1.49	1.47	1.37	3.25	3.15	3.46	3.50
Shelburne	1.90	1.90	1.99	2.04	3.14	3.14	3.38	3.53
Yarmouth	1.60	1.86	1.81	1.81	3.00	3.37	3.63	3.78

Source: Town of Mahone Bay

The following graphs illustrate the proportion of revenue and expenditures from various sources , as well as the variation in these streams over the last three years, as presented in the 2008-2009 budget of the Town.





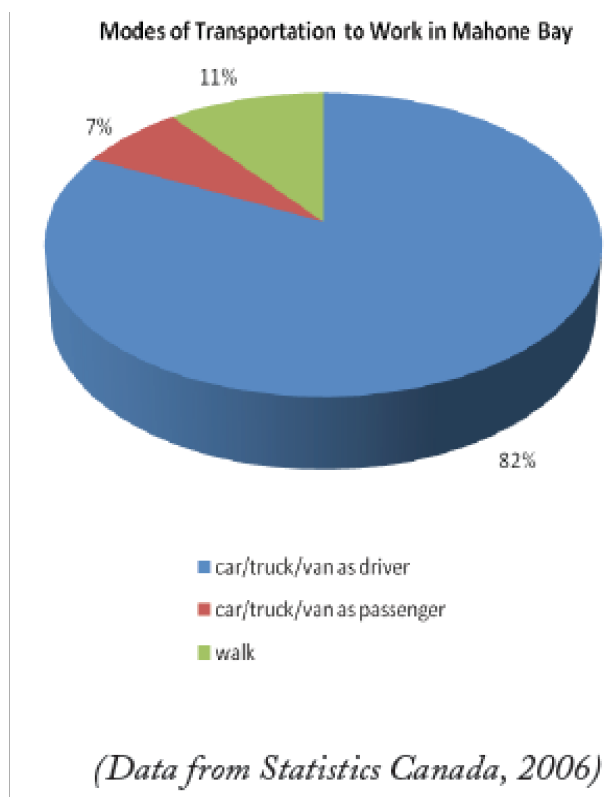
The Town's largest expenditures over the last few years have been in the education category. This money is paid directly to the Provincial Government to help cover the cost of education, which is a provincial service, and not a municipal service.

The costs of large capital projects are offset to some extent by assistance from senior levels of government. In the case of the recent replacement of the water treatment plant and other elements of the water system, the total cost was about 3.2 million dollars, of which the Town borrowed about \$900,000. The anticipated revenues from the current Gas Tax Agreement are committed completely to the water treatment system improvements.

### 2.3 Infrastructure

The Town corporation owns and maintains 16.1 kilometres of streets, some with sidewalks, and all with streetlights. There are five connections with the provincial highway network. The Town is bracketed by two interchanges on the 100-series all-weather controlled access highway system, the nearest one being about two kilometres east of the Town. The provincial rails to trails network runs through the Town, both the main line from Halifax to Bridgewater, and the spur line from Mahone Bay to Lunenburg.

Trius Lines runs a bus route from Yarmouth to Halifax which goes through the Town once a day in each direction.



The Town Council is engaged in a project with the Municipality of Lunenburg and the Towns of Bridgewater and Lunenburg to determine the feasibility of starting a regularly scheduled bus service.

In 1949 the Town began using Oakland Lake as a water supply. The water system has gone through a great many changes since then. After major upgrades were completed in 2008, the system now consists of a pumping station at the Lake, the original 1949 pump line from the Lake to the new treatment plant on Zwicker Lane, and a 2 million litre reservoir.

Some of the distribution system still consists of the original 1949 cast iron pipe, and fire flows throughout the Town are not adequate by today's standards. Fire flows are supplemented by dry hydrants both in the salt water at the Town Wharf, and in freshwater.

The water system is still in need of big investments. The pump line is nearing the end of its useful life and will have to be replaced. The major distribution lines downtown also need replacement, partly to improve fire flows, partly to reduce maintenance problems.

A sewage treatment plant with a capacity of about 1,600 population went on-line in 1994, accompanied by a major construction project to cut off all the combined sewer lines which used to discharge into the harbour. Town officials are watching with some concern the current drive at the Federal Government level to separate combined sewers so as to reduce the number of storm-related overflows from pumping stations. This would require major revisions to the storm sewer and the sanitary sewer systems.

Solid waste is managed in partnership with the Municipality of Lunenburg, the Town of Lunenburg, and the Town of Bridgewater. Domestic solid waste is sorted at the Whynot Settlement Recycling Centre into refundables, recyclables, compost, and landfill. The landfill material is trucked to the Kaizer Meadow Landfill under a contract with Chester Municipality.

The Town corporation owns the Mahone Bay Electric Utility. That organisation began with the construction of its own generating facilities at Oakland Lake in 1903. Now the utility buys electricity from Nova Scotia Power at the substation on School Street, and distributes it throughout the Town. The utility is a member of a co-operative with the other five independent electric utilities in the province, which is investigating alternative energy options.

The Town Fire Department is staffed by volunteers, operating five response vehicles, and providing service to a large area outside the Town under agreed area rates. Telecommunications services are provided in the Town by Aliant and by Eastlink. Both telephone and high-speed internet services are available.

Bayview Community School (Grades Primary to 9), Mahone Bay Centre (the old school), five churches, a Legion Hall, and Town-owned facilities offer meeting spaces, sports fields, summer swimming pool, tennis courts. The harbour facilities include the Town Wharf and Marina, with its mooring field, and a private marina.

## **2.4 Environment**

The bedrock under Mahone Bay is made of slates and siltstones of the Halifax Formation, part of the Meguma Group laid down in the late Cambrian era, about 500 million years ago. It is very hard and resistant to erosion. Although it is laced with metal deposits, these are not generally in commercial quantities in the area, although there was a flurry of gold-mining activity in the late nineteenth century. The rock is overlain with glacial deposits, and there are several different soil types within the Town, some of which are suitable for agricultural production.

Since the bedrock is very hard and resistant to erosion, the underwater coastal plain shelves gradually to the Scotian Shelf. At the head of a large sheltered bay, the harbour itself is relatively shallow, with a number of shoals and islands which are the remnants of drumlins overtaken by the post-glacial rise in sea level. The well-protected harbour in a protected bay famous for yachting is an economic opportunity for the Town.

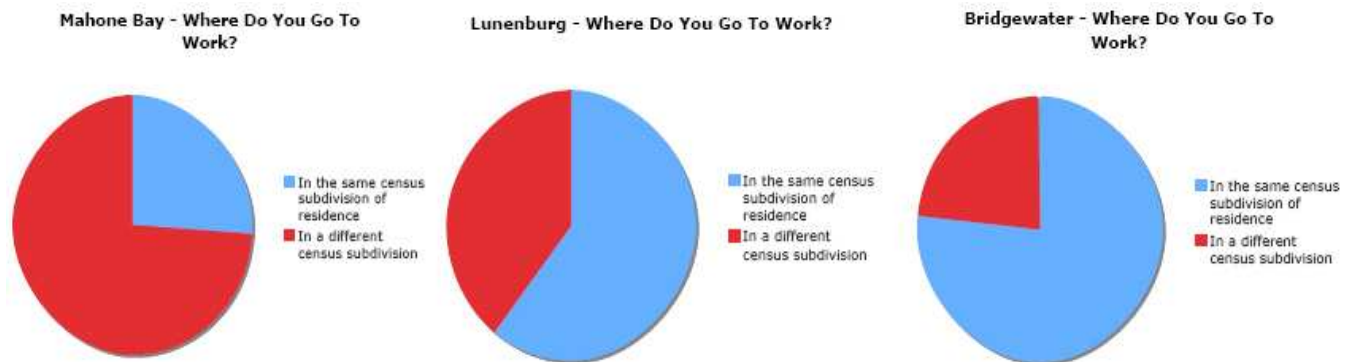
The historical rise in sea level of about 1/8 inch a year is a result of the subsidence of the coast in response to the removal of the weight of the glaciers about 10,000 years ago. Current predictions of sea level rise due to climate change range from ½ metre to several metres over the next 50 to 100 years, in addition to the coastal subsidence. This has serious implications for houses, streets, sewer systems, and other infrastructure in Mahone Bay.

The forest cover in the Town is all second growth or third growth forest as a result of human harvesting over the last 200 years. Examination of old photographs shows a remarkable increase in tree cover over the last eighty years as the economy has shifted from wood heating and an agricultural and manufacturing economy to coal heating, then to oil and electric heating, with a more urban and service-oriented economy.

The Town enjoys a moderate coastal climate, with milder winters and cooler summers than inland areas.

## 2.5 Economic

The Town was founded on lumbering, farming, and shipbuilding, which lasted until late in the last century. The present economy of the Town is based on tourism, a strong artisan/craft industry, one small industrial operation, and commuting to other centres for work, as shown by this Statistics Canada data (2006).

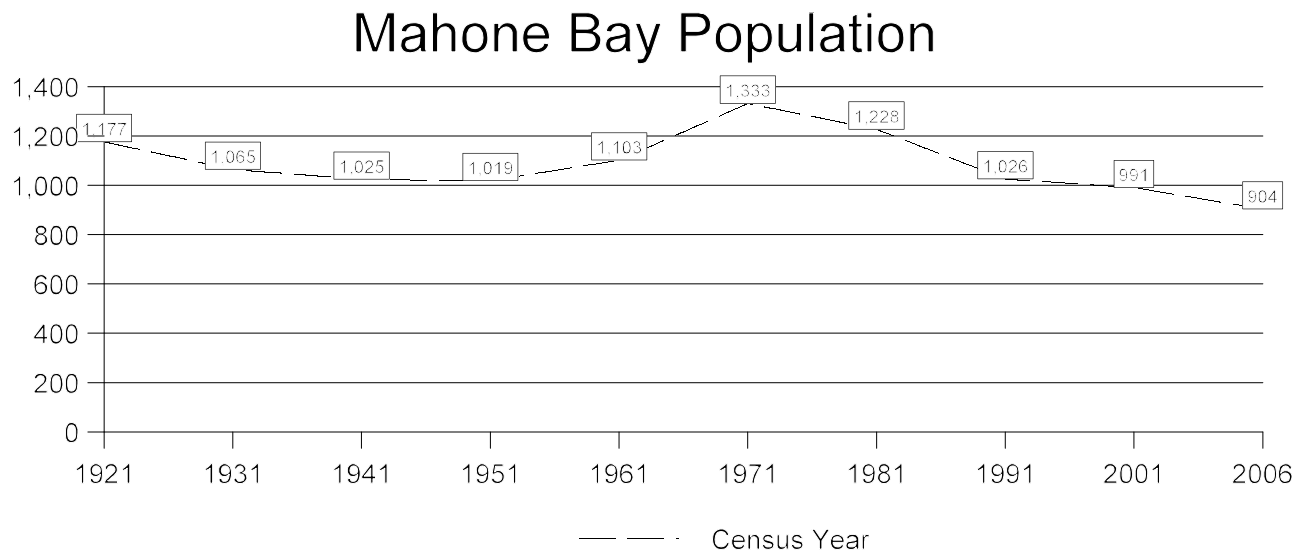


The economic background reports give rise to the following SWOT summary:

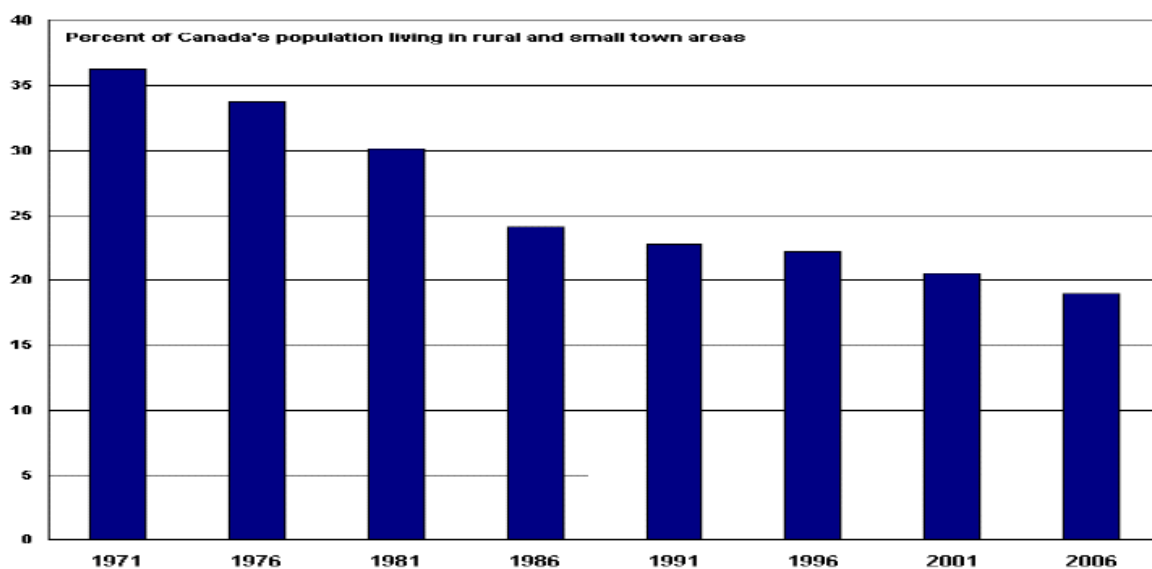
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Stable community</li> <li>Median income of \$22,080 compared to Provincial median of \$22,815</li> <li>Well educated population</li> <li>Well established tourist destination</li> <li>Embedded in a good regional economy</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Influx of retired residents with higher discretionary income, a growth market for products and services.</li> <li>Proximity to Halifax, with good infrastructure</li> <li>Proximity to Lunenburg World Heritage Site</li> <li>Proximity to regional centre of Bridgewater</li> <li>Desirable community for home-based workers wanting lifestyle choices</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Limited economic base</li> <li>Limited industries, greater dependence on fewer employers</li> <li>Youth migration</li> <li>Lack of transit for local commuting</li> <li>Lack of diversity in the regional economy</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Nearby communities with better business infrastructure</li> <li>Limited capital investment</li> <li>Tourism affected by fluctuating dollars and global economic crisis</li> <li>Oil and fuel costs affect the desirability for tourists and residents</li> <li>Lack of affordable housing.</li> </ul>

## 2.6 Demographic

From Statistics Canada data, the following chart shows the population of the Town since the Town was incorporated in 1919. Note the decline in population, common to many small towns in Nova Scotia. The following charts are Statistics Canada data.



**Graph 1: Percentage of Canada's Population Living in Rural and Small Towns**



Source: <http://www.statcan.gc.ca/pub/21-006-x/2007007/figures/6000457-eng.htm>



The population distribution in the Town is also quickly changing to an older population, partly as a result of the aging of individuals, and partly because of in-migration and out-migration.

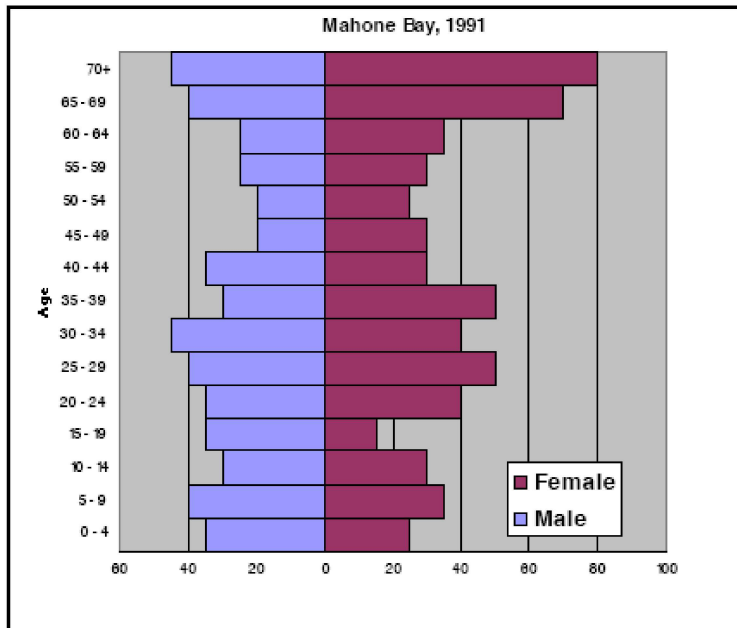


Figure 5: Mahone Bay population pyramid, 1991. Data Source: Stats Canada

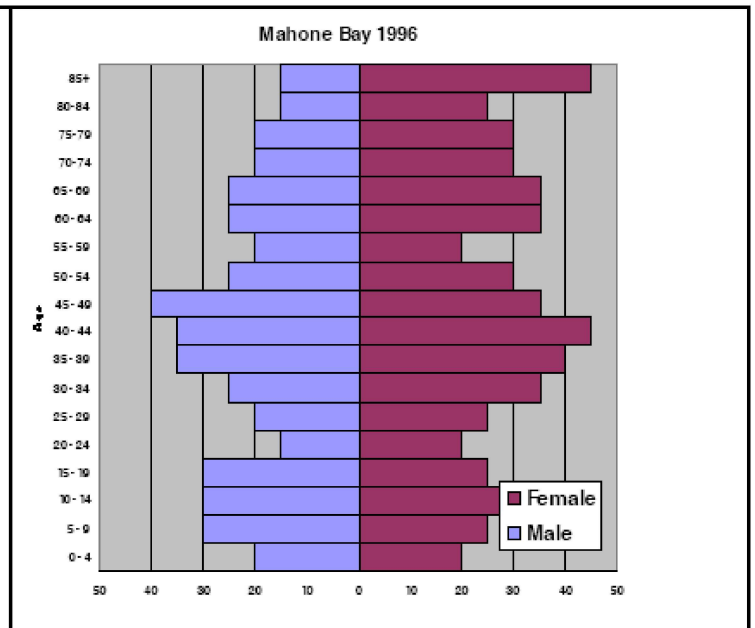


Figure 6: Mahone Bay population pyramid, 1996. Data Source: Stats Canada

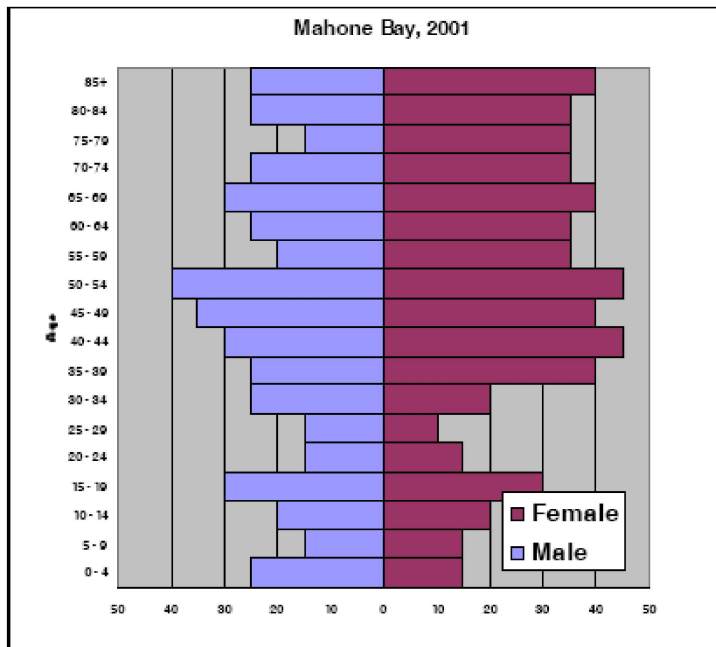


Figure 7: Mahone Bay population pyramid, 2001. Data Source: Stats Canada



Figure 8: Mahone Bay population pyramid, 2006. Data Source: Stats Canada

The following graph shows a complex interplay between the four municipalities in this immediate region, as compared to the Province as a whole.

