

**Understanding and Building Community
Capacity in New Brunswick's Forestry
Communities**

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Executive Summary

This report summarizes a study by the Rural and Small Town Programme (RSTP) on capacity building in forestry dependent communities in New Brunswick with funding from the Fundy Model Forest, the New Brunswick Enterprise Network and the Regional Development Corporation. Due to the decline in the forestry industry, such communities need to look at ways to build new capacities in order to continue to be sustainable in the future. There is much discussion about “building capacity” in project and program activities, but there is very little understanding of what is meant by the term “capacity,” especially in a rural context. In addition, there is often very little focus on making direct and explicit connections between:

- Activities which can or do build capacity;
- Which “capacities” are being built;
- Communities, organizations, and/or individuals; and
- What can be done with an improved or larger or new “capacity.”

This project identified the specific connections between these and created a menu of choices which allow communities and organizations to more readily identify what capacities can and should be built, how to build them, and what can be done with the newly built capacity.

During spring 2008, four communities were identified and invited to participate in the project, an opportunity to learn about building capacity and try out some capacity building activities followed by an evaluation of progress. Blackville, Petitcodiac, Perth-Andover and Plaster Rock were chosen for their varied locations around the province, different population sizes, and socio-economic characteristics. One thing they all have in common is that they are historically dependent on the forestry industry and have experienced the negative effects of the decline of the industry.

During summer 2008 literature, including successful capacity building approaches, was reviewed. The literature reviewed was used to create a community capacity building questionnaire to assess the capacity levels in a variety of areas in each case study community. Capacity areas include youth engagement, community investment, entrepreneurship, and the local economy. Literature was also reviewed to help design various tools to help build capacity such as how to go about designing a community strategic plan. A Community Capacity Tool Box, a self-help “how-to” guide to facilitating a capacity building strategy for any rural community, was developed (see Appendix A).

At least three meetings were conducted in each of the case study communities over the course of fall 2008. The initiative was called the PLANT Project (Planning, Learning, Adapting: Now & Tomorrow). A local contact person, such as a member of the local town or village council, worked with RSTP to advertise the project and help identify potential “PLANTers” or project committee members. The first meeting in each community involved an introduction to the

project and a brainstorming session about what the participants envision for the future of their community – did they want to remain focused on forestry, or non-timber forest products, or focus on something completely different?

The second meeting saw participants in each community fill out the community capacity questionnaire (See Appendix A), a self-assessment tool which measures the level of important capacities present in the community.

The third meeting involved the dissemination by RSTP staff of tools to help each community address its capacity building needs. In all four communities, this involved instruction on the design of a community strategic plan. After this third meeting, the PLANTers were left essentially on their own during winter 2008-2009 to use their new capacity to design an effective and achievable strategic plan to address their capacity building goals as well as plans for their community and to begin implementation.

During the spring of 2009 evaluation activities took place with each community. A simple questionnaire was devised to assess if or how new capacities were built, what the outcomes or expected outcomes were, and how or if new community capacity increased over the course of the winter. See Appendix A for the evaluation tool.

Small towns have traditionally been very adept at addressing challenges that arise, especially those that threaten their way of life. The four small communities that took part in the PLANT project are no different; they realized they could make change happen in their communities, and that change would be good for everyone.

In their evaluation comments, participants in the PLANT project were positive about the overall experience, commenting that it was a good opportunity for people in the community to participate in a process to plan for the future development of the community. They enjoyed the exchange of ideas with one another, and were pleased to see new ideas brought forward and acted upon. Some noted a lack of cohesiveness across organizations in their villages and hope that some of the efforts begun with the PLANT project can bring the community together so that resources, facilities, etc. can be put to better use.

Time was the biggest hurdle for participants in the PLANT project: time needed to get anything moving; time needed to get together for meetings; time to talk to others about getting involved; time to deal with new and fresh ideas while there were still old issues which needed to be dealt with; time to find funding and resources; and so on. At the beginning of the project, volunteers were keen and had many ideas to help their communities. Sub-committees were formed and plans were made. Small projects were begun. The community groups will not give up, but they recognize that there will be times when volunteers will be hard to find and projects may take longer to see any tangible outcomes.

When the groups came together around the table to learn about community capacity building and begin discussions on what kinds of initiatives they would like to see in their communities,

the resulting action plans were not focused on immediate employment or re-opening mills but rather on ways to identify their assets, skills, and resources. The next steps were to take a more holistic look at their communities to see what could be done to build capacity on some of the items they had identified as assets, skills, and resources. From this base, they felt they could develop initiatives and leadership which would lead to pride of place, more involvement of young people, a renewed community spirit, and economic development.

The challenge for the four communities will be in taking their plans to sustained action. Much of this has already begun, with very good results. Conducting a SWOT analysis and visioning/values exercise will help to develop sustainability plans which are the basis for future action and funding, from the short-term to the more in-depth long-term projects. Councils, CAOs, Administrators and citizens will have to work together to determine who will carry out which initiatives and match the initiative to the group with the resources, expertise and commitment to see a project through to a successful completion. It may be that a completely new Community Partnership will be set up that will take charge of new initiatives, involving key people responsible for implementation of initiatives. This strategic planning is a continuous process, monitoring progress and regularly updating the plan. Following this process will allow the communities to build up a great deal of expertise.

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Introduction

This report summarizes a study by the Rural and Small Town Programme (RSTP) on capacity building in forestry dependent communities in New Brunswick with funding from the Fundy Model Forest (FMF), the New Brunswick Enterprise Network and the Regional Development Corporation. Due to the decline in the forestry industry, such communities need to look at ways to build new capacities in order to continue to be sustainable in the future. There is much discussion about “building capacity” in project and program activities, but there is very little understanding of what is meant by the term “capacity,” especially in a rural context. In addition, there is often very little focus on making direct and explicit connections between:

- Activities which can or do build capacity;
- Which “capacities” are being built;
- Communities, organizations, and/or individuals; and
- What can be done with improved, larger or new “capacity.”

This project identified the specific connections between these and created a menu of choices which allow communities and organizations to more readily identify what capacities can and should be built, how to build them, and what can be done with the newly built capacity.

This project fits closely with the Community Capacity objective of the Fundy Model Forest. More specifically, the project outcomes will assist the FMF to respond to or proactively work with communities on capacity building activities, and facilitate effective long-term planning and solutions to challenges and opportunities in those communities.

This report summarizes our project and begins by listing the project objectives, describing the methodology used, and discussing the concept of community capacity building. The report continues with a look at four case study communities – Blackville, Petitcodiac, Perth-Andover and Plaster Rock, New Brunswick. It offers a community capacity building tool box and ways to measure community capacity including the outcomes of the work done in the case study communities. The report concludes with a discussion of future research directions.

Methodology

Our project addressed the challenges of building capacity in forestry based communities in New Brunswick. Specifically, the project involved a scoping of capacity building literature and related outcomes, and work with four rural communities in New Brunswick (Blackville, Petitcodiac, Perth-Andover and Plaster Rock) to explore the community capacity building process and evaluate outcomes.

Project Objectives

- Assess current state of “capacity” with rural communities.
- Build capacity on identified items.
- Monitor progress and assess if and how built capacity is used.
- Report on how capacity building can assist forest communities and organizations to move forward in the future.

Work Plan

The methodology for this project involved four phases – project startup, the development of capacity building tools, activities in the case study communities, and evaluation.

Project Startup

During spring 2008, in consultation with the FMF and the funding partners, four communities were identified and invited to participate in the project, an opportunity to learn about building capacity and try out some capacity building activities followed by an evaluation of progress. Blackville, Petitcodiac, Perth-Andover and Plaster Rock were identified for their varied locations around the province, population sizes, and socio-economic characteristics. One thing they all have in common is that they are historically dependent on the forestry industry and have experienced the negative effects of the decline of the industry. The four communities were invited to participate in learning about community capacity building, developing some activities which would help build capacity, and building on those activities to create more sustainable communities which would in turn become more economically and socially vibrant.

Development of Tools

During summer 2008 literature, including successful capacity building approaches, was reviewed. The literature review examined published journal articles, the work of think tanks and organizations which undertake or support capacity building and community economic development activities, and the work of the New Rural Economy Project. Furthermore, the work of key organizations such as the Centre for Community Enterprise (and its Resilient Communities initiative) were assessed for their merit in this project context.

The literature reviewed was used to create a community capacity building questionnaire to assess the capacity levels in a variety of areas in each case study community. Capacity areas include youth engagement, community investment, entrepreneurship, and the local economy. Literature was also reviewed to help design various tools to help build capacity such as how to go about designing a community strategic plan. An inventory of appropriate funding sources that could be used by the communities to achieve their goals was developed. Lastly, literature was reviewed in the design of a simple evaluation tool to evaluate the program, as well as to

measure if new capacities were built and how they were used. See Appendix A for the Community Capacity Tool Box, a self-help “how-to” guide to facilitating a capacity building strategy for any rural community.

Capacity Building Activities in the Case Study Communities

At least three meetings were conducted in each of the case study communities over the course of fall 2008. The initiative was called the PLANT Project (Planning, Learning, Adapting: Now & Tomorrow). A local contact person, such as a member of the local town or village council, worked with RSTP staff to advertise the project and help identify potential “PLANTers” or project committee members. The first meeting in each community involved an introduction to the project and a brainstorming session about what the participants envision for the future of their community – did they want to remain focused on forestry, or non-timber forest products, or focus on something completely different? It also allowed the researchers to learn more about the history and current situation of each community first hand.

The second meeting saw participants in each community fill out the community capacity questionnaire, a self-assessment tool which measures the level of important capacities present in the community. These results were discussed at the meeting and participants worked to identify particular capacity areas they wanted to improve (such as leadership, volunteerism, transparency, etc.) along with plans they wanted to achieve for their community (such as increasing employment, developing a marketing plan, or involving youth in community planning, etc.).

The third meeting involved the dissemination of tools by RSTP staff to help each community address its capacity building needs. In all four communities, this involved instruction on the design of a community strategic plan. After explaining the planning process, a blank template was given to participants (see Appendix A) to fill in. The plan includes tasks and associated timelines, expected outcomes, leads and partners, and potential sources of funding. Participating communities were also given copies of the list of funding sources developed by the Mount Allison University student. After this third meeting, the PLANTers were left essentially on their own during winter 2008-2009 to use their new capacity to design an effective and achievable strategic plan to address their capacity building goals as well as plans for their community and to begin implementation. Throughout each meeting and in between meetings, RSTP staff played a facilitation and coaching role in keeping with the capacity building objectives of the project.