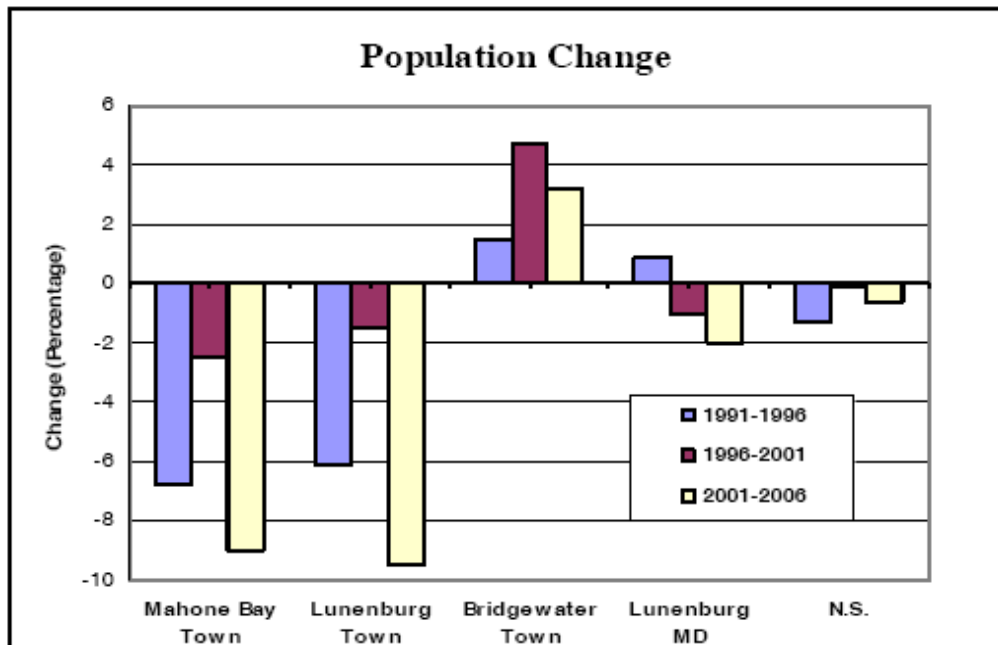


Figure 3: Percentage of population change from 1991-2006 in Mahone Bay, Lunenburg Town, Bridgewater, Lunenburg Municipal District and Nova Scotia. Data Source: Stats Canada

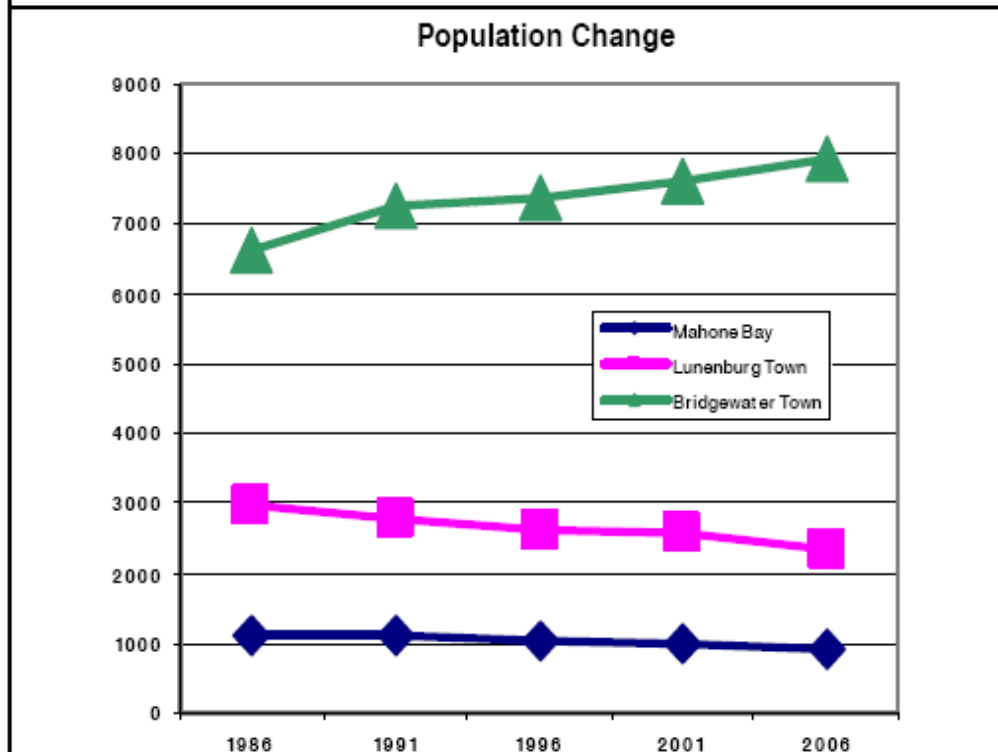
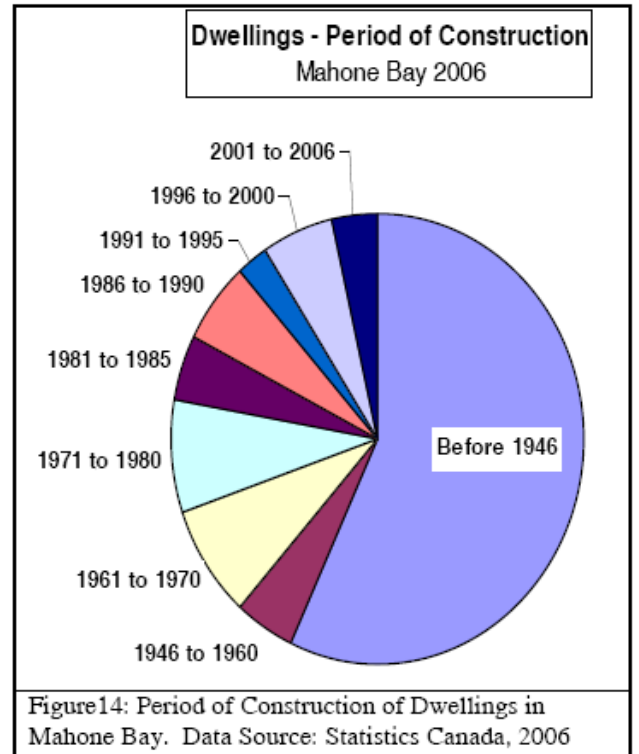
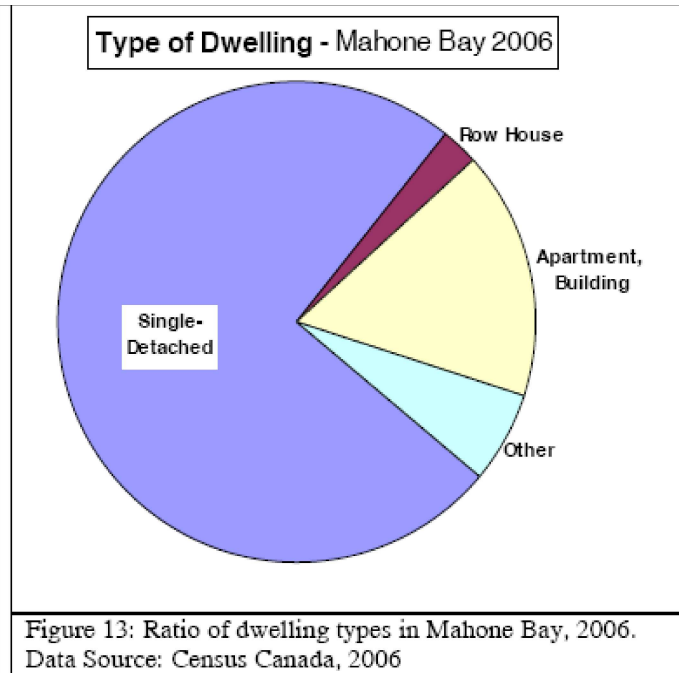
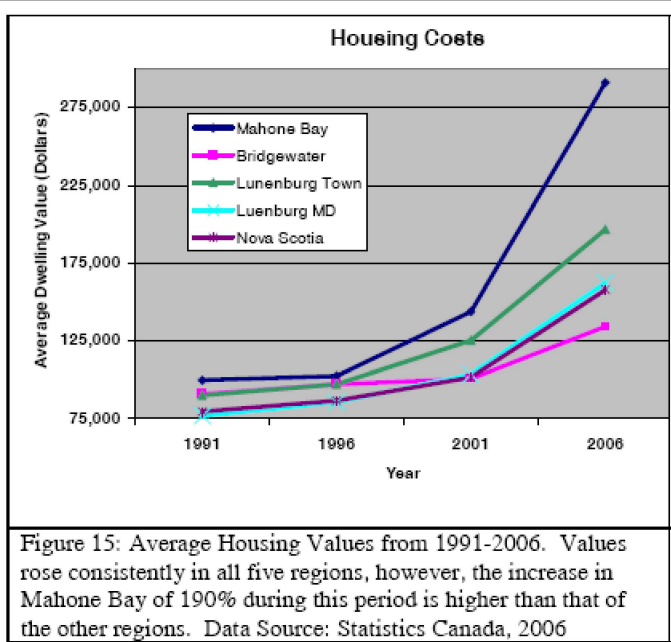


Figure 4: Population of Mahone Bay, Lunenburg Town and Bridgewater from 1986-2006. Data Source: Stats Canada

The dominant housing form in Mahone Bay is the single-detached house, and the housing stock is heavily weighted to older dwellings:

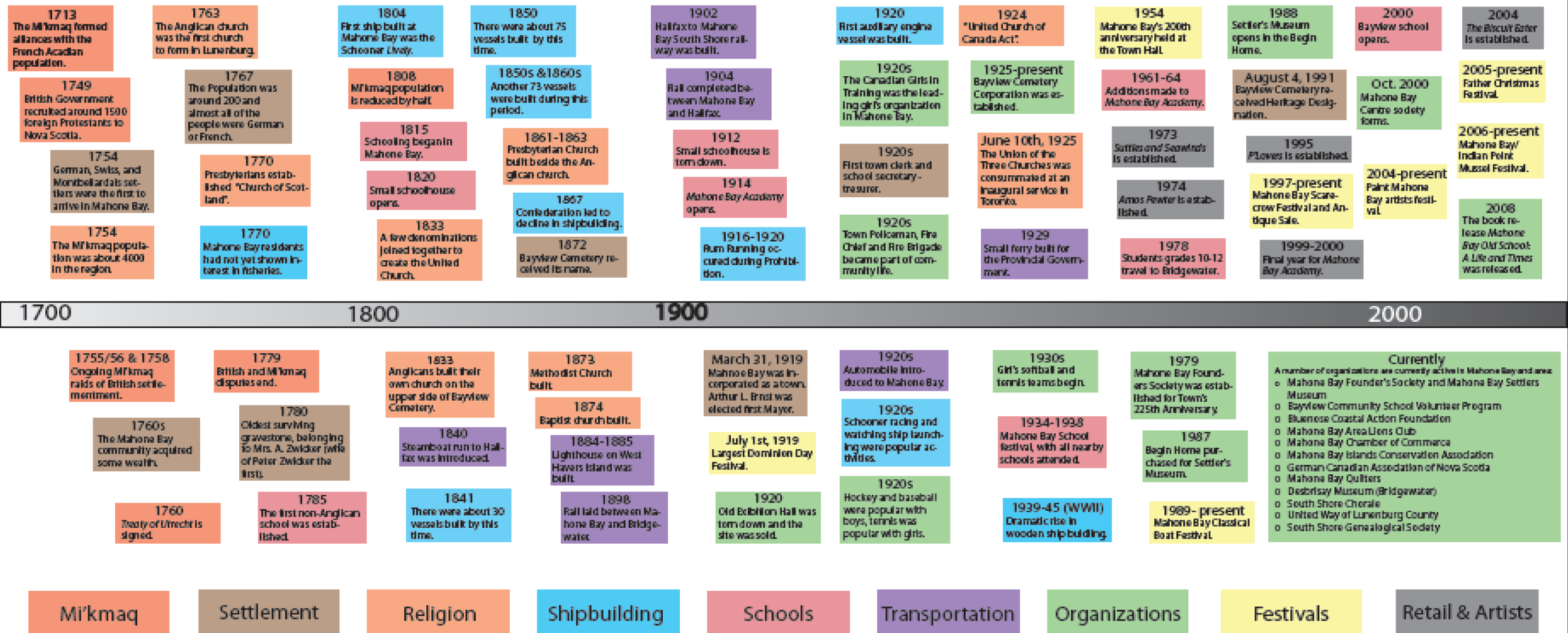


But housing values in Mahone Bay have grown faster than housing values in neighbouring municipalities:



## 2.7 History

## CULTURE AND HISTORY OF MAHONE BAY



## **PART 3 THE SEARCH CONFERENCE**

### **3.1 The Requirements**

The ICSP guidelines require the Town to follow a process for engaging the public in developing the plan. This gives the plan a broad base in the values of the community and allows the residents of the Town to take an active hand in creating the long-term vision, as well as the steps needed to achieve the vision. One of the first concerns of the Steering Committee was deciding what public engagement process to follow. The Committee and Council chose the Search Conference model\* and contracted two Search Conference Managers to lead the community through the process.

### **3.2 The Process**

The Search Conference process started with public meetings at which people submitted names of community members who ought to partake in the 2 ½ day Search Conference. The meetings were advertised by posters, by word of mouth, through community organisations, and by brochures included with utility bills. After the first meeting, the list was refined by inviting the mentioned people to come to a second meeting and submit further mentions of suitable people. At this second meeting, several people volunteered to help sort people from the list onto the 'social map'. The 'social map' is a graphic listing of all aspects of the community, prepared before the public meetings by the Committee and its consultants. At several working sessions over the period of a month, the Steering Committee and the group of 'social mappers' nominated from those lists a selection of people who fitted the 'social map'. The selected people were contacted by the working group and invited to take part in the Search Conference. A total of 40 people accepted the invitation and attended the Search Conference.

The participants met Thursday evening, 15 October 2009 to talk about the organisation of the Search Conference and the agenda. The Search Conference itself started on Friday evening, 16 October. It resumed again early Saturday morning, to run all day Saturday into Saturday evening. It resumed again and ran all day Sunday until suppertime. The Manager's report on the Search Conference proceedings is attached as Appendix 2.

Search Conference participants re-convened on Saturday, 7 November, with other people from the community who had specific knowledge or skills to refine the Action Plans and to form action groups to carry out the Action Plans. The worksheets from this Participative Design Workshop are attached as Appendix 3.

\* The Search Conference - a powerful method for planning organizational change and community action; Merrelyn Emory and Ronald Purser; Jossey-Bass Public Administration 1996; ISBN 9780787901929

### **3.3 The Search Conference**

#### **3.3.1 Global Environment Scan:**

The first activity for participants involved sharing perspectives on significant events or trends that were evident in the world over the past five to seven years. This was a large group activity and all perspectives were welcomed. The data was captured by the Search Managers in bullet points on flip chart paper that was subsequently posted on the walls of the meeting room.

The question posed to participants was:

**What has struck you that is significant or novel in the last 5-7 years?**

The following are the summary statements agreed to by everyone.

#### **Most Desirable World**

- Good governance which respects human rights; a diversity of cultures, family structures and religions, which has led to no wars because people have learned to resolve and accept conflict peacefully.
- There is equitable distribution and secure availability of resources so all communities of people can meet and exceed all basic needs.
- All people feel a sense of belonging to a community where they are valued, appreciated and can make a meaningful contribution.
- As people we have universal awareness of interdependence, and commit to the stewardship of our planet.
- We have a healthy bio-physical environment with our GHG's reduced by global use of alternative energy, responsible resource development, clean water, clean air and protection of species diversity.
- All people enjoy enhanced quality of life, good physical, mental, spiritual and emotional health, with access to quality universal health promotion and health care.
- There is a fair distribution of wealth and resources which ensures sustainable economies, allowing people and communities the freedom and access to the tools they need to achieve their optimum potential.

### **Most Probable World 2020**

- rampant global population growth has caused increased stress and conflict over food , water, territory, and other limited resources.
- Technological advancements are rapidly increasing and have global effects.
- The shift in economic power from North America to Asia is causing a redistribution of wealth throughout global society.
- Environmental conditions continue to worsen.
- There is continued global economic instability.
- There is a diminished capacity of governments to manage “events”.
- There is a shift in the balance of influence from the U.S. as a dominant on the world stage to other emerging powers including (but not limited to) China, India, Brazil.
- People will have a greater awareness of global happenings and the effects to us all.
- Increasing life expectancy is straining the health care systems.
- Increasingly, Corporations and individuals meet energy needs through diverse renewable “green” sources driving environmentally sound policies and practices.
- There is a demographic shift to an older population in the West and a younger population in the East.
- Opportunities for exchange foster better understanding between people and cultures.
- Large and small conflicts are affecting global peace and security.
- Increasing consumer awareness in regards to where their purchases are coming from, is affecting their buying habits.

### **3.3.2 History and Heritage of Mahone Bay:**

Participants next took part in a large group session that focused on exploring the history and character of Mahone Bay in order to identify distinctive competencies and ideals for the community.

The session was lively with many interesting events in the Town’s history identified and shared. The data from this exercise is included in the Search Conference Managers Report.



**3.3.3 Keep/Drop/Create:**

Following the History Session participants were asked to review the data that had been gathered about the Town and reflect on three questions:

- What has worked well that we want to keep?
- What has not worked well that we never want to repeat?
- What have we never done well and need to invent a better way of doing?

The results of this exercise are included in the Search Conference Managers Report.

**3.3.4 Desirable and Sustainable Mahone Bay (A Community Vision):**

Participants were next split into four groups and asked to consider the desirable and sustainable future for Mahone Bay in 2020. These groups identified constraints and opportunities that were associated with succeeding in their chosen area. The statements were then reworked to describe a desirable and sustainable future for the community that was also deemed to be possible based on the constraints identified.

The work of these groups was then reported back and participants discussed and made changes to arrive at a product that all participants could support as follows

### **Desirable and Sustainable Mahone Bay in 2020**

1. There is a diverse mix of housing for a vibrant community of all ages and socio-economic groups including green and affordable new and renovated buildings.
2. Recognizing that we have a vibrant and sustainable arts community with a broad local talent base, we provide opportunity, venues and encouragement for visual and performing arts initiatives.
3. Mahone Bay is becoming a model green community attracting green businesses due to our initiatives in and commitment to such things as energy efficiency, locally produced renewable power and comprehensive waste management.
4. We encourage and promote community participation in important decisions that affect the future of the community and our sustainability goals.
5. The Town of Mahone Bay is open for business. Our Town is thriving with profitable year-round enterprises providing many good jobs and tax revenue.
6. Mahone Bay is an educational destination for meaningful post-secondary and life long learning.
7. Mahone Bay has a year round, diverse population exceeding 1200 people.
8. Mahone Bay is an “Age Friendly Community” with appropriate housing for seniors, easy access to transportation to essential services and amenities, and a system of community supports.
9. Mahone Bay is a community that provides essential services.
10. Mahone Bay has achieved a balance between preserving its cultural and built heritage and integrating growth and change.
11. In the spirit of public access and environmental stewardship, the Town of Mahone Bay has implemented a plan to preserve and develop the harbour and waterfront – a valued physical asset.
12. Mahone Bay is noted for its healthy living initiatives, facilities, active common interest clubs and groups and comprehensive health services.

### **3.3.5 Action Planning:**

For the final portion of the Search Conference participants turned their attention to developing action plans for the various themes identified in the desirable and sustainable future.

Participants self selected groups that they felt they could contribute the most to and proceeded to develop action plans. Time did not permit full development of these plans however a number of significant first steps were identified and key directions were mapped out for all theme areas.

## **3.4 The Participative Design Workshop**

On Saturday, 7 November, the Search Conference participants gathered at the Mahone Bay Centre with a number of other people invited from the community because of their specific interests or expertise. The group reviewed the Search Conference, talked about management principles for the ongoing community change process, then spent the afternoon refining the action plans. The flip charts for the day were transcribed and are attached as Appendix 3

## PART 4 THE ACTION PLANS

The action plans for this Integrated Community Sustainability Plan come directly from the work of the Search Conference and the Participative Design Workshop. The Sustainability Plan Steering Committee has used colour to organise the Action Plans. The colours correspond to the four pillars of sustainability which were identified in Section 1.2. As the illustration below shows, each piece of the sustainability puzzle is tied to the other three pieces. The Action Plans show this very clearly as each one tries to tie together the various elements of the life of the Town to create a sustainable future.

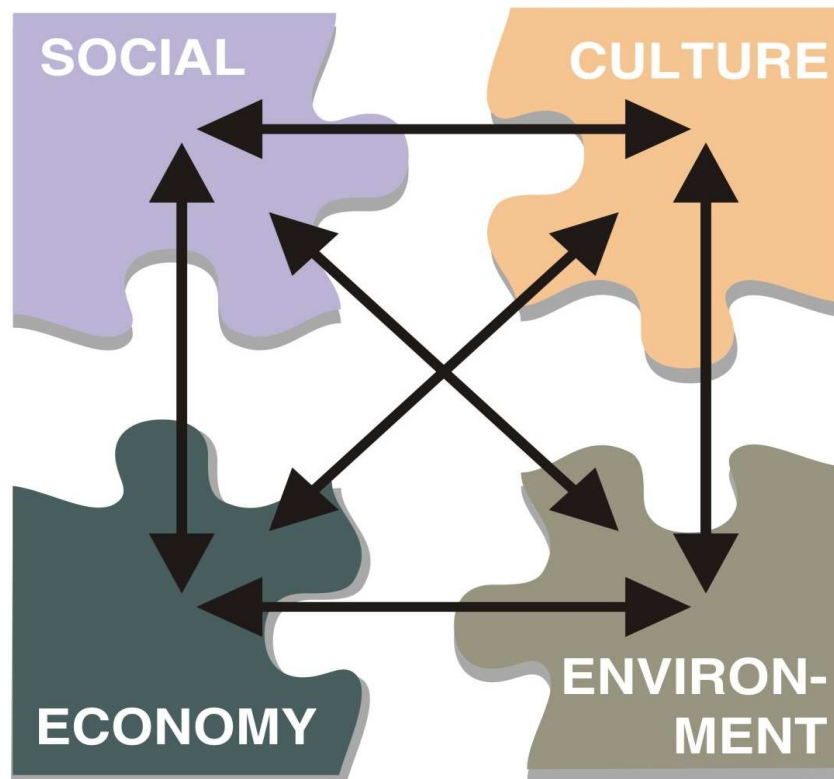
The Steering Committee has also considered the level of effort required to move forward on twelve action plans and organised them in two blocks: six for immediate concentrated action for which action plans have been developed and six for which action plans are less developed, since some are ongoing priorities for Council and others are expected to be led by community groups.

The individual Action Plans show a further level of prioritisation by flagging individual actions for completion:

within a short-term horizon of about two years (\*\*\*);

within a medium-term horizon of about 5 years (\*\*);

within a long-term horizon of ten years or more(\*).



## FIRST GROUP

### Housing

*Vision There a diverse mix of housing for a vibrant community of all ages and socio-economic groups, including green and affordable new and renovated buildings.*

### Model Green Community

*Vision Mahone Bay is becoming a model green community attracting green businesses due to our initiatives in and commitment to such things as energy efficiency, locally produced renewable power and comprehensive waste management.*

### Economic Development

*Vision The Town of Mahone Bay is open for business. Our Town is thriving with profitable year-round enterprises providing many good jobs and tax revenue.*

### Age Friendly Community

*Vision Mahone Bay is an "Age Friendly Community" with appropriate housing for seniors, easy access to transportation to essential services and amenities, and a system of community supports.*

### Waterfront Development

*Vision In the spirit of public access and environmental stewardship, the Town of Mahone Bay has implemented a plan to preserve and develop the harbour and waterfront - a valued physical asset.*

### Health and Wellness

*Vision Mahone Bay is noted for its healthy living initiatives, facilities, active common interest clubs and groups, and comprehensive health services.*

## SECOND GROUP

### Arts & Culture

*Vision Recognizing that we have a vibrant and sustainable arts community with a broad local talent base, we provide opportunity, venues and encouragement for visual and performing arts initiatives.*

### Community Participation

*Vision We encourage and promote community participation in important decisions that affect the future of the community and our sustainability goals.*

### Education Destination

*Vision Mahone Bay is an educational destination for meaningful post-secondary and life long learning.*

### Population

*Vision Mahone Bay has a year-round, diverse population exceeding 1200 people.*

### Heritage

*Vision Mahone Bay has achieved a balance between preserving its cultural and built heritage and integrating growth and change.*

### Essential Services

*Vision Mahone Bay is a community that provides essential services.*

Housing

*Vision* There is a diverse mix of housing for a vibrant community of all ages and socio-economic groups, including green and affordable new and renovated buildings.

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
The cost of housing in Town is higher than the surrounding communities.	Review Municipal Planning Strategy and Land Use By-law to ensure they conform with this vision ***	Engineering, design and planning	Habitat for humanity	Economic recovery/continued economic recession	Demand for housing.
There is a shortage of housing for people of average income.	Encourage new housing developments.**	Developers and fund raisers	Developers and investors	Town-owned land available to encourage development.	Local employment
The Town has a high proportion of older housing. The Town’s population is declining.	Encourage development of vacant lots.**	Town staff and committees	Public/private partnerships.	Objections to development.	Age-friendly community initiative.
The Towns has a high proportion of seniors.	Design a demonstration project that illustrates ‘good’ housing and build it *.	Community input		Creating agreement about the form of development.	Economic conditions.
	.				

Model Green Community

*Vision Mahone Bay is becoming a model green community attracting green businesses due to our initiatives in and commitment to such things as energy efficiency, locally produced renewable power and comprehensive waste management.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
Town Council has made big changes- sewer system, water system. More changes to storm sewers and to water system will be required.	Reduce solid waste stream further.***  Improve efficiency of street lighting ***	Council and staff  Community champions for each initiative.  Citizen involvement	Provincial and Federal funding for capital projects.  Municipal partners.	Opportunity for public engagement/ Public Apathy.  Lack of funding.	Provincial Policy
Council is investigating renewable electricity.	A highly visible initial initiative e.g. doggie bags, substitute paper bags for plastic in all retail sales.***				
Many citizen initiatives possible.	Reduce energy consumption **				
Town co-operates with other municipalities on solid waste recycling and disposal	Develop green sustainability guidelines for all development projects. Incorporate into by-laws. Look into LEED certification for new buildings. **  .				



Economic Development

*Vision      The Town of Mahone Bay is open for business. Our Town is thriving with profitable year-round enterprises providing many good jobs and tax revenue.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
Town has successful festivals which draw visitors.	Get Town Website active ASAP ***	Appoint ad hoc committee to work on economic development strategy.	Chamber of Commerce.	Proximity to Halifax, Lunenburg World Heritage Site.	External economic factors beyond our control such as globalisation.
Only one light industry in Town	Develop economic development strategy for the Town.***	Community members with knowledge in Micro economics, economic development.	Prov. Of NS	Lots of well-educated and energetic retired people.	Economic development strategy
Many people work outside the Town.	Connect with Halifax and Valley convention organisers to bring spousal trips to Mahone Bay.**	Regional Development Authority.		Desirable community for residential living.	Other Action Plans.
Population declining means less support for local businesses	Have another week-end event late winter or early Spring.**	Province of NS Economic Renewal Agencies.		Lack of diversity in the local and regional economy.	Chamber of Commerce.
Local businesses serve a broad area around the Town.				Current slow economic recovery.	

Age Friendly Community

*Vision Mahone Bay is an "Age Friendly Community" with appropriate housing for seniors, easy access to transportation to essential services and amenities, and a system of community supports.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
Increasing proportion of seniors in the Town population, above the proportion in the general Nova Scotia population.	Housing: *** needs assessment age-friendly housing expo	Volunteers	Mahone Nursing Home	Money	Economic development strategy
Young seniors helping old seniors	Transport:*** needs assessment support Transit initiative	Mahone Nursing Home	Mahone Bay Centre	Compliance with Heritage Architecture (accessibility)	Housing Action Plan
Mahone Bay Centre Seniors Project		Mahone Bay Centre	Province of NS	Medical Services	Health ActionPlan
Seniors are the biggest volunteer sector.	Services:*** Community Services: ‘Seniors helping seniors’ system seniors ‘safety first’ program	V.O.N.	Building Inspector	CEDIF funding	
Large number of single seniors		Lions Club	RCMP		
Meals on Wheels	Management: *** Build on existing seniors project Establish a self-managing team	Provincial grants for access improvements	Other Municipal partners		
V.O.N. Services include dial-a-ride bus.	Improve sidewalks for motorised wheelchairs**		Service Clubs		
	Encourage better building access - accessibility survey **				

Waterfront Development

*Vision In the spirit of public access and environmental stewardship, the Town of Mahone Bay has implemented a plan to preserve and develop the harbour and waterfront – a valued physical asset.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
The Town’s sewage treatment plant keeps most raw sewage out of the harbour.	Plan for storm water interception ***	Negotiators/fundraisers  Architects/engineers	Mahone Islands Conservation Association.	Funding	Economic Development Strategy
Storm water still causes sewage overflows.	Get Management Authority Agreement to increase and better manage the mooring field.***	Historian - The Mahone Bay Founders Society	Bluenose Coastal Canada Action Foundation.	Environmental concerns	Funding Programs
Sea level rise and shoreline erosion.	Encourage Sail/row/kayak clubs***	Garden club	Reinforced Plastics Systems.	Shoreline protection issues	
The Town owns the former government wharf and leases it to the Classic Boat Festival Society to run.	Blue Flag Certification for the marina and harbour.***	Landscaper	Prov. Of NS	Sewage pumping station upgrades to deal with sea level rise	
The Harbour is the main focal point of the Town.	Purchase the lot of land adjacent to the wharf.**	Provincial government liaison	Govt. Of Canada	Town wharf maintenance and upgrades	
There are two marinas in Town, and one industrial business still using the harbour.	Footbridge over the Ernst Brook estuary*	Ecologists		Provincial and Federal Policy demands and restrictions.	
There are a few houses in Town, and some outside of Town discharging raw sewage into the harbour.	Extend harbour walk from the churches to the Mush-mush River.*				
There is a complex interaction between public and private ownerships of the harbour and the visual access to the harbour.	Dredge Harbour, build breakwater*				
	Stop the few remaining private sewage discharges.*				

Health and Wellness

*Vision Mahone Bay is noted for its healthy living initiatives, facilities, active common interest clubs and groups, and comprehensive health services.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
The Town has:  One dentist One medical clinic with two doctors. One physiotherapist One chiropractor One veterinarian Private health, exercise and yoga studios  One kayak/bike rental shop  Tennis courts  Swimming pool (seasonal)  Baseball and soccer fields  Two rails to trails projects, parks and other walking trails  3 Gymnasiums  Tiny Tots playground  Mahone Bay Food Bank	As physicians and dentist age, the Town needs to become involved in attracting new health professionals, including nurse practitioners.***  Investigate creating a local community group to help medical services ***  Need more health promotion like Vial for Life, Mobile Clinic.***  More bike racks to encourage active transportation.***  Share the Road Program ***  Investigate road shoulder improvements where sidewalks are impractical.**  .	District Health Authority  NS Health Promotion  Victorian Order of Nurses  Recreation Nova Scotia  Community involvement Lunenburg County Community Health Board	Province of NS  District Health Authority  Volunteers	Health System Funding  Recruitment of health care providers  Pending retirement of physicians	Provincial and health board policy influences physician recruitment.

Arts & Culture

*Vision Recognizing that we have a vibrant and sustainable arts community with a broad local talent base, we provide opportunity, venues and encouragement for visual and performing arts initiatives.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
Vibrant arts community	Strike an organising committee which will: ***  - organise an information meeting  -inventory artists  - inventory venues - performance, working, selling  - develop better communications  - explore possibilities  - explore arts initiatives such as an Arts Council  - schedule performance activities at the Gazebo  - develop a mixed media juried art show at the Mahone Bay Centre - co-ordinate with Moorings Gallery for Oct/Nov 2010	Need an umbrella group to co-ordinate.	Town Council		Economic development strategy
Very tourist-dependent			Chamber of Commerce   Various Arts Councils		Provincial arts funding

Community Participation

*Vision* We encourage and promote community participation in important decisions that affect the future of the community and our sustainability goals.

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
Several controversial developments have divided public opinion.	Get Town Website active ASAP ***  'State of the Town' semi-annual forum and pot-luck ***  Develop more fun community activities.**	Website Developer	Mahone Bay Centre  Chamber of Commerce		

Education Destination

*Vision Mahone Bay is an educational destination for meaningful post-secondary and life long learning.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
P - 9 school in Town	Create working group to inventory people assets and physical assets.**				
Former P - 9 School now community centre ands needs tenants.	Develop concept.**				
Arts, crafts, boatbuilding are active in the area.					

Population

*Vision Mahone Bay has a year-round, diverse population exceeding 1200 people.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
Population under 1000 and declining.  Sewer and water systems sized for about 1500 population.	Partner with developers to create more housing.**	Developers  Entrepreneurs	Encourage new housing for younger families	Economic conditions	Economic development strategy  Entrepreneurs for new businesses  Developers for housing  World-wide economy



Heritage

*Vision Mahone Bay has achieved a balance between preserving its cultural and built heritage and integrating growth and change.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
Architectural controls on Main and Edgewater Streets under Land Use By-law Heritage Advisory Committee of Council. Several buildings de-listed in the last year.	General: **  develop strategy for having streetscape designation for Edgewater Street Develop strategy for collecting and sharing cultural and built heritage information. Enact stronger protection for pre-1920 buildings. Promote Settlers Museum as the repository of Mahone Bay History  Specific: ***  re-juvenate Heritage Advisory Committee and re-visit its terms of reference recognise owners of registered Heritage Property Attend Spring 2010 Heritage Conference Fall 2010: research viewscape and streetscape concepts. Develop information package for all new owners of Heritage Properties Spring 2011: history plaques on older buildings. Summer 2011: draft vision for Museum expansion plans and expanded role. Summer 2011: an outreach group to gather and disseminate info on the built heritage, anchored by a Heritage Officer. 2015: Museum is a clearing house for local history, research, and wills.	Knowledge of history  Knowledge of architecture  knowledge of Town Land Use By-laws  PASSION	The Mahone Bay Founder’s Society  Town Council	Provincial support for heritage building maintenance.  Provincial support for museums.	Provincial funding programs

Essential Services

*Vision Mahone Bay is a community that provides essential services.*

Current Situation <i>What is the situation now?</i>	Describe Action <i>What needs to be done?</i>	Resources <i>What people and tools are needed ?</i>	Implementation Partners <i>Who can help do it? What can the community do?</i>	Opportunities/Challenges <i>What would help/ what could go wrong?</i>	Dependencies <i>Does this depend on other action plan, program, or initiative?</i>
<p>The Town owns and maintains streets, sewers, storm water systems, water supply systems, an electric distribution system, a wharf facility, a fire department, parks and trails.</p> <p>Volunteer organisations are having increasing difficulty finding volunteers.</p>	<p>Maintain and improve: the sanitary sewer system, including the extension of the sewer line to Town boundaries; the water system, including fire flows; the streets, including bike lanes, sidewalks, and connections to the trail system; the electric distribution system, including the search for renewable power sources; the storm water collection system, including the separation of storm water from sanitary sewers, and the reduction of storm-related overflows; Town offices and public works buildings; the fire department equipment, buildings, and training; Town parks, parking areas and recreation facilities.***</p> <p>Include green aspect to all planning decisions.**</p> <p>Be aware of the threat of sea level rise to public wharf, streets, sewers, and water system.**</p> <p>Re-start Junior Fire Department.**</p> <p>Encourage a district-wide fire services co-ordinator**</p>	<p>Provincial and Federal funding for infrastructure maintenance and improvements</p> <p>Municipal partners</p>	<p>Provincial and Federal governments</p> <p>Municipal partners</p>	<p>Growth of the Town population, housing stock.</p> <p>Lack of Federal and Provincial government funding</p>	<p>Town tax revenues, capital funding from Federal and Provincial governments</p>

## **APPENDIX 1**

### **Six Background Reports (List only - reports Available on CD and on paper at Town Office)**

Dalhousie Planning School, Masters in Planning Program  
Planning Studio Plan 5000, Fall 2008, Dr. Susan Guppy

- a) The Politics of Mahone Bay.  
Darren Shupe, Gillian McGinnis, and Zachary Taylor
- b) Mahone Bay: Infrastructure Background Study.  
Jesse Dill, Todd Douglas, Laura Mashing, and Lauralee Sim
- c) Natural Environment, Mahone Bay.  
Christina Clarke, Kevin Hooper, Elysia Leung, and Chris McBeath
- d) Economic Environment of Mahone Bay.  
Karin Kronstal, Marcus Paterson, and Brian Zurek.
- e) Mahone Bay Background Study; Demographic Analysis.  
Daniel Almon, Brittany Shewchuk, and Leifka Vissers.
- f) History and Culture in Mahone Bay.  
Ann O'Connor, Michelle Geneau, Shaughnessy Sturdy and Theresa Piorkowski.