Evaluation

During the spring of 2009 evaluation activities took place with each community. A simple questionnaire was devised to assess if or how new capacities were built, what the outcomes (or expected outcomes) were, and how or if new community capacity increased over the course of the winter. The evaluation tool is provided in Appendix A.

What is Community Capacity Building?

What is community capacity building? It is building:

- Partnerships and networks
- Skills, abilities and assets
- Resources
- Initiatives and effective organizations
- Leadership

These are all the things needed for community-based development, for taking charge of your own future. The purpose of community capacity building is to enable people in a community to work together, make well-considered and collaborative decisions, develop a vision and strategy for the future, and act over time to make these real – all while tapping into and building individual skills and abilities of an ever-increasing quantity and diversity of participants and organizations within the community.

Community capacity building efforts can encompass a wide range of activities, from formal leadership development efforts to community-wide strategic planning to a wide variety of less formal activities that build trust and camaraderie among citizens – like church socials, Girl Guide and Boy Scouts groups, volunteer community clean-ups, or regular Chamber of Commerce breakfasts.

Case Study Communities

Blackville

The Village of Blackville is located in northeastern New Brunswick along the Miramichi River, 50km southwest of the City of Miramichi. Blackville is a small community with a population of 930 people. The average age is 39. The most common occupations among residents are sales and service positions, followed by trades, and transport and equipment operators (Statistics Canada, 2006). Historically the economy of Blackville focused mainly on forestry but in spring 2007 the UPM-owned Blackville Mill closed indefinitely and put 60 people out of work. Residents depend greatly on the sawmill which helped to support other businesses in the villages. The inefficient old mill was in need of upgrading and the milled wood was headed mainly to the United States and a declining housing market. Today, the village is home to a



Source: <http://www.villageofblackville.com>

kindergarten to grade 12 Blackville School, a medical centre, grocery store, a few shops and a beautiful park. The banks of the Miramichi River, which runs through the village, is lined with various sport fishing outfitters and lodges.

The PLANT Project began in Blackville during summer 2008. Ten community members including the mayor, village office staff, councillors, the school principal, local clergy, representatives from the regional Enterprise Agency, a former mill worker, and local business people took part in the meetings. Participation was rounded out by the Village Administrator. During the first meeting where participants learned more about the PLANT Project and the plan for the year, a list of priorities, hope and wishes for the future of Blackville were brainstormed. Initial ideas included: developing business ventures and job creation, inclusion of youth in community planning and events, promoting and building on local tourism, arts and culture, creating a more welcoming community, and general community development.

During the second meeting in Blackville, eight participants completed the Capacity Building Questionnaire (see Appendix A for the template). They also discussed some of the issues and challenges in Blackville. Participants explained that there is a lack of leaders. People talk a lot but do not volunteer to help out. It is the same few people doing all the work and getting burned out. Furthermore, the community's youth are missing on many committees. Many potential young leaders have left the community in search of employment. Residents may not be informed of all that is going on in the community. There may not be many entrepreneurs in town because of all the red tape, time and money spent paying taxes, etc. People don't want to work twice as much for the same pay as they'd get working for someone else. The prison, in nearby Renous, was meant to employ local people, but many employees come up from Moncton.

The results of the questionnaires were tallied and some of the capacities that participants felt either "rarely" or "never" exist in Blackville include:

5/8 people said:

- our community rarely or never invests in its future by supporting library projects, etc.
- we rarely or never find resources for economic development programs.
- adults in our community rarely or never involve young people in decisions that impact the community's future.

4/8 people said:

- in our community accountability is rarely or never made public.
- we rarely or never pay attention to the results of our community betterment efforts by celebrating success while acknowledging that there is still work to do.
- rarely or never do a variety of people run for public office and feel that doing so is not a risk.
- the schools and youth groups rarely or never provide opportunities for youth to learn about entrepreneurship.

- the community rarely or never supports a community foundation or other type of local philanthropy.
- the community rarely or never provides leadership opportunities for youth to work as peers with adults.
- the community rarely or never has a micro lending program.
- the community rarely or never creates networks and mentoring opportunities for entrepreneurs and local business people.
- good business ideas in my community rarely or never attract the needed financial capital to get started.

Thus the main capacities that are lacking revolve around youth involvement and leadership, entrepreneurship and economic development. On the other hand, the main top four capacities that are felt to be present in Blackville “all of the time” revolve around the supportiveness of the small community:

4/8 people said:

- in our community women and minorities are accepted in all types of leadership roles all the time.
- we believe all the time that, in the long run, we have to do it ourselves.

3/8 people said:

- donations for projects come from all segments of the community all of the time.
- local businesses support the community through donations all the time.

After filling in the questionnaire, participants reflected on their wishes for Blackville. The most common responses were better incentives to attract larger businesses (like Tim Horton’s); economic growth (industry, manufacturing, increased employment), increased interest in and funding for tourism, keeping our youth, better quality of life for citizens, and increasing and improving infrastructure. The wishes of the participants also reflect the capacity areas they feel they are lacking as a community – economic development and job creation.

From the results of the Capacity Building Questionnaire, the Blackville participants had some ideas for building capacity in their village and reaching their goal of economic development and job creation. One idea was to open a pellet stove manufacturing business. Another was to focus on offering trades classes and new teaching space at the Blackville School as a method of retaining local youth. Another was to focus on tourism by offering river raft tours. The group decided to focus on tourism, and benefiting from the area’s best asset – its people. Tourism will bring people into the area and can create spin off opportunities. Promote the river, local culture/heritage, and local talent. It was mentioned that you cannot even get a salmon dinner in Blackville. There is a desire to build on the successful dinner theatres that take place already. But a venue is needed. Tourists could easily be bussed in for activities from the Murado Resort down the road. They would be looking for local activities. It was decided that the next few

months would be spent focused on acquiring money to build a civic centre/rec centre/community hall/community centre.

During the third meeting in Blackville, a short workshop on strategic planning and how to design community action plans in order to help them achieve their capacity building goals and plans for economic development and job creation was held. (See Appendix A for information on community action planning). This third meeting also involved a presentation by Brian Donovan of Enterprise Miramichi about the potential of producing bio-products at the Blackville mill as an option for job creation in Blackville. Brian identified a consultant in the forest bio-products field able to do some exploratory work on this topic, and some funding available from Enterprise Miramichi to cover half the costs of a preliminary study. Councillors present at the meeting agreed to present this idea to Village Council and see about obtaining funding to cover the other half of the costs involved in the preliminary study. One major issue with this plan was the need to wait and see what would become of the mill, would it be sold, is anyone else interested in it, could it be sold to the town, and for what price? After Brian's presentation consensus around the table was to focus on this new plan, instead of pellets, trades courses, and tourism. There was also a desire by one participant to improve the village's website.

At the end of the third meeting participants took copies of action plan templates to fill out in groups on their own. The task for the winter was to develop their plan and to begin to implement with the aim of analysing their progress in the spring. Unfortunately, arsenic poisoning soon hit a few residents in the community and the action plans for building community capacity and addressing employment needs were not able to be completed. It was also difficult to find an individual willing to take the lead on the project. As was discussed in the very first meeting, there seems to be lots of talk in Blackville, but no one willing to step forward and lead. One person who did volunteer to lead became very involved in the arsenic issue and was no longer able to make the time for the PLANT project.

Peticodiac

The Village of Peticodiac is located in south eastern New Brunswick, 50km west of the City of Moncton. Peticodiac is a small community with a population of 1300 people. The average age is 43. The most common occupations among residents are sales and service occupations, followed by trades and transport equipment operators, and business, finance and administration positions (Statistics Canada, 2006). Historically the economy of Peticodiac focused mainly on forestry and agriculture. Today, the village is home to many little shops, a bakery, a school, and the Westmorland



Downtown Peticodiac

Source: <http://www.villageofpeticodiac.com>

Agricultural Fair.

The village of Petitcodiac is approximately ½ hour from Sussex to the west, 20 min. from Salisbury to the east, and 45 min. from Moncton, further to the east. It is administered by a Village Administrator, a Village Clerk, and Council. Council members, like others throughout the province, are for the most part volunteers since all have other employment.

The village has seen many changes over its history. Traditionally a strong agricultural and forestry-based community, it has seen many farmers retire and has seen its mill close down. The retail side of the mill has recently been purchased by Irving and is now being run as a Kent Building Supplies store.

The PLANT project began in Petitcodiac during summer 2008. Thirty community members, including local government representatives, business people, clergy and others from Petitcodiac and surrounding area took part in the meetings. Twenty-seven people completed the community capacity questionnaire. These people became the Steering Committee for the PLANT project.

Results indicate that Petitcodiac is a fairly healthy community. Issues like community leadership, pride in the community, working together for the betterment of the community, involving multi-generational and multi-genders in community affairs, showing respect, celebrating successes, and participation in community decision-making ranked high with everyone who responded. There were a few items which ranked slightly lower: encouraging a transition of power to a younger generation, seeking help from outside, and issues around leadership opportunities.

Most of the group agreed that the local business community offers high quality, and that citizens recognize the value of shopping locally. There was some hesitation on an economic development program, providing opportunities for youth to learn about entrepreneurship, and succession planning.

The results show that investment in the community is important to its citizens. Local businesses provide donations for community projects, volunteers are highly regarded, and things like donations for projects, support for local projects, and a well-maintained infrastructure are high on the list. There was less support for economic development programs and the arts and music.



The Petitcodiac River

Source: <http://www.villageofpetitcodiac.com>

In terms of the young people in the community, although the majority of the group felt that youth are supported and welcomed, many felt that they are not encouraged to remain in the community after graduation. Opportunities for youth to develop leadership qualities, positive things for young people to do beyond sports and school activities, educational alternatives to university, and financial investment in local youth ranked lower among the group.

Although the results indicate that many people in the community actively support economic development efforts, it appears that things like a micro-lending program, business or entrepreneurial training, networking/mentoring opportunities, and access to venture capital are mostly non-existent in the area. However, the results did show that participants believe the community's economic development efforts work well in supporting existing businesses and that farms, etc. are recognized as part of the business community.

Participants were asked to “wave their magic wand and make three wishes for Petitcodiac's future.” Comments from the questionnaires were condensed and categorized for the steering committee. Three categories were prominent: Youth; Business; and Community and Economic Development.

In the discussion about next steps, the steering committee identified four areas they wished to focus on: Geographic Location; Community Development; Economic Development; and Youth. These four make up the base for an Action Plan to take the community into the future. See Appendix B for a copy of the action plan.