## **APPENDIX 2**

### **Search Conference Manager's Report**

# **Mahone Bay – Integrated Sustainability Plan Conference**

October 16-18, 2009

## **Manager's Report** **Andrew Beckett, M.A. and Chris Cann**

### **Introduction:**

This is a general report of the proceedings of a Search Conference held in Mahone Bay, Nova Scotia. The Conference was sponsored by the Town of Mahone Bay and organized by their Sustainability Committee as a means to gather community input into the creation of an Integrated Community Sustainability Plan (ICSP) for the Town. The Conference was held at the Mahone Bay Community Centre with approximately 40 community residents in attendance.

The Conference was held over 2.5 days commencing at 3pm on Friday, October 16 and concluding at 4:30pm on Sunday, October 18. This report summarizes the data gathered during the Search Conference through a combination of work in small and large group sessions. The data was collected on flip charts and involved bullet points and summary information. All flip charts used during the session have been gathered by the Sustainability Committee for future reference as they proceed with development of the Town's ICSP. The Managers have added a summary of the process followed during the Conference to provide context for the data gathered.

### **Pre-Briefing Session:**

Prior to opening the Search Conference all participants were invited to attend a pre-briefing session with the Managers to get an overview of the process to be followed during the Search Conference and to see how the data collected would be used by the Town in formulating their ICSP.

The Session, held on October 15<sup>th</sup> at 7pm, was opened by the Mayor of Mahone Bay, Joe Feeney who welcomed the participants and gave some history on how the Town, through its' Sustainability Committee, had decided to utilize the Search Conference process to gather input from the Community. Following this Ann Benitz, a resident of Mahone Bay who had been involved in the process of selecting participants for the Conference as a "Social Mapper", provided an overview as to how participants came to be invited to attend. The Search Managers addressed questions regarding the selection process.

Although participants were selected on the basis of their involvement in the community, it was noted that individual participation is as a person with multiple hats, not as a representative of a particular group or organization. Participants are agreeing to do this work on behalf of the community of Mahone Bay.

Following this Andrew Beckett provided an introduction to the Search process noting that the process is used when you are *Searching* for something. In this case the proposed question developed by the Town's Sustainability Committee for the Search Conference was:

**What would Mahone Bay look like if it were the most desirable and sustainable place to live, play and work for anyone?**

The participants discussed the question and the principles of sustainability. Following this discussion it was agreed to proceed with the question as presented with the time horizon being 10 years into the future.

Next Chris Cann provided an overview of the theory and steps involved in the Search Conference process. Participants were introduced to the open system model which highlights that all human systems are open, purposeful systems in constant interaction with an external environment. A system functions well if it can relate effectively to its external environment. That is, matching the actual and potential system to the actual and potential environment by means of learning and planning.

The characteristics of both the environment and the system today have to do with change. Not only is the amount of change increasing but the rate of change is increasing. Therefore, adaptation is essential for survival. The nature of adaptation is crucial. There is a choice between:

- a. Passive adaptation. One waits and prepares for the future, and when it comes deals with it as best as one can.
- b. Active adaptation. One does not just wait, but one "creates" the future. One takes action based on choices. One selects futures in accordance with wishes and preferences.

This Search Conference is an application of active adaptation. It is not researching the past with a view to solving problems; it is actively searching for the most desirable, sustainable and achievable future.

A funnel diagram was drawn to show the steps of the Search process, which involves:

- "mapping out" the external environment
- Making choices about desirable future environments
- Making choices about the desirable and sustainable system, and
- Creating an action plan for bringing about the desirable and sustainable system

Following the review of the funnel diagram and the various steps of the Search process Andrew Beckett spoke about “rationalization of conflict” noting the during the Search the emphasis will be on finding common ground amongst all the participants. When there are disagreements the first step will be to ensure that there is a difference of opinions rather than simply a misunderstanding. If the disagreement cannot be resolved then the subject matter will be placed on a disagreed list for future consideration.

Andrew also reviewed the approach to building trust throughout the Search process noting that all items discussed will be captured on flip chart paper so that all participants share the data. This openness along with the experiences of sharing common concerns and aspirations helps to build an environment of trust amongst participants.

### **SEARCH CONFERENCE:**

The Search Conference opened at 3pm on Friday, October 16<sup>th</sup>. Participants were initially asked to share their expectations for the weekend. The expectations lists were reviewed by the Search Managers to address the likelihood that the expectations would be met during the Search.

#### **1. Global Environment Scan:**

The first activity for participants involved sharing perspectives on significant events or trends that were evident in the world over the past five to seven years. This was a large group activity and all perspectives were welcomed. The data was captured by the Search Managers in bullet points on flip chart paper that was subsequently posted on the walls of the meeting room.

The question posed to participants was:

**What has struck you that is significant or novel in the last 5-7 years?**

The data captured during this process has not been replicated here however the flip charts will be scanned by Town staff to create a digital record for future reference. The data gathered during this process was extensive and clearly demonstrated the depth of awareness of participants in global trends and events.

Following the data collection process the participants were randomly divided into five groups of 7-8 people each. Three of the groups were asked to consider what the probable future of the world in the next ten years would be if things keep going the way they are. The remaining two groups were asked to consider the desirable future for the world. There was no specific timeframe given for the desirable future to allow participants to be ideal seeking. They were instructed however to keep their views grounded in the data gathered during the scan process.

Participants were asked to scan the data collected during the scan process and then in their groups produce a list of no more than 6 bullet points on 2 pieces of flip chart paper to answer the question posed.

The small groups reported their work and participants asked questions to get clarification on any of the points or gain better understanding. A number of the points were modified to gain support from everyone and two items were placed on a disagreed list for future consideration. The work of the groups was then integrated and volunteers developed statements that captured the combined work of the various groups. During this process volunteers also worked on the two disagreed item and were able to propose wording that satisfied everyone for inclusion in the final product.

The following are the summary statements agreed to by everyone.

### **Most Desirable World**

- Good governance which respects human rights; a diversity of cultures, family structures and religions, which has lead to no wars because people have learned to resolve and accept conflict peacefully.
- There is equitable distribution and secure availability of resources so all communities of people can meet and exceed all basic needs.
- All people feel a sense of belonging to a community where they are valued, appreciated and can make a meaningful contribution.
- As people we have universal awareness of interdependence, and commit to the stewardship of our planet.
- We have a healthy bio-physical environment with our GHG's reduced by global use of alternative energy, responsible resource development, clean water, clean air and protection of species diversity.
- All people enjoy enhanced quality of life, good physical, mental, spiritual and emotional health, with access to quality universal health promotion and health care.
- There is a fair distribution of wealth and resources which ensures sustainable economies, allowing people and communities the freedom and access to the tools they need to achieve their optimum potential.



### **Most Probable World 2020**

- rampant global population growth has caused increased stress and conflict over food , water, territory, and other limited resources.
- Technological advancements are rapidly increasing and have global effects.
- The shift in economic power from North America to Asia is causing a redistribution of wealth throughout global society.
- Environmental conditions continue to worsen.
- There is continued global economic instability.
- There is a diminished capacity of governments to manage “events”.
- There is a shift in the balance of influence from the U.S. as a dominant on the world stage to other emerging powers including (but not limited to) China, India, Brazil.
- People will have a greater awareness of global happenings and the effects to us all.
- Increasing life expectancy is straining the health care systems.
- Increasingly, Corporations and individuals meet energy needs through diverse renewable “green” sources driving environmentally sound policies and practices.
- There is a demographic shift to an older population in the West and a younger population in the East.
- Opportunities for exchange foster better understanding between people and cultures.
- Large and small conflicts are affecting global peace and security.
- Increasing consumer awareness in regards to where their purchases are coming from, is affecting their buying habits.

## **2. History and Heritage of Mahone Bay:**

Participants next took part in a large group session that focused on exploring the history and character of Mahone Bay in order to identify distinctive competencies and ideals for the community. A row of flip charts were posted on one of the walls of the meeting room and the Search Managers negotiated appropriate time horizons to capture the historical data. A sheet was also added to list significant people in the Town's history.

The session was lively with many interesting events in the Town's history identified and shared. The data from this session will be scanned to create a permanent electronic record.

## **3. Keep/Drop/Create:**

Following the History Session participants were asked to review the data that had been gathered about the Town and reflect on three questions:

1. What has worked well that we want to keep?
2. What has not worked well that we never want to repeat?
3. What have we never done well and need to invent a better way of doing?

The participants then brainstormed their ideas with the Search Managers capturing them on one of three lists (Keep, Drop, Create). The Managers noted that all perspectives were valid and that differing perspectives would be captured on the sheets for future consideration. There was a significant amount of data gathered during this process.

Following the brainstorming four groups were formed to analyze the information and from the lists of data produce a list of no more than 6 items that they considered the most important. In order to facilitate the decision making process the groups were each asked to identify 3-5 criteria that would be used to arrive at their 6 bullet points. A common criteria given to all groups was to ensure coverage of all pillars of sustainability (Economy, Social, Culture, Environment). Some of the other criteria identified by the groups included:

- affordable/attainable
- Community led
- Acceptable to the majority of the community
- environmental impact
- heritage
- demographics
- identifiable benefits to citizens as well as tourists and merchants
- build on existing assets so there is a balance between preservation and progress
- if we don't do something will an asset be lost?
- best return on investment

The small groups reported their findings. Time did not permit a full consolidation of the work from each group into a community product. Many participants did however comment on the degree of commonality amongst the work from each of the groups. The following are the points brought forward by each of the groups.

**Group 1:**

Renewable Green Energy:

- model green homes
  - renovation with minimal visual impact
  - new
  - hold a green housing expo (by 2010)
- tours of new model homes
  - R2000
  - Underground power lines
  - Eco-friendly materials
- Micro-power generation for Mahone Bay
- Green business initiatives

Architectural Control/Preserve Town View-Scape:

- designated architectural control area
- manual for preservation of the Town View-Scape
  - see Lunenburg example
- Planning Advisory Committee would take lead
  - Need for information availability
  - Education
  - Enforcement

Waterfront Development:

- Wharf repair
- Walkway/footbridge
- Marina
- Development of empty lot/vacant waterfront properties
- Dredge harbour
- RPS waterfront (move parking)
- Creation of Waterfront Development Corporation whose mandate would be to address the above, and other issues as they arise

Performance Space:

- define usable space – catalogue
- create an Arts Council
- Coordinate local and visiting “artists”
- Promote events

Retirement Friendly Community:

- Population trends noted (of significance over 43% over 65 by 2031)
- Retirees
  - an economic asset
  - life long learning
  - appropriate housing, transportation, community support
  - keeping people active
  - cultural activities
  - Town/Municipality develop a “retirement friendly community strategy”

**Group 2:**

Preserve and Expand essential services to allow people to stay here and ensure year-round economy:

- medical health services
- Fire Hall needs expansion
- Bank, Post Office, grocery store, gas station, pharmacy
- New Bill’s Store or Steadmans!!

Participative democracy:

- more access to information and citizen involvement in decisions
- make sure decision making processes include component to address sustainability

Become a unique model demonstration project of green living initiatives that will attract green businesses, new residents, young families, visitors, etc. using:

- alternate energy
- use of sludge for greenhouse
- urban agriculture
- criteria for green buildings
- eliminate pesticides and toxic substances
- economic development especially housing
- rebuild relationship between Council & Chamber
- jobs

Preserve, protect, purchase waterfront properties at government wharf for use by citizens for:

- recreation

- mixed use
- development
- boat building heritage
- related to: MICA/Islands conservation

Seniors:

- housing options
- assessment of housing needs
- supports to aged in place

Preserve historic streetscapes and architectural heritage:

- establish criteria scale
- bring Irving and SaveEasy on Board

**Group 3:**

Environmental Resources & Services:

- support urban agriculture, urban forest, protect green spaces, public gardens at entries to Town, improved sewage and water systems

Education:

- support life-long learning with emphasis on green living, Eco-College and new ways of thinking

Healthy & Active Lifestyles:

- supportive infrastructure and planning for walkways, cycle paths, support for Clinic, etc.

Cultural Heritage:

- preservation of built heritage & history. Encourage artistic endeavours.

Healthy Vibrant Economy:

- Support existing green & sustainable businesses, promote Mahone Bay as a market centre
- Promote FUN

**Group 4:**

Preserve and maintain built heritage, community grounds and green spaces and shoreline

Implement use of green energies for Mahone Bay and encourage use of green technologies

Affordable and accessible housing for all ages

Create an accessible community through:

- physical:
  - sidewalks, one way street (Pleasant & Fairmont)
  - building
  - parking
  - transportation
- Information:
  - Website/Knowledge Board
  - Newsletter
  - Data bank
  - ALL

Attract new business

- business park
- educational institutions
- M.B.C.

Attract more Medical Services

#### **4. Desirable and Sustainable Mahone Bay:**

Participants were next split into four groups and asked to consider the desirable and sustainable future for Mahone Bay in 2020. Each group was asked to produce a list of 6-8 clear and concise bullet points on no more than 2 sheets of flip chart paper to describe the future Mahone Bay. The statements were to be written in the present tense. The groups were encouraged to be ideal seeking in this process.

Following this initial work the groups reported their results and participants integrated it. The participants then self-selected the particular theme/topic they were most interested in working on. These groups identified constraints and opportunities that were associated with succeeding in their chosen area. The statements were the reworked to describe a desirable and sustainable future for the community that was also deemed to be possible based on the constraints identified.

The work of these groups was then reported back and participants discussed and made changes to arrive at a product that all participants could support. The following is a listing of the statements agreed upon by participants.

### **Desirable and Sustainable Mahone Bay in 2020**

1. There is a diverse mix of housing for a vibrant community of all ages and socio-economic groups including green and affordable new and renovated buildings.
2. Recognizing that we have a vibrant and sustainable arts community with a broad local talent base, we provide opportunity, venues and encouragement for visual and performing arts initiatives.
3. Mahone Bay is becoming a model green community attracting green businesses due to our initiatives in and commitment to such things as energy efficiency, locally produced renewable power and comprehensive waste management.
4. We encourage and promote community participation in important decisions that affect the future of the community and our sustainability goals.
5. The Town of Mahone Bay is open for business. Our Town is thriving with profitable year-round enterprises providing many good jobs and tax revenue.
6. Mahone Bay is an educational destination for meaningful post-secondary and life long learning.
7. Mahone Bay has a year round, diverse population exceeding 1200 people.
8. Mahone Bay is an “Age Friendly Community” with appropriate housing for seniors, easy access to transportation to essential services and amenities, and a system of community supports.
9. Mahone Bay is a community that provides essential services.
10. Mahone Bay has achieved a balance between preserving its cultural and built heritage and integrating growth and change.
11. In the spirit of public access and environmental stewardship, the Town of Mahone Bay has implemented a plan to preserve and develop the harbour and waterfront – a valued physical asset.
12. Mahone Bay is noted for its healthy living initiatives, facilities, active common interest clubs and groups and comprehensive health services.

## **5. Action Planning:**

For the final portion of the Search Conference participants turned their attention to developing action plans for the various themes identified in the desirable and sustainable future. Participants were given a briefing on the “Strategy of the Indirect Approach” for consideration in the development of the Action Plans. Points highlighted in this briefing included:

- look for others who may have an interest or can be convinced to help
- broad front approach
  - don't put all eggs in 1 basket
  - light lots of little fires, get the energy going
- effort directed toward least resistance
  - capture weakest links
- run from battles you think you'll lose
  - don't take on enemies you can't beat
  - if attacked pull out – don't fight
- go around or encapsulate sources of resistance
  - isolate them or ignore them & move forward
  - don't need to convince everyone, just enough to sway opinion
- snuggle up & cuddle with your enemy
  - show him you have similar values
  - support him so he can support you
- encircle from within
  - get your reps on task forces & committees

Participants self selected groups that they felt they could contribute the most to and proceeded to develop action plans. Time did not permit full development of these plans however a number of significant first steps were identified and key directions were mapped out for all theme area. This information is attached; it requires further evolution and then a clear commitment to action from the Community.

## **6. Next Steps:**

Participants agreed to meet again on Saturday, November 7<sup>th</sup> to consider ways that they could foster mobilizing the community to take action on the work completed in the Search.



## **MAHONE BAY SEARCH CONFERENCE ACTION PLANNING**

### **1. HOUSING**

End Results: Affordable for low incomes & families

- What is affordable?
- How does affordable relate to green?

Step 1:

The community must define and agree on its terms

- be open to evolving home construction technologies (such as pre-fab)
- review Land Use By-Law
- review how multi-unit residential building can be made acceptable to the community - (more) guidelines

Step 2:

- encourage / renovate large old buildings to green multi-unit residences
- encourage in-fill development

## **2. ARTS & CULTURE**

### **Year #1**

- by Nov. 30 - strike a small committee to organize an information meeting at the Centre (approach organizers of major local/arts festivals)
- by Jan. 30 - a community meeting to discuss arts initiatives, one of which will be an Arts Council
- by March 30 - pursuing the decisions from this meeting
- assign person - approach the town with a proposal to schedule performance activities at the Gazebo. (Specific guidelines / fee) (busking / power on / license)
- assign person - develop a mixed media juried art show at the Centre - coordinate with Moorings Gallery for Oct./Nov. 2010

### **Year #2**

- who needed onsite
- resources
- diffuse division

### 3. MODEL GREEN COMMUNITY

- energy efficient
- separated sewage / waste management
- local renewable power
- toxins / pesticides / herbicides
- public green space protection / integrated
- water quality
- air quality - cars / fires / plant emissions / indoor
- urban agricultural / forestry-conservation easements
- alternate transportation
  - E. Thumb-A-Ride
  - bike transport / footpaths / liability on private land / squatters rights
- building tech. Guidelines
- LEED
- researching eg. solutions
- net theta
- habitat
- green Mahone Bay - Ad Hoc Committee - synopsis
- GBA
- on-line resources
- Mahone Bay Web - Green Portal
- accessing government / N.S. Power programs
- conserve N.S.
- P'lovers
- Mahone Bay green award
- green industrial park
- cradle to cradle
- (business/person) individual initiatives
- (lights on all night) Chamber of Commerce
- dark sky lights
- official encouragement
- local building by-laws

#### DEMO PROJECT

- Doggie bags
- plastic (bags)
- 'highly visible initial initiative'

#### 4. COMMUNITY PARTICIPATION

Community participation in important decisions affecting the future of the town and our sustainability goals.

1. Define Terms:
  - “community participation”
  - “Citizen engagement”
  - “Sustainability”

Do a one-pager can be used as handouts

2. Identify the variety of ways (there’s lots of information to access) community participation happens; examples from low levels of participation to high levels
3. Identify mechanisms for citizens to be engaged with one another and with Town Council (like this Search Conference and its follow up activity)
4. Have a “citizen participation” group that would develop some criteria for decisions that should obtain community input because of potential impact on community, citizens and sustainability pillars.
5. Ask Council to partner in a semi-annual “state of the Town” forum to share important accomplishments, decisions, challenges and upcoming priorities and have discourse among citizens and between citizens and Council
6. Approach Council to partner with a “Youth Integration” Committee to explore issues of importance with youth
7. Need the Town website to be operational ASAP as important vehicle for communication and community participation
8. Continue to look for opportunities to build community and sense of belonging (will happen through all this work)
9. Remember the value of personal invitations to people to be involved
10. Search for ongoing opportunities to re-open communication among all, and enhance, build new opportunities

## 5. ECONOMIC DEVELOPMENT

- have another week/weekend event (like the Father Christmas) later in winter, say March break - to bring shoppers and life to the Town
- contact the Halifax and Valley convention organizers (eg. spousal trips, the "free" afternoon, etc.)
- consult with Annette St. Onge re a business survey; where workers live, etc.
- one/two volunteers and/or C of C website committee to create links with other appropriate organizations, to actively "find" us - exp. Iceland Air, Valley ....., N.B. universities.
- talk to RDA - find out what they are doing for / in / around Mahone Bay. Get out
- to the world that the Town is open for business
  - find out what Town has now
  - develop a clear, step by step, presentation (on website, etc.) of how to go through the development procedure in Mahone Bay
- get that on the Town and Chamber websites and in the Town Hall take it pro-actively to groups/communities - we want to attract - through RDA and other "government" agencies, professional groups, developers (find out who best to see)
- VIC - keep within the Town - well-staffed - manager working full-time all year
  - develop marketing of Town for both residential and commercial sales
  - good summer staff
  - improved Council funding for the VIC and marketing this Town
  - coordinate a drink/meal venue with concerts and other draws (farmers market, etc.) - to leverage the economic impact (combined tickets)
- C of C business maps blown up and erected in prominent places - P.O., Mahone Bay Centre, VIC, at/near churches, farmers market
- larger "draw" venues near wharf; toward the NSLC
- public washrooms open for a longer season
- an "inn" for business travelers (RPS)
- incubator mall - directed toward small green start up business
- shop locally
- need a 5 cent to 10 cent for buying basics (face-clothes)

## 6. EDUCATION DESTINATION

### Actions:

1. Determine the market *(6 months)*
  - inventory - what do we have?
    - established institutions
    - non-credit
    - special interest
    - entrepreneurship
    - expertise
2. Survey The Broader Community *(6 months)*
  - develop survey
  - deliver (phone - paper - online, etc.)
  - decipher findings
3. Create Educational Council (Advisory Resource) *(6 months)*
  - make proposals - - - money
  - receive ideas
  - “centres of excellence” exp. (music/art/history/literature/fitness)
  - create educational opportunities
  - collaborate with other groups
4. Delivery *(12 months)*
  - in place? (M.B.C., Halls, etc.)
  - on-line
  - video conferencing
5. Marketing - Promo *(12 months)*

## 7. POPULATION

Mahone Bay has a year-round diverse population of 1,200 + people (residents)

Going to do? Look into affordable housing for:

- youth - apartments
- young families - single duplexes
- assistive living
- more seniors housing
- Form a committee from Town / seniors projects - (Ted) / churches - ministers / congregation - school - community health board
- research - see what other communities are doing

The ability to provide shopping needs

- contact business association
- campaign to buy local
- help/ attract entrepreneurs to start a department store / \$ Store

Health care facilities and options that meet the needs of this diverse population

- meet / public meeting
- Town
- seniors
- health professionals
- SSC health
- practitioners
- check out what they did - New Germany
- determine easies and priorities

Provide year round events, recreation, performing, and visual arts, life long learning opportunities, which encourage residents and others to be healthy, active, entertained and engaged through their participation

- Mun. District Lun. - Carrol Randall / Janice Rand
- Town of Mahone Bay - Derrick MacKenzie
- youth of Mahone Bay - Jim and Derrick
- seniors
- through utility bills, school newsletter, PVEC
- drop off at school, Waldorf and French School

## 8. AGE FRIENDLY COMMUNITY

- form a “seniors” association (4-6 months)
  - (mission/specific goals/activities)
- establish links with key allies (4-6 months)
  - (Town, Churches, LCCHB, SSRHA, Prov. & Fed. Gov’ts, VON, CC, Red Cross, fraternal organizations)
- Develop “pilot project” for “seniors Helping Seniors” system (seek core funding, Dal Occupational Therapists; support from local municipal and health/support authorities (1 year)

### Seniors Housing

- age-friendly housing expo *(6 months)*
- follow-up:
  - explore “seniors housing corp.”
  - examine options
  - Private
  - Not-for-profit
  - Other
- needs assessment Mahone Bay area (wishes)

### Transport / Transit (BOJ 2EO / 1EO)

*(3 years)*

- Transport Alliance
  - needs assessment / existing systems
  - management issues
  - consider wheelchair accessible van
  - CTAP and other agencies input
  - explore school bus use
  - volunteer transport

### Accessibility

*(2 years)*

- develop “age-friendly accessibility” check list
  - work with town, local business to meet established criteria
  - public awareness campaign

### Expand and Improve

- social, recreational, cultural and life-long learning activities to help seniors remain physically, emotionally, and mentally healthy



## 9. HERITAGE

- rejuvenate Heritage Action Advisory Committee (HAC) and revisit its Terms of Reference (already underway) and re-educate committee on red tape
- engage community in information sharing (sessions) - stories, photos, nostalgia afternoons / evenings (social coffee/cookies)
- recognition of Heritage Property Initiative and registered property owners
- heritage conf. Spring 2010 (provincial)
- b/f (Fall 2010) - intro: viewscape, streetscape concepts (research)
- develop information package to be given to heritage property owner current and potential and real estate (include fact that inventory is at museum and Town Hall)
- b/f (Spring 2011) - property history plaques (eg. Titus Langille House) - private and commercial
- b/f (Summer 2011) - unveil draft vision of museum's expansion plans and museum's expanded role eg. Community heritage repository
- (Summer 2011) - establish an outreach group that works in conjunction with HAC and museum to gather, research, disseminate info regarding the built (architectural) spaces in Town of Mahone Bay
- (2015) - establish expanded museum as a clearing house for local history, research and will house.
- new outreach group - anchored by heritage officer

## 10. WATERFRONT DEVELOPMENT

### Action List

- dredge, breakwater
- moorings

### Wharf & Marina

- remove / increase boat storage
- blue flag certification
- wharf repair

### Urban Landscaping

- purchase vacant lot
- create green spaces
- review architectural control areas
- increase parking spaces, including tour buses
- year round public washrooms
- start a waterfront development corporation
- RPS parking lot

### Partner

- with MICA, BCAAF, RPS

### Marine Heritage

- boatbuilding - museum
- viewsapes
- noon gun
- purchase vacant lot
- boat building school
- life long learning / knot tying / figure head carving / boat/canoe building, etc.

### Job Creation

- for all the above / boat building - museum

### Culture

- festivals
- performance space
- purchase vacant lot

### Environmental Sensitivities

- partner with MICA, and others
- drop straight pipe septic systems
- return trout, and smelt to rivers

### Recreation

- walkways on waterfront
- recreational boat centre
- foot bridge
- bike racks
- sail, row, canoe, kayak clubs
- walkway extended to bridge
- wheelchair access everywhere in public places

## **11. ESSENTIAL SERVICES**

- approach P.A.C. to add a green aspect to their deliberations (electricity, garbage, sanitation)
- ask council to give more urgency to the completion of the Edgewater Street sewer line in capital plan
- meet with Lunenburg/Queens volunteer navigator to develop a list of volunteer groups with the goal of matching local volunteers to compatible organizations (specifically food bank)
- promote E-Thumb-A-Ride
- promote continuing financial and moral support of the Mahone Bay Fire Department

## 12. HEALTH AND WELLNESS

- bike racks strategically placed around the community, not only for practical purpose, but to make a statement of the ideals of the community. NS Dept. of Health Promotion, TOMB, Recreation Nova Scotia, RECAP: a community group in Hubbards with cycling awareness focus, (route enhancement committee for Aspotogan Peninsula) local business and merchants for their support
- partner with Bridgewater Triathlon Club to hold workouts in our area to build their membership and promote the sport
- start ultimate Frisbee/croquet group for all ages 16+ and 50+ welcome!
- canoe/kayak club: dues cover use of boats. Partner with Dutch at the Kayak Shack and NS Dept. Of Health Promo, RNS, TOMB
- have regular Mobile Clinic visits at Walk-in Clinic, blood test, scanning
- walk-in clinic with (2) Nurse Practitioners and staff to support Doctors. Free classic boat for Doctor to compete with cash bonus offered by other jurisdictions.

## **APPENDIX 3**

### **Participative Design Workshop Results**

# MAHONE BAY - WORKSHOP

## November 7, 2009

### PARTICIPATIVE DESIGN WORKSHOP

#### Agenda

- Introductions
- Recap Search Conference
- Explore Past Planning Efforts
- Structure for Implementation
- Action Planning
- Diffusion of Plan
- Next Steps

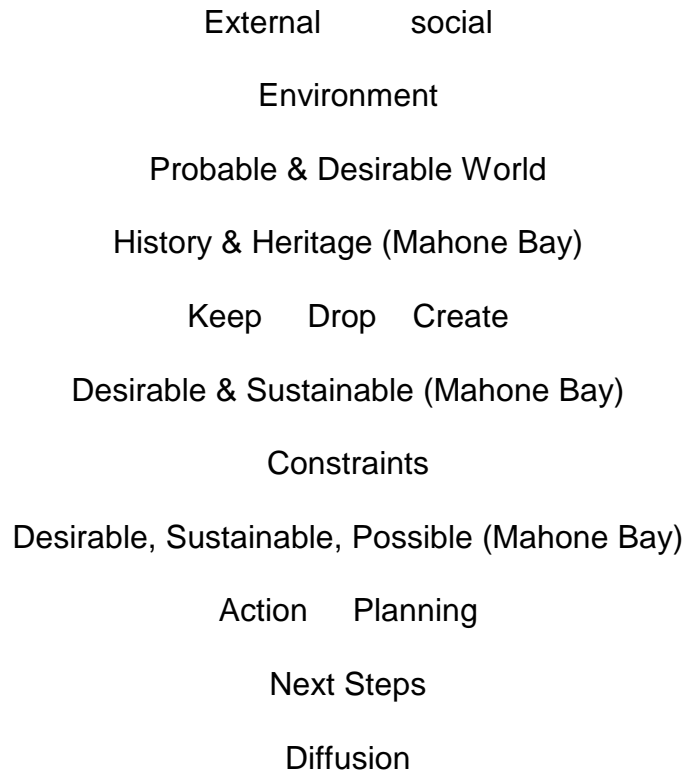
#### OVERLAPS

- Senior's Housing
- Transportation
- Population - focus area or outcome?
- Economic Development
- Social Development

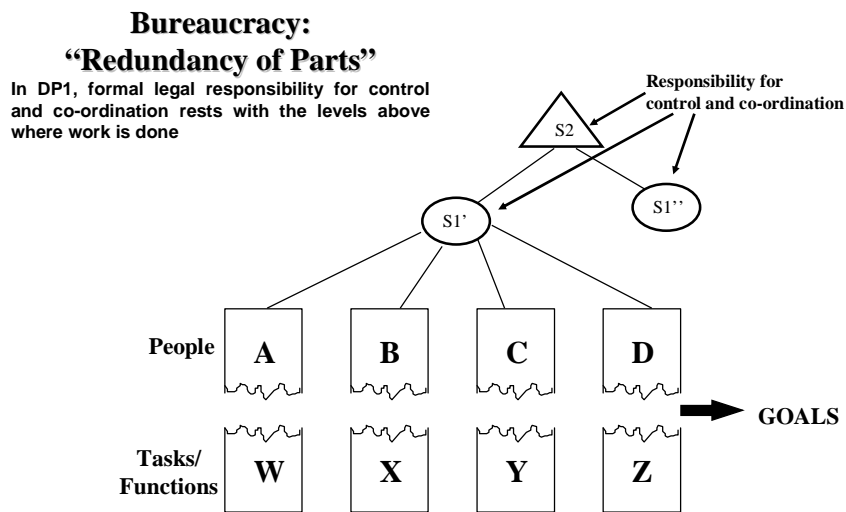
#### MISSING ITEMS

- Traffic / parking
- Keeping "stuff" we already have
- Tourism
- Social Development

**DESIRABLE & SUSTAINABLE - TOWN OF MAHONE BAY  
SEARCH CONFERENCE FLOW**







Emery, M. 1993 p.103

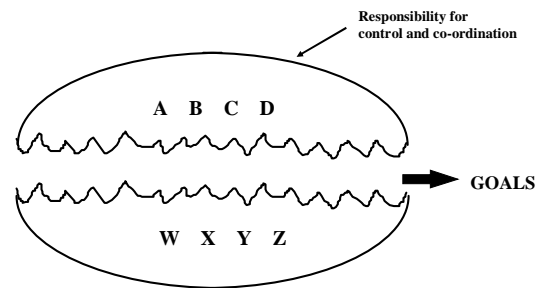
**Figure 1: The first design principle**

Assignment: Please complete the following questionnaire for a previous similar experience implementing community plans

/ / /			
<i>Note: Criteria 1-3 are scored from -5 (too little) to +5 (too much), with 0 being optimal</i>			
<b>1. Elbow room for decision making</b>			
<b>2. Learning</b>			
a). Oppt'y to set the goals that matter			
b). Getting "right" amount of feedback			
<b>3. Variety</b>			
<i>Note: Criteria 4 - 6 are scored from 0 (none) to +10 (lots)</i>			
<b>4. Mutual support and respect</b>			
<b>5. Meaningfulness</b>			
a. Socially useful			
b. Seeing the whole product/service			
<b>6. Desirable future.</b>			

**Figure 2: The six factors for productive human activity**

**Democracy:**  
**“Redundancy of Functions”**  
In DP2 formal legal responsibility for control and co-ordination rests with the level where work is done



Emery, M. 1993 p.103

**Figure 3: The participative democratic design principle**

## **6 FACTORS FOR PRODUCTIVE ACTIVITY**

human vector - intrinsic motivators - a diagnostic

- 1/ Elbow room in decision making
- 2/ Continual learning
  - (a) ability to set goals
  - (b) accurate and timely feedback
- 3/ Variety
- 4/ Mutual support and respect
- 5/ Meaningfulness
  - (a) doing something with social value
  - (b) seeing the whole product or service
- 6/ Desirable future

### **ACTION PLAN QUESTIONS**

1. What are the three to five actions that must be taken over the next 1 to 3 years?
2. Knowledge & skills needed

# ACTION PLANS

## 1. HOUSING

- a/ Decide what we mean by a “good” (technical, functional, cost) house  
- define our terms of reference
- b/ Design a demonstration project building that illustrates “good” housing
- c/ Cost and start building

### Knowledge & Skills Needed

- Social needs
- Engineering, Design & Planning
- Developers, fund raisers
- Habitat for humanity?