Perth-Andover

The Village of Perth-Andover is located along the Saint John River near the mouth of the Tobique River, 180 kms north of Fredericton. Perth-Andover is a small community with a population of 1800 people. The average age is 45. Perth, on the east side of the river, and Andover, on the west, were amalgamated into one village in 1966 and have a population service area in excess of 6000 people. The most common occupations among residents are in health care, sales and services (Statistics Canada, 2006). Historically the economy of Perth-Andover focused mainly on forestry and agriculture. Today, the village is quite diverse with a full range of stores and services.



Perth-Andover

Source: <http://www.perth-andover.com>

The PLANT project began in Perth-Andover during summer 2008. Up to twelve community members, such as local government representatives, business people, and others from Perth-Andover and surrounding area, took part in the meetings. Five people completed the community capacity questionnaire. These people became the PLANT project Steering Committee.

Results from the questionnaire indicate that Perth-Andover is a fairly healthy community. Issues like community leadership, respect for different cultures, tolerance of different perspectives, and number of people taking leadership roles ranked high with everyone who responded. There were a few items which ranked slightly lower: encouraging a transition of power to a younger generation, and providing the opportunity for citizens to participate in decision-making.

The group agreed that the business community is aware of competitive positioning and that the community supports an active economic development program. Seeing the community as part of a larger region ranked low on the list.

Results indicate that community pride is in evidence in Perth-Andover, and that fundraising efforts in the community are supported by local business. Volunteers are highly valued, and the community supports and maintains good infrastructure. While the group indicated that donations were given for projects, they reported that donations do not necessarily come from all segments of the community.

In terms of the young people in the community, although the majority of the group felt that the community offers positive things for young people to do beyond sports and school activities, they felt that more could be done to offer educational alternatives to university, invest money in youth-led programs, and encourage adults to serve as mentors. Some felt that the school does a good job at encouraging youth entrepreneurship, while others felt there was opportunity to do more.

The group had diverse opinions about entrepreneurship activities in the community. While they agreed that most people in the community understand entrepreneurs to be important to the community's future and that there is an economic development program in place, they were less sure about programs to encourage and support entrepreneurs to develop and grow, and felt that not many people in the community actively support economic development efforts.

Participants were asked to wave their magic wand and make three wishes for Perth-Andover's future. Comments from the questionnaires were condensed and presented to the steering committee. Three categories were prominent: Youth; Business; and Community and Economic Development.

In the discussion about next steps, the steering committee members who were present identified three areas they wished to focus on: Business Development; Youth Investment; and Services for Seniors. These three make up the base for an Action Plan to take the community into the future (see Appendix B).

Plaster Rock

The Village of Plaster Rock is located in northwestern New Brunswick on the Tobique River. It is a small community with a population of 1150 people. The average age is 46. The most common occupations among residents are sales and service occupations followed by trades, transport and equipment operators (Statistics Canada, 2006). Historically the economy of Plaster Rock focused mainly on agriculture and forestry. Today, the village is home to shops and services, many outdoor adventures operators, the world famous Plaster Rock Pond Hockey Championship each winter and the annual Fiddlehead Festival each spring.



Plaster Rock Pond Hockey
Source: <http://www.plasterrock.com>

The PLANT Project began in Plaster Rock during summer 2008. Twenty community members such as local government representatives, business people and others from Plaster Rock and surrounding area took part in the meetings. Seventeen participants filled out the community capacity questionnaire. These people became the PLANT project steering committee.

The results indicate that Plaster Rock is a fairly healthy community. Issues like community leadership, working together for the betterment of the community, involving multi-generational and multi-genders in community affairs, showing respect, celebrating successes, and participation in community decision-making ranked high with everyone who responded. The one notable exception was in relation to encouraging a transition of power to a younger generation.

Although members of the community are aware of competitive positioning and targeting resources for the best return on the dollar, the results show a different pattern when related to supporting local business. In addition, a slightly higher number of participants indicated the area does not necessarily see itself as part of a larger region.

The results show that investment in the community is important to its citizens. Volunteers in particular are highly regarded, and things like donations for projects, support for local projects, and a well-maintained infrastructure are high on the list. There was less support for economic development programs, support of children's and young peoples' programs, and the arts and music.

While school and community work together on shared objectives and events in the community involve multi-generational family members, participants felt that there were not a lot of positive things for young people to do in the community, the community may not support youth entrepreneurship programs and events, young people are not encouraged to remain in

or return to the community after graduation, and alternatives to university programs are by and large not offered.

Although the results indicate that many people in the community actively support economic development efforts, it appears that things like a micro-lending program, business or entrepreneurial training, and networking/mentoring opportunities are mostly non-existent in the area. However, the results did show that participants believe the community's economic development efforts work well with both town and country businesses and that farms, etc. are recognized as part of the business community.

Participants were asked to wave their magic wand and make three wishes for Plaster Rock's future. Comments from the questionnaires were condensed and categorized for the steering committee. Three categories were prominent: Business and Product Development; Community and Youth; and Tourism.

In the discussion about next steps, the steering committee identified three areas they wished to focus on: Business Development; Community Marketing; and Riverfront Development. These three make up the base for an Action Plan to take the community into the future (see Appendix B).