## 2. ARTS

Visual arts, music, literature, performing arts, media arts  
(We know why)

Step #1 WHO:      are the artists - inventory, (gathering people) - survey  
                             - is the audience  
                             - identify

Step #2 WHERE: - Venues - inventory, (business institutions, organizations, facilities,  
                             equipment)  
                             - for performance  
                             - for working (creating)  
                             - for selling (marketing) presenting

Step #2 LEARNING:  
                             - what is happening?  
                             - what can happen?  
                             - funding / support / resources

Step #2 COMMUNICATION:  
                             Inventory of all current arts  
                             communication - ie. Musique Royale  
                             Encourage usage  
                                     - chat rooms  
                             Arts websites

SKILLS / KNOWLEDGE: gather info:

Action one - Activity:      - arts umbrella happening - to find out who & what exists  
   (bringing 'artists' together)  
   - to 'vision' the future  
   - to determine needs  
   - they develop direction  
  
   - benefit from entrepreneurial initiative of town  
   - benefit from economic development

### 3. **MODEL GREEN COMMUNITY**

- Information / education program to encourage elimination of toxins from the Town's environment
- Dog waste disposal system (MBPS)
- Investigate use of recycled paper bags for all retail sales (vs. plastic)
- PAC to apply green sustainability guidelines for all development projects. Develop guidelines

#### Knowledge & Skills

- Define / research green building systems
- Engineers / designers
- Mahone grown

#### **4. COMMUNITY PARTICIPATION**

1. Flow of information
  - “state” of Town” semi-annual forum and community pot luck
  - web site ASAP
  - Town e-mail list
  - cap site - for those w/out computers
  - community radio station
2. Strengthen existing connections
  - build new connections
  - get people involved who normally aren’t
  - extend personal invitations
  - revitalize “welcome wagon” concept
  - fun - activities for community building, community pot lucks, street dances, etc.
  - consider how to involve young people - all ages, all economic backgrounds
3. Create data bank of talents, skills - (asset map) of community members
4. Decision-making that may significantly impact community citizens quality of life or sustainability pillars:
  - resurrect The Mayor’s Citizens Round-Table (seek input from citizens on important issues) - (use data bank...)
  - review and learn about spectrum of public participation
  - integrate these sustainability principles into Municipal Planning Strategy

#### **Skills & Knowledge**

- about “DP2” structure and benefits (disabled people & disaster planning)
- website designer
- communication specialist
- “motivation”
- citizen participation methods
- commitment and willingness



## **5. ECONOMIC DEVELOPMENT**

1. Provide support to the Town in the development of an economic development strategy to attract new sectors and strengthen and support existing enterprises through creation of an ad hoc committee for 12 months

Knowledge / Skills:

- knowledge of economic development
- micro economics
- Mahone Bay

2. Investigate sectors that have the potential for “group branding”

Knowledge / Skills:

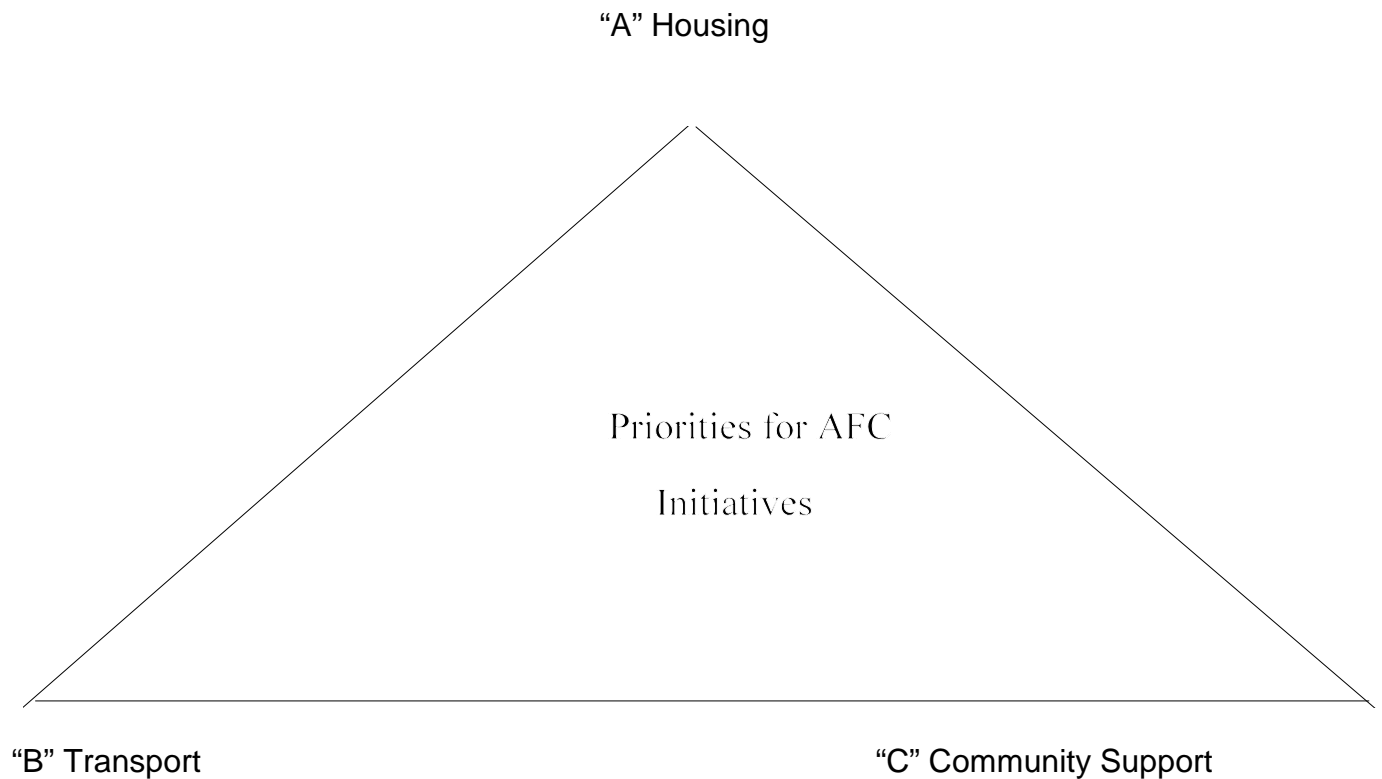
- marketing
- of Mahone Bay businesses

3. For businesses to work with education to introduce “ entrepreneurship”  
“enterprising behavioral skills” program in the learning environment

Knowledge / Skills:

- (entrepreneurship)
- familiar with existing resources
- familiar with education system

## 8. AGE FRIENDLY COMMUNITY



“A” Seniors Housing (1 year)

- 1/ - age-friendly housing expo (education/communication)
- 2/ - needs assessment Mahone Bay area (wishes)
- 3/ - examine options
- 4/ - implement

“B” Transport / Transit (BOJ 2EO to IEO) (3 years)

- Transport Alliance
- needs assessment / existing systems
  - management issues
  - consider wheelchair accessible van
  - CTAP and other agencies input
  - explore school bus use
  - volunteer transport

“C”     Accessability of Community Services/Supports     (2 years)

develop “age-friendly accessibility” check list

- work with town, local business to meet established criteria
- public awareness campaign

Seniors helping seniors ( a community supports project)

develop “pilot project” for “seniors helping seniors” system (seek core funding, Dal Occupational Therapists: support from local municipal and health/support authorities)

“M”     Management

Seniors Project - use work that the seniors project has already started

establish links with key allies

(4-6 months)

(Town, Churches, LCCHB, SSRHA, Prov. & Fed. Gov'ts, VON, CC, Red Cross, fraternal organizations - chamber: many of these are on self managing team (see below)

Age Friendly Community Self Managing Team

- engineer builder
- taxi driver / volunteer transit
- member of Town Council
- pharmacy
- recreation
- a senior or seniors
- someone in retail
- occupational therapist
- housing design
- financial services
- public health
- skilled in writing grant applications
- service clubs - Lions
- collegial folk
- barber (someone in service industry)
- V.O.N.

## **9. PROTECT OUR HERITAGE**

- 1/ Develop strategy to achieve streetscape designation for Edgewater Street
- 2/ Develop strategy for collecting and sharing information about cultural and built heritage
- 3/ Ensure Town of Mahone Bay enacts stronger protections to preserve pre-1920 buildings
- 4/ Work collectively with Heritage Advisory Committee and Museum and sustainability action committees to promote the Settlers Museum as the repository of Mahone Bay History

### Skills & Knowledge

- knowledge of history of Town
- knowledge of architecture
- knowledge of Town Land Use By-laws
- PASSION

## 10. **HARBOUR**

### Objectives:

1. Purchase Vacant Lot
  - supports most other objectives
  - time limited opportunity
2. Management Authority Agreement
  - control on-water activities
3. Extension of Waterfront Access
  - boardwalk extension to Mush-A-Mush Bridge
  - footbridge over Kinburn Brook mouth/estuary
  - bike racks and benches and picnic tables
  - historical plaques
4. Blue Flag Certification
  - environmentally friendly marine and harbour

### Skills Sets:

- negotiators / fund-raiser
- architects / engineers
- historian
- garden club
- landscaper
- government liaison
- ecologists

## **11. ESSENTIAL SERVICES**

- 1/ Preserve and enhance Town water supply  
i.e.: protect Oakland Lake, replace water mains
- 2/ Extend sewer to all Town limits
- 3/ Implement a Junior Volunteer Firefighter Program
- 4/ District-wide fire services co-ordinator

## **12. HEALTH & WELLNESS**

- 1/ Medical Services – A.S.A.P.
  - Nurse(s) practitioners
  - Town Clinic
  - Funding & Perks
- 2/ Health Promotion and Health Education
  - Vial for life
  - Mobile Clinic
  - Partnering with existing service providers
  - VON
- 3/ Recreation Programs & Facilities
  - Preserve what we have (expand)
  - Fitness & Wellness education / information

## **DIFFUSION**

- make available results of our planning / reader friendly
  - summary - 1 page? 1 CD?
- media coverage - newspaper story (Bob?)
- 'state of the Town' - potluck - skating party / bonfire - after ICSP is approved
- winterfest?
  - equiv. To Scarecrow - dull time of the year
- e-mail exchange of today's and earlier participants
- re-convene this group in New Year - Jan./Feb (to update & keep in touch)
- steering committee has a public meeting to present what we've accomplished
- sign-up under project of interest for present and future interest
- gather the group together again within 3 months
- "community gathering to inform" - (3<sup>rd</sup> week January)
- newspaper announcement and report on this project
  - press release
  - spread through our own net
- information/expression of interest flyer
- website
- e-mail invitation from different group
- sustainability committee will follow thru
- e-mail addresses - so information sharing and working groups can form - 'want to play groups' - one person will be named - coordinating play group
  - get list of people who worked on each theme. Who is interested?
  - twitter
  - facebook
- pot luck suppers - social fun - not all work - sense of neighborliness

- gather expertise base - internally & external - skills, knowledge, interest - share - send out in mail
  - organize / schedule / frequent meetings using face time & virtual resources - e-mail
  - just follow your passion - take initiative
- ( I will contact each person - Green)



## **APPENDIX 4**

### **The Mahone Bay Economic Environment**

# **The Mahone Bay Economic Environment**

**Researcher and Author: Annette St-Onge, Member of the Mahone Bay  
Sustainability Planning Committee**

**Contributor:**

**Jim Wentzell, Chief Administrative Officer, Town of Mahone Bay**

**October, 2009**

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## Acknowledgements

The Mahone Bay Sustainability Committee is pleased to present the following report which provides an overview of the Mahone Bay economic environment. The overall objective of this report is to supply community stakeholders with data and information on the status of the Mahone Bay economic environment. The intended use of the report is to represent a clear picture of the economic environment including the major factors such as demographics and other key trends that will shape the business environment of the future.

Under the umbrella of the Mahone Bay Sustainability Committee, a working group was formed to gather input and contribute to the research project. We gratefully acknowledge the contributions of these members: Annette St-Onge, Chairperson, the late Paul Crane, Martin Dowse, and Wade Barry.

The generation of a report like this is not without limitations. Although various levels of government are performing an admirable job of collecting regular data on self-employed people and micro, small and medium-size enterprises (MSMEs), there is a paucity of comprehensive research findings available in public domain datasets for the Town of Mahone Bay. The Town therefore deemed it necessary to supplement public domain data with a 2009 Small Business Survey. I thank those business owners who participated in the survey, as well as the work of Jim Wentzell, Chief Administrative Officer who worked closely with Ms. St-Onge to design and conduct the survey, thus contributing quantitative and qualitative inputs into this report. Last but not least, I wish to thank Annette St-Onge for her research and leadership in this initiative as well as the authoring of this report. We trust that the information contained in this report will be useful to the stakeholders in our local economy as well as to those many citizens who have and will continue to donate their time to the process of designing an economic development strategy for the future of our Town.

C. J. Feeney, Mayor

Town of Mahone Bay

## List of Acronyms

CEGEP	<u>A postsecondary educational system in Quebec</u>
CFIB	Canadian Federation of Independent Business
FT	Full Time Employment
MB	Mahone Bay
MSME	Micro, Small and Medium-size Enterprises
OECD	Organization for Economic Cooperation and Development
PT	Part Time Employment
SME	Small and Medium-size Enterprises

## 1.0 Introduction

Mahone Bay, considered to be one of the most attractive towns in Canada, once had a strong economy, but more recently has seen diminished economic growth and a lack of business diversity. Up until the First World War, the Town was like many Nova Scotian towns – comparatively prosperous. For example, during the period of 1900 to 1920, M. Ernst and Sons had a thriving business with twelve vessels in operation on the banks during the fishing season. During the winter, the men operating these vessels worked in the shipyards to round out a year's employment. Another example is F. U. Mader, who between 1900 and 1912 also ran a thriving business. Eight vessels were in operation and under his control. During the fishing season the time was spent on the banks except for intervals for landing the fish for curing and packing. Following the fishing season and before Christmas, the vessels would load up with fish, apples, cabbage, and sail to Cape Breton and Prince Edward Island where barter trade was carried out with those areas.<sup>1</sup>

Pre World War 1, Mahone Bay, like many Nova Scotia communities, enjoyed a prosperous economic climate; however, by the middle of the 20<sup>th</sup> century, the climate had turned dramatically.

By the middle of the twentieth century, not one fishing vessel or inshore craft was operating out of the Town of Mahone Bay. This in turn eliminated the need for vessels and peripheral businesses such as ship building; resulting in loss of employment for numerous men in a skilled field. As a result, this created a departure from the Town's heritage – the sea – to the great machine age.<sup>2, 3</sup>

Over time, the Town has been able to transition to a new economic base by concentrating on manufacturing, service and tourism sectors. Today, over 50 percent of the jobs are in the service sector with a tourism-oriented bias.<sup>4</sup>

Today, Mahone Bay, not unlike other rural towns throughout Canada, is dealing with significant challenges:

- shrinking population (9.4 % over past five years)
- outward migration of youth estimated at seven per cent
- struggle to be competitive
- lack of a critical mass of human creative capacity

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<sup>1</sup> William W. Hirtle, A Study of Mahone Bay. 1950-1951

<sup>2</sup> Machine Age is a term associated with the early 20th Century. Considered to be at a peak in the time between the first and second world wars, it forms a late part of the Industrial Age. It was ultimately eclipsed by the Atomic Age beginning in 1945.

<sup>3</sup> William W. Hirtle, A Study of Mahone Bay. 1950-1951

<sup>4</sup> Economic Environment of Mahone Bay. Plan 5000. 2008. Karen Kronstal. Marcus Paterson, Brian Zurek.

- need for financial capital that would enable the Town to innovate and move forward , and
- a vulnerable economy supported by a committed small and medium-size (SMEs) business sector.

It's time to "reverse the tide" in our local economy. "Like other small coastal towns that once bustled with small factories, foundries, sail lofts and boatyards, Mahone Bay has been gutted economically by the sweeping changes of the last half-century. The tax base is shrinking, the population is aging, and the Town needs stimulation."<sup>5</sup>

To reverse the tide, we need to closely examine how we can:

- creatively reinvent ourselves
- create an inter-woven fabric of economic, environmental, cultural, and social well being
- facilitate an effective and responsible community investment programme, and
- attract diverse business sectors.

Given the economic and social trends witnesses in this region, the question to be examined in detail is:

*Does our community possess under-utilized strengths and assets (natural, physical, social, cultural, environmental and human) that can be mobilized to more effectively meet adjustment challenges, strengthen adaptation, expand the local economic base, and increase required support for small business start-up and growth, innovation and competitiveness?*

The following report presents findings from primary<sup>6</sup> and secondary research<sup>7</sup>. The research exercise was based upon existing sources of secondary information, as well as on the findings from primary research conducted by the Town of Mahone Bay.

Sections one to three of this report are based on information obtained from a literature review, a desk top study and presents statistics drawn from the Province of Nova Scotia's database as well Statistics Canada 2001 and 2006 Census reports. Section four of the report presents primary data collected by the Town of Mahone Bay in a 2009 Small and Medium-size Business Survey.

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<sup>5</sup> Silver Donald on Sunday. Sunday, December 9, 2007. [The Troubles of Mahone Bay](#)

<sup>6</sup>Primary research has been conducted by the Town of Mahone Bay. A copy of the research questionnaire is attached in Appendix "2"

<sup>7</sup> Secondary research consisted of a literature review and a desktop study of existing public domain data.

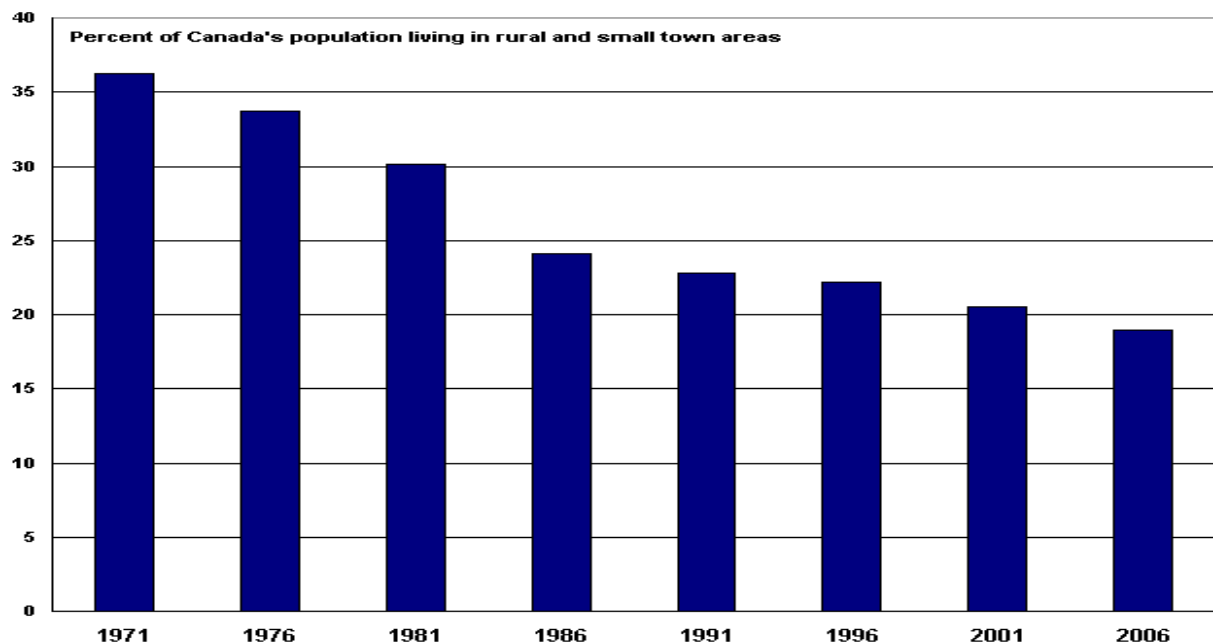
## 2.0 Population Trends: National, Provincial, and Local – 2001 and 2006 Census Periods

While Canada's population has increased 5.4 per cent since 2001 to 32,503,281, Nova Scotia's population edged up 0.6 per cent, to 913,462.

Not since 1921, has the population residing in Canada's rural areas exceeded that living in urban centres. While rural areas have experienced a moderate degree of natural population growth since then, it has not matched the rapid pace of growth in urban areas. By 2006, less than 20 percent of Canadians lived in rural and small towns.

Nova Scotia's rural population accounted for the Province's increase over 2001, with the percentage of rural to urban population remaining the same (55.5% urban : 44.5% rural), thus presenting a significant difference from national data.

**Graph 1: Percentage of Canada's Population Living in Rural and Small Towns**



Source: <http://www.statcan.gc.ca/pub/21-006-x/2007007/figures/6000457-eng.htm>

In 2006, Nova Scotia had the oldest population in Atlantic Canada and the second oldest population in Canada. The number has been growing steadily over the past 50 years and residents aged 65 and older now account for 15.1%<sup>8</sup> of the population. Mahone Bay's

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<sup>8</sup> Census 2006



population more than doubles the provincial rate with, 33%<sup>9</sup> of the population in the 65 plus age bracket.

Table 1 below shows the level of decline in Mahone Bay's population over two census periods.

**Table 1 Town of Mahone Bay Population by Age Comparisons 2001 to 2006**

	2001	% of pop.	2006	% of pop
Total - All persons	990		905	
Age 0-4	40	4%	20	2%
Age 5-14	85	9%	65	7%
Age 15-19	55	6%	40	4%
Age 20-24	35	4%	35	4%
Age 25-44	215	22%	155	17%
Age 45-54	160	16%	145	16%
Age 55-64	115	12%	140	15%
Age 65-74	125	13%	120	13%
Age 75-84	100	10%	105	12%
Age 85 and over	60	6%	80	9%

Sources: Statistics Canada 2001, and 2006 Census

In 2001, 19% of the population was in the 0 to 19 age group, and by 2006 this cohort dropped by four per cent. What is interesting is that in 2006, the age group of 20 to 54 also dropped by four per cent, while the cohort representing age 55 and increased by five per cent over 2001.

Mahone Bay's challenges are not unlike that of our neighbours. In the period from 1996 to 2006, the overall area population of Mahone Bay decreased by 9.4%. By comparison, this trend was also seen in the Lunenburg area with a decrease of 9.7 per cent, and Chester with a decrease of 1.2 per cent.

Although these statistics are not uncommon to rural communities, there are potential issues to be addresses when looking at the future sustainability of Mahone Bay, such as

- The population is declining while the average age in increasing -- how does this endanger the fabric of our community?
- What is, and what will be the impact on our businesses?
- Who will be the next generation of entrepreneurs and where will they come from?
- With an aging population, will we lack technical and innovative capacity?
- With an aging population, what will be the stress on public services?
- Where will we draw the next generation of volunteers and local champions from ?

---

<sup>9</sup> Ibid.

## 2.1 Outward Migration

Demographic trends show an apparent outward migration of youth in Mahone Bay. There is a growing body of literature on this issue with findings that consistently show that young people seek education and work experience in urban areas. In 1993, an OECD<sup>10</sup> report summarized concerns which are still relevant today :

“Working-age people — especially the best educated younger workers — are attracted elsewhere, sometimes reluctantly, by better employment opportunities. Thus, many rural populations are declining while the average age is rising, endangering the rural fabric, and stimulating emigration.”<sup>11</sup>

A review of the statistics provided in Table 1, strongly indicates outward migration in the age 15 to 44 categories between the two census periods at seven per cent; there was no increase in the population 45 to 54 during the same period.

Mahone Bay is also experiencing a decline in birth rates as well as in the age 5 to 14 categories.<sup>12</sup> In 2001, 13% of the population was in the 0 to 14 age group. By 2006, this age group dropped by 4%, with no gains showing in the next age group.

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<sup>10</sup> The **Organisation for Economic Co-operation and Development (OECD)** (in French: *Organisation de coopération et de développement économiques, OCDE*) is an international organisation of 30 countries that accept the principles of representative democracy and free-market economy. Most OECD members are high-income economies with a high Human Development Index (HDI) and are regarded as developed countries.

<sup>11</sup> OECD, 2003. Trends in International Migration. Paris, France

<sup>12</sup> The famous 'baby boom' generation (born from 1947 to 1966), represents fully one-third of the Canadian population. The cohorts that followed the boom: the 'baby bust' (a period from 1967 to 1979 when relatively few babies were born) and the 'baby boom echo' (from 1980 to the present - the children of the baby boomers).

## 3.0 Employment

### 3.1 Education

Before examining employment in Mahone Bay, it is prudent to look at the educational backgrounds within the community. As shown in Table 2, women in Mahone Bay are better educated in all categories. Twenty-five per cent of the Town's population reported having university degree in the 2006 Census.

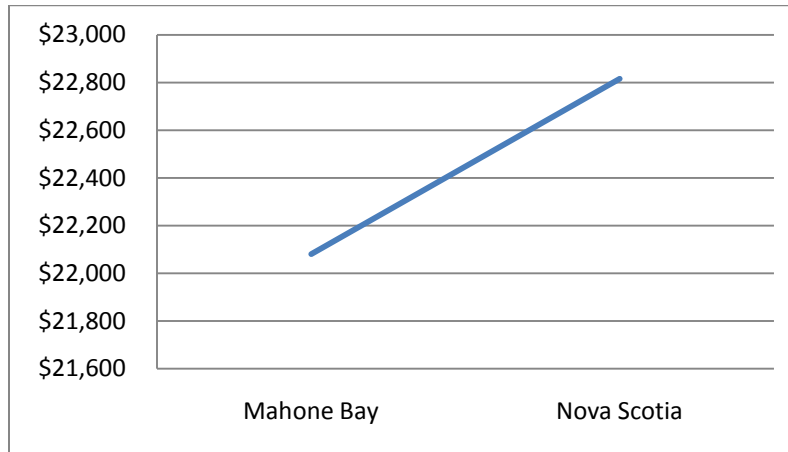
**Table 2:** 2006 Comparisons of Male and Female by level of education as a percentage of total population 15 years and over

	Total	% of Total	Male	Male % of All	Female	Female % of All
Total population 15 years and over	755		305		445	
No certificate; diploma or degree	185	25%	100	13%	90	12%
High school certificate or equivalent	150	20%	50	7%	100	13%
Apprenticeship or trades certificate or diploma	55	7%	15	2%	35	5%
College; CEGEP or other non-university certificate or diploma	120	16%	55	7%	65	9%
University certificate or diploma below the bachelor level	60	8%	20	3%	40	5%
University certificate; diploma or degree	185	25%	65	9%	115	15%

### 3.2 Income

As shown in the graph 2 below, in 2006 the median income of Mahone Bay (\$22,080) is very close to the median for Nova Scotia (\$22,815). Median income divides the income distribution range in half, one with residents having incomes above the median, and the other with residents having incomes below the median. This of course can be skewed as we do not know what the low and high incomes are. What is of interest is that this data set shows that Mahone Bay residents reported 53.9% income from earnings, 18.9% from government transfers, and 27.3% from other sources. The low percentage from earnings is understandable due to the fact that people not participating in the labour force would be primarily retirees and are in position to supplement their income through government and corporate pension plans.

**Graph 2: Mahone Bay Medium Income Compared to Province**



Source: Statistics Canada, Census 2006

### 3.3 Labor Force

With a total population of 755 over the age of 15, Mahone Bay's labour force according to census data 2006 is 370. Slightly more than 51 % of residents reported not to be in the labour force. Of the 370 residents reported to be in the labour force, 18% worked within the municipality; 50% worked in a different municipality; 4% worked in a different county, and 15% were home based. Twenty-seven percent of this labour force is self-employed. Mahone Bay's workforce is primarily engaged in health care and social assistance, educational services, manufacturing, and the retail sectors of activity.

**Table 3: Mahone Bay Labour Force Participation 2006**

	Total	Male	Female
Total population 15 years and over	750	305	445
In the labor force	370	150	220
Employed	345	140	210
Unemployed	25	10	15
Not in the labor force	380	155	220
Participation rate	49.3	49.2	49.4
Employment rate	46.0	45.9	47.2
Unemployment rate	6.8	6.7	6.8

Shown in Table 4 below, employed Mahone Bay residents are heavily concentrated in the health care and social services sector, followed by education, manufacturing and retail trade. It is important to bring to the reader's attention that these are the sectors of employment in which Mahone Bay residents are employed in and that 72% of these reported jobs are outside of Mahone Bay.

**Table 4: Mahone Bay Residents by Sectors of Employment 2006**

Industry	Mahone Bay, Town		
	Total	Male	Female
Total experienced labour force 15 years and over <sup>76</sup>	370	150	220
Agriculture and other resource-based industries	15	10	5
Construction	30	30	0
Manufacturing	40	25	15
Wholesale trade	0	0	0
Retail trade	40	5	35
Finance and real estate	10	10	0
Health care and social services	65	20	45
Educational services	55	10	45
Business services	40	10	30
Other services	75	20	55

Source: 2006 Census

## 4.0 Mahone Bay MSME Environment

The importance of the micro, small and medium enterprises (MSMEs) in social and economic development, and the need to support their viability, expansion and growth, is accepted in most countries irrespective of their stage of economic development. In Canada as throughout developed, developing and transitional economies MSMEs<sup>13</sup> are a priority with governments at all levels and there is active measures to make this sector of the economy a priority in the policy agendas.

This section of the paper provides key findings from data collected through an MSME survey, conducted by the Town of Mahone Bay in 2009. To gather data required to assess the business and employment environment in Mahone Bay, the Town conducted a survey in 2009 of the MSME sector, and public organisations. A sincere thank you is extended to the business community and employers in the Town who responded to the survey. A total of 51 responses were received.

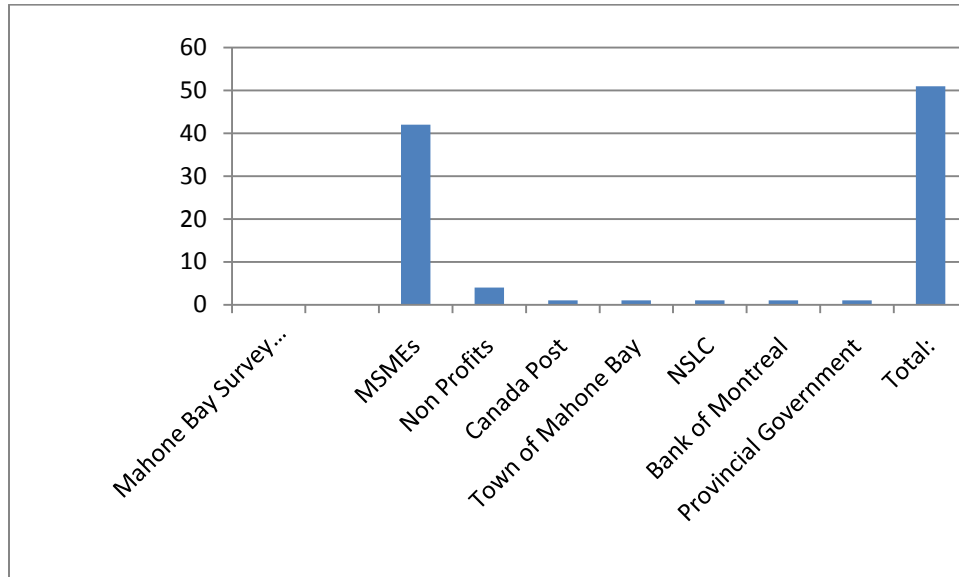
As this is the first survey conducted, it is not without limitations. The survey was distributed to Town registered businesses, and for that reason, the survey sample does not include many self-employed home-based individuals. Due to the seasonality of some enterprises, we were not successful in obtaining responses from many enterprises operating in the accommodation and food sector services.

***Please note that the information reported in this section of the report is based on the data provided by the 51 survey respondents.***

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<sup>13</sup> Micro, small, and medium-size enterprises are business that may be defined by the number of employees. There is no international standard definition of firm size; however, many institutions that collect information use the following size categories: micro enterprises have 0-4 employees, small enterprises have fewer than 100 employees, and medium-size enterprises have 100-499 employees.

**Graph 3: Mahone Bay MSME and Public Organisations Survey Respondents**



Survey respondents covered not only the MSME sectors but also include various public organisations, one Federal Crown Corporation, a publicly traded enterprise, as well as non-profits. All of these sectors contribute to significant job creation throughout the Town.

#### **4.1 Job Creation**

The low number of Mahone Bay residents active in the labour force and employed by these enterprises (23%) is not surprising given the fact that 18% worked within the municipality; 50% worked in a different municipality; 4% worked in a different county and that the labour force participation rate is 49.3%.

These statistics do raise the “big question” as to how we can create more employment opportunities in the Town and how we can attract new residents who will be qualified to fill new positions. It is important to note that people from other areas working in Mahone Bay create a level of economic activity within the Town.

**Table 5: Mahone Bay Job Creation by Survey Respondents and Jobs Held by MB Residents  
(Gender Disaggregated) 2009**

Survey Results: Jobs Created In Mahone Bay		Employment All		Employment of Mahone Bay Residents	
	Total Jobs	Male	Female	Male	Female
Full Time	332	151	181	31	39
Part Time	111	23	88	11	20
Full Time Seasonal	25	8	15	0	4
Part Time Seasonal	24	0	24	0	7
Totals	492	184	308	42	70

Data provided by all 51 survey respondents are represented in the above table. As shown, they create 492 jobs in the Town and Mahone Bay's residents have a low share (23%) of all employment created by this cohort. Mahone Bay's women have the largest share of employment holding 62.5% of the 112 positions, while Mahone Bay men hold 37.5% of the positions.

Overall, employment opportunities are greater for women in Mahone Bay, holding 62.5% of all positions created by survey respondents.

## 4.2 Major Employers

**Table 6: Mahone Bay Major Employers 2009**

	Full Time	Part Time
Bayview School	47	
Reinforced Plastics	111	
Mahone Nursing Home	43	21
<b>Totals:</b>	<b>201</b>	<b>21</b>

Mahone Bay's three major employers as shown above, create 41% of all full time positions and 19% of the part-time positional reported. It is interesting to note that only 12% of the positions created by these three major employers are filled by Mahone Bay residents. If we back out the job creation of these three major employers, it shows that we have 48 entities, creating 291 jobs, an average of 6 jobs per entity.



Challenges expressed by respondents in the health care sector relate to difficulty in finding trained staff. The sector is experiencing this challenge throughout the province as the past decade has seen a dramatic change in health care as the treatment of many patients shifts from the hospital setting to alternative health care settings. Staffing challenges were also reported by Reinforced Plastics. The issues call for long-term planning and the need to introduce enterprising behaviours in the educational curriculum. Increasing the opportunity for students to develop enterprise awareness, skills, attitudes, and behaviours are necessary to strengthen their future contribution to an employer. Furthermore, it is widely recognised that entrepreneurship education can encourage young people to become entrepreneurs and can promote an enterprise culture in society as a whole and perhaps aid in the reduction of the outward migration of youth.

### 4.3 Job Creation

**Table 7: Job Creation by Legal Status of MSMEs 2009**

<b>Incorporated Firms</b>		<b>Jobs</b>				
	<b># of Firms</b>	<b>Full Time</b>	<b>Part Time</b>	<b>FT Seasonal</b>	<b>PT Seasonal</b>	<b>Total</b>
Majority Owned Male	12	63	37	1	2	103
Majority Owned Female	5	4	13	2	2	21
Male/Female 50/50 Ownership	4	8	6	4	16	34
Totals:	21	75	56	7	20	158
<b>Unincorporated Firms</b>		<b>Jobs</b>				
	<b># of Firms</b>	<b>Full Time</b>	<b>Part Time</b>	<b>FT Seasonal</b>	<b>PT Seasonal</b>	<b>Total</b>
Male Majority Ownership	6	11	8	2	0	21
Female Majority Ownership	8	9	9	2	1	21
Totals:	14	20	17	4	1	42
<b>Partnerships</b>		<b>Jobs</b>				
	<b># of Firms</b>	<b>Full Time</b>	<b>Part Time</b>	<b>FT Seasonal</b>	<b>PT Seasonal</b>	<b>Total</b>
Male/Female	5	11	4	0	4	19

When we examine the MSME Sector closely, excluding our two major employers in this category, male owned incorporated and unincorporated firms create 75% of the jobs, an average of 6.9 jobs per firm, compared to women entrepreneurs who create 25% of the jobs, with an average of 3.2 jobs per firm. Job creation performance by women entrepreneurs in the

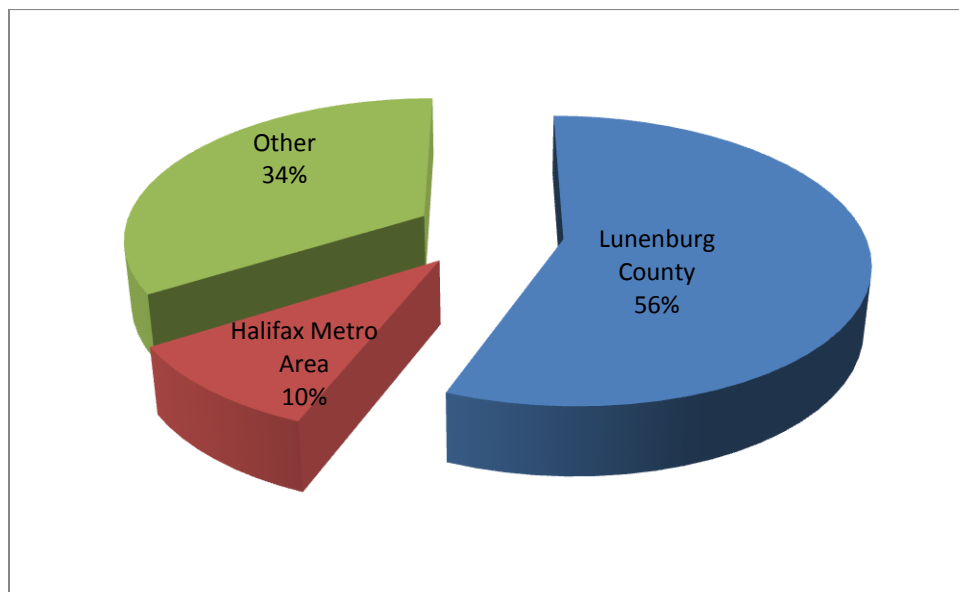
survey sample compares with national trends, as 85% of women-owned firms in Canada in 2003 employed fewer than 5 people, compared with 79 percent of firms owned by men.<sup>14</sup> Partnerships of 50% male/female reported creating 3.8 jobs per firm.