Community Capacity Building Outcomes

Blackville

Unfortunately, unforeseen circumstances arose for the Village of Blackville over the winter. At least seven residents of the small community tested positive for increased arsenic levels believed to be from food sources, not contaminated drinking water. Battling this issue and finding answers became the community's priority. One participant explained that while Blackville does need to build capacity to deal with future disasters such as arsenic, they must focus on dealing with the issue at hand. Indeed the tiny community of Blackville and its small Village Council only have the capacity currently to deal with one project at a time and the health and safety of local residents take priority. It was later discovered that the village no longer had an arsenic problem, according to the New Brunswick Minister of Health. However, there remained sceptics and too much time had passed to be able to further the PLANT Project. Capacity in Blackville is further limited by not having control over community resources such as the mill. Participants in Blackville may also have dreamt too big. They wanted to focus on job creation immediately but they did not have the capacity to fulfill their goals, at least within the timeline of the PLANT Project.

Two participants filled in evaluation forms. One commented on not having enough time to carry through the goals of the PLANT Project in Blackville due to the arsenic issue, but he is interested in meeting with the committee again in the future to restart the process. The other participant commented that the best thing about the PLANT Project was that it got everyone together to

talk about issues important to Blackville's future, however, he would have liked to have seen more leadership from the mayor and council in order to build capacity within the village.

Petitcodiac

A draft Action Plan for Petitcodiac was compiled from the results of the Community Capacity questionnaire and the input of the PLANT project steering committee. Once the committee reviewed the draft and made changes that better reflected their needs, sub-committees were formed to deal with the issues in the Action Plan. Four sub-committees were formed under the headings Economic Development; Community Development; Youth; and Geographic Location. Each sub-committee was encouraged to invite others in the community to join their group.

One of the things the four sub-committees learned early in the process was that each of their action plans overlaps with those of the other sub-committees. For example, while the Geographic Location sub-committee is looking at establishing an industrial park in the long-term, that initiative will also involve the Community and Economic Development sub-committees as well as others.

Economic Development

The outcomes for the Economic Development sub-committee were to:

- Retain existing businesses that provide value to the community
- Encourage more people to shop locally and support local businesses
- Encourage more varied types of businesses
- Have a more revitalized downtown and business sector which would encourage youth to remain in the area and attract newcomers

From the results of the community capacity questionnaire, this sub-committee felt that their number one priority was to set up business training sessions in the area to encourage new business start-ups as well as to provide existing businesses with updates on training, financing, etc. Enterprise Fundy was invited to set up information tables and speak to business owners and potential entrepreneurs on February 4, 2009. A large turnout of interested people attended and went away feeling they had gained insight into what training, financing etc. was available to them. The sub-committee plans to make this a regular event.

There has been some discussion with the Province into setting up a public transit service which would run from Petitcodiac to Moncton and return each day for those who work in the city or have appointments there. Village Council has contacted other communities to see how their system works and to discuss costs etc. Public transit continues to be a discussion item for this sub-committee but will be a more long-term goal.

Community Development

The goals for the Community Development sub-committee were to:

- Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to address issues immediately or plan for needs which will support growth and sustainability
- Conduct a skills assessment so that the community, businesses and schools learn what skills exist in the current labour force and what skills will be needed for future sustainability
- Plan for a sustainable future - community members are included in decisions and events; all ages are cared for in an appropriate manner; services according to the needs of citizens are available; community is strong economically, environmentally and socially
- Ensure the community is welcoming by recognizing the importance of newcomers and visitors to the community and being supportive to newcomers
- Encourage local shops to continue to offer quality service and products by supporting “shop local” and communication with local businesses
- Expand the Medical Centre facility to meet the needs of the areas population and serve as a positive draw for newcomers, youth and others

This sub-committee felt that their most important priority was to conduct a SWOT analysis. The SWOT analysis would involve as many members of the village as possible and be held in a one-day workshop format. The sub-committee also felt that it may be useful to circulate small surveys to citizens to get input from those who could attend a workshop. The plan is to draw up a one to two page questionnaire which would be inserted into mailboxes within the village and made available throughout the village at various locations. Realizing that mail-out surveys do not typically garner a large response, the Community Development sub-committee has come up with a communications plan which includes things like: putting posters up in prominent locations around the village; noting the survey in church bulletins; having committee members speak at various clubs they belong to (Seniors, Kiwanis etc.); advertise in the newly-created Community Calendar; and so on. Once the surveys have been returned and the results compiled, a SWOT analysis would give a better idea of what the general public sees as priorities and give a base from which to move forward.

Plans are also underway by Council members to prepare a sustainability plan which would be part of a larger municipal plan for such things as infrastructure. This plan would include bringing citizens together to formulate their vision and values for the future, and would build on the SWOT analysis results.

Youth

The goals of the Youth sub-committee were to:

- Have youth interact with each other in a safe social setting
- Provide opportunities for special events sponsored by local organizations

- Encourage young people to become involved in more positive activities rather than being “on the street”
- Increase involvement of youth in the community with the potential for developing entrepreneurship and planning for the future of the community
- Explore possibility of training from NBCC or others so that youth have the opportunity to study closer to home, perhaps apprentice locally or set up their own businesses in the area

Members of the Youth sub-committee felt that their first priority was to provide young people who may not be involved in activities or not have a place to go after school or in the evenings with a safe environment where they can go and feel comfortable with other young people and adults. Even though there is a very active Boys and Girls Club in the village, this sub-committee wished to try harder to make sure more young people were included in community activities and could go to a safe place.

Two members of the sub-committee spent part of a morning at Petitcodiac Regional High School asking grade 11 and 12 students about their concerns around the community as well as what they would like to see in and around the village. Feedback from the students was compiled into 5 categories, a summary of which follows (in no particular order).