Forty-two percent of the survey respondents are in the Retail Trade sector and create a total of 51 full time jobs – 15% of all fulltime jobs in the Town. The food services and accommodations sector is the second largest group, creating 16 full time jobs. These statistics raise a red flag as if we are to create more full time employment in the Town we need to look to other sectors of activity.

#### 4.4 Client Base of MSME Community

It is interesting to note from the following graph, that only 10% of the survey respondents' client base is from Halifax Metro area. This raises the question of how we retain consumer loyalty from the 56% of clients in Lunenburg. It is without a doubt that the 34% other category relates to tourism activity, which remains very vulnerable.

**Graph 4: Mahone Bay Client Base 2009**



<sup>14</sup> St-Onge, Annette and Lois Stevenson (2003), Policy Framework on the Development of Women Owner-Enterprises: Lessons Learnt and Impact Assessment, International Council for Small Business, Belfast Ireland

## **5.0 Sustainability Challenges facing the MSME Sector**

### **5.1 The Next Generation of Mahone Bay Entrepreneurs**

In section one of this report, the question is asked “who will be the next generation of entrepreneurs – micro, small and medium-size business owners?”. This is a serious issue that requires strong consideration as according to various reports, 20% of Canada’s entrepreneurs are headed to retirement within the period of 2005 to 2010 and that an additional 30 percent will retire by 2020. Atlantic Canada is forecasted to be amongst the hardest hit, in addition to Saskatchewan and Alberta.

Further complicating the problem for the small business sector is the apparent lack of succession planning by older entrepreneurs. The Canadian Federation of Independent Business (CFIB) recently found that only one third of SME owners are planning for their future succession (CFIB Research, 2005). Furthermore, the majority of these plans are informal and not communicated to intended successors, which risks compromising a successful transition in ownership.

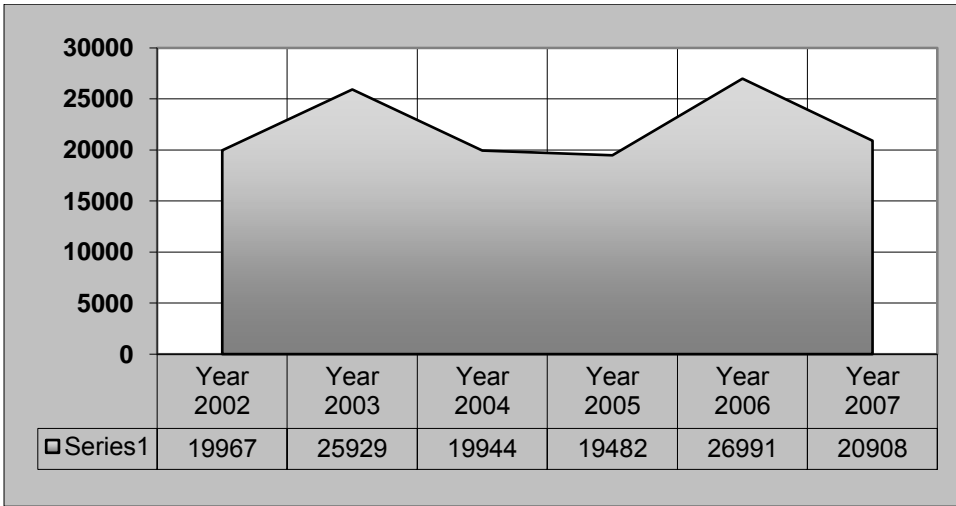
### **5.2 Vulnerability in the Current Economic and Financial Crisis**

While MSMEs combined with close owner–management organisational structures that allows them to respond to external changes faster than large enterprises; they are among the most vulnerable groups in face of the current financial and economic crisis. Their flexibility often goes hand in hand with weaker financial (cash flow) and management structures, which makes them more vulnerable in cases such as market downturns.

### **5.3 Tourism and Tourism Dependent Sectors of Activity**

The tourism sector is a major contributor to the retail and service sectors in Mahone Bay. A key consideration is that it is subject to periods of growth and decline, based on a range of factors ranging from weather, the Canadian dollar, increasing competition among travel destinations, to international politics.

**Graph 4: Mahone Bay Tourism Statistics**



#### **5.4 The Product/Service Demand Relationships**

The MSME community contributes a wider impact than just job creation, for it provides essential services that are often difficult for an aging population to acquire in other trading areas. Lack of loyalty to local businesses and people shopping outside of Town were two challenges mentioned by survey respondents. The product/service demand relationship must be taken into consideration when reviewing the impact and importance of our MSME community. The business community offers products and services that for the most part, meet the community's every day basic and important needs. If Mahone Bay is to sustain the current MSME community an emphasis on supporting local merchants "shopping locally" should be considered in the Economic Development Strategy.

#### **5.5 Challenges Identified by Survey Respondents**

Survey respondents were asked to identify the challenges they face operating a business in Mahone Bay. Taxes and staffing were the two major issues followed by the high costs of utilities, parking and the seasonality of the environment.

**Table 8: Small Business and Employment Survey – Challenges owners face operating a business in Mahone Bay**

Number of Comments	Comments
1	Electrical business demand metering system
5	High cost of utility
6	Taxes
4	Lack of parking
1	Town water shut-off days
1	Obtaining financing
6	Staffing
4	Customers during the winter months
1	Convincing people to shop locally
1	Lack of loyalty to local business
1	Because there are so few businesses left in Town, people shop outside of Town.
2	No growth in housing sector
2	No industry growth – jobs
1	Small population – small volume of business
1	Cost and availability of assets (commercial buildings and land)
1	Increases in operating costs
1	Cost of advertising
1	Making people aware of the importance of the Mahone Bay Centre as a focal point of the Town; partnerships that enhance each other; people willing to work together
1	Costs of operating during the winter months
3	Getting people to Mahone Bay
1	Variations in hours between businesses
1	Accommodations and dining choices limited in the Town so sometimes a barrier for tourists visiting
1	Availability of office facilities and appropriate visible office space
2	Town hall appears to be against small business – unhelpful and unfriendly.
1	Notices indicating visitor parking
1	Sidewalks cleaning in winter
1	Seasonal lulls
1	Purchasing – one retailer has all the Canadian suppliers in exclusive agreement.
1	Maintaining the medical clinic for the future
1	Access to professional resources

## 6.0 Summary and Conclusions

The business environment within which Mahone Bay entrepreneurs operate can significantly impact their ability and capacity to remain sustainable and to grow their enterprises and create jobs.

The Mahone Bay business environment is highly concentrated in traditional sectors such as retail trade, food services and accommodations, all of which have a lower capacity to create full time jobs. If we closely examine the potential for economic diversification, we must look at new economy business sectors, such as Knowledge Based Industries (KBIs), and knowledge workers – businesses that can effectively operate in rural environments.

It is clear from this initial research project that a body must assume the leadership for creating an Economic Development Strategy for the Town of Mahone Bay. In the process of preparing the strategy, the body should build horizontal partnerships and promote dialogue and the exchange of experiences. Critical components of a successful approach will be research inputs, support for the strengthening of the Mahone Bay and Area Chamber of Commerce who should be positioned to promote strategic alliances within the business community, and reach out to the self-employed and businesses in diverse sectors. The management of this 'system' falls within the domain of the leadership body.

A strategic, integrated approach to the diversification of Mahone Bay's small business sector will be one of the all-encompassing key successes factors.

### SWOT Analysis

#### Strengths

Stable community  
Median income of \$22,080 versus provincial of \$22,815.  
Well educated population  
Well established tourist destination

#### Weaknesses

Limited economic basis  
Limited industries, greater dependence on fewer employers  
Youth migration

#### Opportunities

Influx of retired, residents with higher discretionary income, a growth market for products and services  
Proximity to Halifax with good infrastructure  
Desirable community for home-based workers wanting lifestyle choices

#### Threats

Nearby communities with better business infrastructure  
Limited capital investment  
Tourism affected by fluctuating dollars and global economic crisis  
Oil and fuel costs affect desirability of tourists and residents  
Lack of affordable housing

## 7.0 References

Karen Kronstal, Marcus Paterson, Brian Zurek. Economic Environment of Mahone Bay. Plan 5000. 2008

OECD, 2003. Trends in International Migration. Paris, France

Province of Nova Scotia

St-Onge, Annette and Lois Stevenson (2003), Policy Framework on the Development of Women Owner-Enterprises: Lessons Learnt and Impact Assessment, International Council for Small Business, Belfast Ireland

William W. Hirtle, A Study of Mahone Bay. 1950-1951

Census Data:

<http://www.ic.gc.ca/eic/site/sbrp>

[rppe.nsf/eng/rd01309.html](http://rppe.nsf/eng/rd01309.html)

<http://atlas.nrcan.gc.ca/site/english/maps/peopleandsociety/edc/1>

## Annex 1: Economic Indicators

✓ = 2006 Census Data

General Economic Indicators																																																																																					
Population	✓ 905																																																																																				
Population growth rate	✓ -9.40% (2006 Census Data)																																																																																				
Age structure of population	<table><tr><th colspan="4">2006 Census Data</th></tr><tr><td>Total population</td><td>905</td><td>375</td><td>525</td></tr><tr><td>0 to 4 years</td><td>20</td><td>10</td><td>15</td></tr><tr><td>5 to 9 years</td><td>30</td><td>15</td><td>15</td></tr><tr><td>10 to 14 years</td><td>35</td><td>15</td><td>20</td></tr><tr><td>15 to 19 years</td><td>40</td><td>15</td><td>20</td></tr><tr><td>20 to 24 years</td><td>35</td><td>20</td><td>15</td></tr><tr><td>25 to 29 years</td><td>20</td><td>10</td><td>5</td></tr><tr><td>30 to 34 years</td><td>30</td><td>15</td><td>15</td></tr><tr><td>35 to 39 years</td><td>40</td><td>20</td><td>20</td></tr><tr><td>40 to 44 years</td><td>65</td><td>25</td><td>40</td></tr><tr><td>45 to 49 years</td><td>80</td><td>35</td><td>45</td></tr><tr><td>50 to 54 years</td><td>65</td><td>35</td><td>35</td></tr><tr><td>55 to 59 years</td><td>75</td><td>35</td><td>40</td></tr><tr><td>60 to 64 years</td><td>65</td><td>20</td><td>40</td></tr><tr><td>65 to 69 years</td><td>60</td><td>25</td><td>40</td></tr><tr><td>70 to 74 years</td><td>60</td><td>30</td><td>35</td></tr><tr><td>75 to 79 years</td><td>55</td><td>20</td><td>40</td></tr><tr><td>80 to 84 years</td><td>50</td><td>15</td><td>35</td></tr><tr><td>85 years and over</td><td>75</td><td>25</td><td>55</td></tr><tr><td>Median age of the population</td><td>54.5</td><td>51.2</td><td>57.3</td></tr></table>	2006 Census Data				Total population	905	375	525	0 to 4 years	20	10	15	5 to 9 years	30	15	15	10 to 14 years	35	15	20	15 to 19 years	40	15	20	20 to 24 years	35	20	15	25 to 29 years	20	10	5	30 to 34 years	30	15	15	35 to 39 years	40	20	20	40 to 44 years	65	25	40	45 to 49 years	80	35	45	50 to 54 years	65	35	35	55 to 59 years	75	35	40	60 to 64 years	65	20	40	65 to 69 years	60	25	40	70 to 74 years	60	30	35	75 to 79 years	55	20	40	80 to 84 years	50	15	35	85 years and over	75	25	55	Median age of the population	54.5	51.2	57.3
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Median Income	✓ \$22,080																																																																																				
Size of labour force	✓ 370																																																																																				
Unemployment rate	✓ 6.8%																																																																																				
Education of population	<table><tr><td>✓ 25% - no certificate, diploma or degree –</td></tr><tr><td>✓ 20% - high school</td></tr><tr><td>✓ 7% - trades</td></tr><tr><td>✓ 17% - college certificate or diploma</td></tr><tr><td>✓ 8% - university certificaate or diploma below bachelor level</td></tr><tr><td>✓ 25% - university degrees</td></tr></table>	✓ 25% - no certificate, diploma or degree –	✓ 20% - high school	✓ 7% - trades	✓ 17% - college certificate or diploma	✓ 8% - university certificaate or diploma below bachelor level	✓ 25% - university degrees																																																																														
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<b>Total number of MSMEs (including self employed)</b>	<b>100 (Province of NS data)</b>
<b>Total number of male, majority-owned MSMEs (2009 Small Business Survey)</b>	<b>20</b>
<b>Total number of women, majority -owned MSMSs (2009 Small Business Survey)</b>	<b>13</b>
<b>Total number of MB residents employed by Survey Respondents</b>	<b>112</b>
<b>Total number of non MB residents employed by Survey Respondents (2009 Small Business Survey)</b>	<b>380</b>

## Annex 2: Mahone Bay Small Business Survey

### *Mahone Bay Micro, Small and Medium Enterprise Survey* March 2009

#### SECTION ONE – BUSINESS PROFILE

Name of Business
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.Unincorporated (v)	Incorporated (v)	Partnership (v)	% of Ownership	
			Male (%)	Female (%)

Civic Address of Business
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Owner/Contact Person	Phone Number
Email:	Fax Number
Web site address (if applicable)	

Number of years in business, in Mahone Bay	
--	--

#### **NUMBER OF EMPLOYEES (include working owner if applicable)**

##### a) **Full-time employees** (35+ hours per week, working throughout the year)

	#	# Who live in Mahone Bay	# Who live outside Mahone Bay	# Who live outside Lunenburg County
Male				
Female				

##### b) **Part-time employees** (less than 35 hours per week, working throughout the year)

	#	# Who live in Mahone Bay	# Who live outside Mahone Bay	# Who live outside Lunenburg County
Male				
Female				

##### c) **Seasonal workers** (working less than six months per year, and working full-time during this period (35+ hours per week))

	#	# Who live in Mahone Bay	# Who live outside Mahone Bay	# Who live outside Lunenburg County
Male				

Female				
--------	--	--	--	--

- d) **Seasonal workers** (working less than six month per year, and working part-time during this period (less than 35 hours per week)

	#	# Who live in Mahone Bay	# Who live outside Mahone Bay	# Who live outside Lunenburg County
Male				
Female				

#### SECTOR OF BUSINESS ACTIVITY

***Please check (v) the sector of business activity, which applies to your business.***

- 11 Agriculture, forestry, fishing and hunting
- 21 Mining and oil and gas extraction
- 22 Utilities
- 23 Construction
- 31-33 Manufacturing
- 41 Wholesale trade
- 44-45 Retail trade
- 48-49 Transportation and warehousing
- 51 Information and cultural industries
- 52 Finance and insurance
- 53 Real estate and rental and leasing
- 54 Professional, scientific and technical services
- 55 Management of companies and enterprises
- 56 Administrative and support, waste management and remediation services
- 61 Educational services
- 62 Health care and social assistance
- 71 Arts, entertainment and recreation
- 72 Accommodation and food services
- 81 Other services (except public administration)
- 91 Public administration

***Where would you say the majority of your customer base is from? (Please check (v) one.***

Within Lunenburg County\_\_\_\_\_

Halifax Metro Area \_\_\_\_\_

Other \_\_\_\_\_

What would you say are the two biggest challenges you face operating a business in Mahone Bay?

--

## SECTION TWO – EMO/FIRE SERVICES INFORMATION

Does Your Business have Internet Access? \_\_\_\_\_

What is Your Business's Main Heating Source \_\_\_\_\_ (e.g. Electric, Oil, Wood, Heat Pump)

Does Your Business have a Secondary Heating Source? (List what it is) \_\_\_\_\_

Do you have a backup generator? \_\_\_\_\_

### PRIVACY ACT

The Town is required by law to abide by the Privacy Act enacted by the Government of Canada and the Province of Nova Scotia. All personal information provided by you is kept strictly confidential. Its use will be strictly used for Sustainability Planning, Economic Planning and Emergency Planning Services by the Towns EMO & REMO organizations.

IF YOU REQUIRE ASSISTANCE FILLING OUT THIS SURVEY PLEASE CALL 624-8327

## **APPENDIX 5**

### **Projects to Further Sustainability in the Town of Mahone Bay (List only - reports Available on CD and on paper at Town Office)**

Dalhousie Planning School, Masters in Planning Program  
Planning Studio Plan 5000, Fall 2008, Dr. Susan Guppy  
Final Presentations

Ann O'Connor

Develop the boating community: Mobile Sailing School, Expand the Marina, Build Multi-purpose building to support these and other boating activities.

Brendan Sutton

Change residential zoning to create walkable neighbourhoods on the existing services.

Brian Zurek

Develop a culture of sustainability - use the Partnership for Climate Protection (FCM)

Chris McBeath

Alternative building techniques, solar heating, co-operative housing

Brittany Shewchuk

Mahone Bay Wellness Centre complex

Christina Clarke

Sustainable agriculture, community gardens, the slow food movement

Daniel Almon

Reduce carbon emissions by encouraging tourism overnight stays, reducing commuting costs through ride-sharing

Darren Shupe

Increase household energy efficiency, focusing on heating and cooling costs

Elysia Leung

The Mahone Bay School of Sustainable Gastronomy, a culinary institute using local resources

Fahed Abujaber

Green affordable housing need, design and construction

Gillian McGinnis

Conversion of larger homes to energy-efficient multi-unit dwellings

Jesse Dill

Heating with energy-efficient wood fuel instead of oil

Karin Kronstal

Connection to the Land: Mahone Bay Adventure Centre, Master/Apprentice Program for Excellence, Visiting Expert Invitational

Kevin Hooper

Mahone Bay Community Growers Association: community farm/garden

Laura Masching

Electricity generation in Mahone Bay.  
\* additional slide presentation

Lauralee Sim

Active transportation for seniors: education, programming, and infrastructure.  
\* additional slide presentation

Leifka Vissers

Preserving the health of fresh water courses.  
\* additional slide presentation

Marcus Paterson

Social sustainability: improve the quality of life within the capacity of our existing environmental systems. Universal Design principles.  
\* additional slide presentation

Michelle Geneau

Sustainability Resource Centre at the Mahone Bay Centre building

Nahal Sharifi

Encourage population growth: ideas and programs for attracting different age groups to Mahone Bay.  
\* additional slide presentation

Theresa Piorkowski

Arts and Crafts College with a business focus  
\* additional slide presentation

Todd Douglas

Greenhouse Gas Emissions measuring tool, estimate of GHG emissions by townspeople and by Town government services, identification of the biggest issues.  
\*additional slide presentation