Business/Job Opportunities:

- Tim Hortons; Canadian Tire; toy store; sports store; restaurants; accommodations
- Musical opportunities; small town radio station
- Indoor pool; boxing gym; “Dundee” sports idea
- More “green” activities; build for the environment
- Housing developments; apartment buildings
- Transportation and/or taxi service

Beautification:

- Clean up the Petitcodiac River; use for tourism activities; enhance the river banks by removing bushes and planting trees
- Revitalize the old primary school
- Look at town planning so as to mix the new with the old in an attractive manner
- Clean up and fix up old buildings
- Plant more flowers

Recreation:

- Theatre
- Community gym; skateboard park
- Clubs and sports outside of school
- Play park for younger children

Cultural:

- Art gallery; Town museum
- Music night for youth/coffee house
- Community dances
- Youth theatre outside of school; community dinner theatre
- Foster community spirit and encourage participation in activities
- Village mascot
- More marketing to attract people to the village

Services:

- Expand the Medical Centre
- Fundraisers to help housing and community needs
- Promote community scholarships for students
- Community sponsors for school teams
- More police presence
- More funding for school

The Youth sub-committee has been looking into having a Recreation Director in place in Petitcodiac. They learned that there is a Recreation Director in Salisbury and are exploring the possibility of being able to share that person.

There are a number of recent programs taking place in Petitcodiac which involve the youth, with the assistance of the Petitcodiac Boys and Girls Club and the input from this sub-committee. One initiative is a gym and a place for young people to go outside of school, which involves physically building a facility for young people to use. Working with the school and others, a couple of programs look hopeful for the youth: a Youth Initiative program; and a young girls' program funded by the Women's Foundation for a three-year period. A program entitled "Youth Choices," using the Choice Theory of Reality Therapy, for school drop-outs, young people at risk and low income youth, has been applied for through NB Departments of Public Safety and Social Development. Not only will these programs hire staff, they will contribute to youth physical, social and mental well-being and perhaps have a long-term economic impact in the village.

Geographic Location

The Geographic Location sub-committee set its goals to:

- Attract newcomers/increase population
- Promote tourist attractions and businesses
- Involve the larger community as participants in the PLANT project to encourage pride of place and the opportunity to see the area and its possibilities
- Establish more accommodations for tourists
- Look at best practice examples and case studies of other communities that have overcome adversity to boost morale and encourage positive thinking

- Establish an industrial park

The first priority for the Geographic Location sub-committee was to create a comprehensive website for the village. To this end, they contacted several website designers and were very pleased to have found one locally to provide them and Council with a quote. They then produced a printed Community Calendar which was circulated to many local businesses and outlets. The calendar quickly became very popular, with others asking if their information could be included in upcoming months.

This sub-committee plans to move ahead with additional printed material, including maps and brochures. This material will work with the current village slogan – “Where the River Begins” – and build on Petitcodiac’s unique location. The extent of printing and marketing will depend on what funding can be secured to help offset costs. They are looking at producing a service directory which would list local businesses and services in the area, and have noted that a Welcome Wagon service in the area will help with distribution of any materials. A new tourist centre will open for the summer season, and they will help to find materials for it.

This sub-committee has been busy talking to others in the community about the PLANT project and encouraging others to take part in some of the initiatives. Their goals of increased accommodations and establishment of an industrial park remain long-term.

Perth-Andover

The Village of Perth-Andover, perhaps because of its somewhat remote geographical location and its traditional reliance on the forestry sector, is a fairly self-sufficient community with a “can do” attitude. Because there are no close neighbouring towns, it has most of the services it needs, including hospital, nursing home, schools, arena, retail etc. With the recent twinning of the TransCanada highway, some businesses are now locating close to the highway and others are being attracted to locate there.

The village is administered by an Administrator, Clerk, Treasurer and Chief Administration Officer (CAO) as well as Council. There is an established Business Forum, which is now responsible for a number of initiatives recommended in a recently completed Business Retention & Expansion (BRE) study. The village boasts its own Electric Light Commission, which has been in operation since 1905.

Perth-Andover’s involvement with the PLANT project led to a draft Action Plan being compiled from the results of the Community Capacity questionnaire and the input of the steering committee. Once the committee reviewed the draft and made changes that better reflected their needs, sub-committees were formed to deal with the issues in the Action Plan. Three sub-committees were formed: Business Development; Youth Investment; and Services for Seniors.

Business Development

Recognizing that people not working in the forestry sector any longer would need to have additional training, and wanting to retain young people, outcomes for this sub-committee included:

- Re-training of workers who may have become unemployed, therefore retaining population
- Young people remain in the area to work, thus keeping businesses and services thriving and population growing
- Small business start-ups; greater efficiency in established businesses; prevention of businesses closing; young people interested in getting into business
- Strong Chamber of Commerce which encourages new business and supports what is already in existence

This sub-committee felt that their already established Business Forum was a good group to be involved in this aspect of the PLANT project and have asked them to take the lead on some of the initiatives. As well as working toward training more skilled tradespeople for local businesses, they are arranging to provide business training sessions which would include Accounting/Bookkeeping; Customer Service; Training Employees; Writing a Business Plan and so on.

It was critical to this sub-committee to provide more information in the high school about alternatives to university to encourage young people to enrol in trades, and to relate this information to what the local businesses are and what kinds of people skills they will need in the future. The sub-committee felt that a good working relationship with Enterprise Grand Falls Region, Southern Victoria High School, local businesses and tradespeople, the N.B. Dept. of Post-Secondary Training, Education and Labour, and New Brunswick Community College was important to keep their area attractive for business.

Although Perth-Andover does not presently have a Chamber of Commerce, it is one of their objectives to form one. This sub-committee felt that an annual dinner meeting could be held at which all businesses are invited to network, share experiences, and learn more about new initiatives, funding etc.

Youth Investment

The PLANT project steering committee indicated that they are very concerned that youth are leaving the community. This sub-committee listed the following outcomes:

- Young people with new energy, ideas and leadership can help revitalize a community and if they have a voice, they are more likely to stay
- Increased involvement of youth in a community gives potential for developing entrepreneurship and planning for the future

- More active and involved young people will help keep the community vibrant and safe
- Retention of young people leads to potential establishment of homes and families

This sub-committee is very proud to say their actions are all ongoing. They are working toward ways to get young people involved in community activities outside of sports and school and setting up leadership training programs for youth. A Youth Town Council which would learn how Council functions and help communicate with local young people is in the works. This is a good tool for getting young people involved, hearing their input, and spreading the word to other youth in a non-combative way.

Through a local customer contact centre, local authorities are working with the 18 – 30 age group to determine their needs and see what initiatives can be undertaken to encourage them to live and get involved in the community. It is hoped this effort will help these young people feel welcome in the village as well as retain them as employees and potential families. This age group and younger ages have been invited to become involved with Village committees such as the Recreation Council.

Services for Seniors

The PLANT project committee felt strongly enough that seniors play an important role in the community that this sub-committee was formed specifically to deal with issues of concern to them. The outcomes for the sub-committee were:

- Provide safe and accessible housing for seniors to remain in the community
- Ensure seniors have reasonable access to services required
- Appreciate the role seniors play in the community

Housing by itself is not typically a municipal responsibility, but this sub-committee felt that if Council, local landlords, property owners, NB Housing, businesses, Perth-Andover Non-Profit Housing, Keenagers (a local seniors group) and others got together, they could come up with a plan to provide the kind of housing seniors need. The aim is to keep seniors in their own community. This is an ongoing effort.

A community that is multi-generational with available healthcare and other services is not only good for seniors but is good for attracting newcomers and retaining young people. Village Council, members of this sub-committee, healthcare providers, seniors groups, service organizations and others are working together to ensure reasonable access to services like: hospital; other healthcare; shopping etc.

This sub-committee plans to hold an annual open forum for seniors to determine their needs. This would show seniors they are appreciated for their contributions to the community and encourage them to remain active.

Plaster Rock

Like Perth-Andover, the Village of Plaster Rock is also a fairly self-sufficient community with a “can do” attitude, geographically off the main highways and traditionally a forestry town. There is a very strong volunteer base, but like many other communities people who volunteer for one or two projects volunteer for all projects. A number of major projects have been accomplished because of the involvement of volunteers, including the new Tobique Plex (a combination Municipal Offices/arena facility which is partially financially supported by the annual World Pond Hockey Championship). The village is also home to a number of planning and advisory committees and several service clubs serving all ages. In addition, an active Council and a Chief Administrative Officer (CAO) keep track of regional events and opportunities that affect the village. The village also employs a Clerk, Receptionist, Public Works Foreman, and Parks & Recreation person.

A draft Action Plan for Plaster Rock was compiled from the results of the Community Capacity questionnaire and the input of the participants involved. Once the steering committee reviewed the draft and made changes that better reflected their needs, sub-committees were formed to deal with the issues in the Action Plan. Three sub-committees were formed: Business and Product Development; Community Marketing; and Riverfront Development.

Business and Product Development

A number of outcomes were put forth by this sub-committee:

- Capacity building by community and business to address issues immediately or plan for needs which will support growth and sustainability
- Knowledge of products best suited to the local economy to create and sustain employment and stimulate export
- Creation of a base upon which to build and sustain businesses and opportunities for new and young entrepreneurs to establish businesses
- Establishment of a plant to produce value-added products and/or expansion of lines at existing facilities
- More varied types of businesses as well as retention of existing businesses that provide value to the community
- Attraction of newcomers to the area
- More cost-effective and sustainable use of energy

Like Petitcodiac, the sub-committees in Plaster Rock decided to rank their actions in priority order, accomplishing more short-term goals first. The most important issue for this sub-committee was a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis which would help them identify gaps in the community in terms of processes, skills, etc. The CAO and some committee members felt comfortable preparing for this process with the help of RSTP *Stepping Forward* materials.

Beyond the SWOT analysis, sub-committee members plan to acquire market research information and access to potential capital and investors; prepare business plans for identified value-added manufacturing products; explore the possibility of manufacturing value-added products, taking advantage of natural resources and proximity to markets; deliver an economic development program for entrepreneurs; establish capital investment to start a mining operation; and explore the possibility of a co-generation plant. While they realize these are more longer term goals, they have now established the base upon which to build and have developed some capacity to move forward.

Community Marketing

This sub-committee's outcomes were to:

- Attract newcomers, tourists, and business
- Recognize volunteers and others who are active in supporting the area and who act as “ambassadors” outside of the area
- Encourage community awareness and acceptance of newcomers and visitors
- Involve the larger community as participants in the PLANT project to encourage pride of place and opportunity to see the area and its possibilities
- Develop news articles to build community awareness and to market the area locally and outside the area

Creating a package about the community and area which would be widely circulated became the priority for this sub-committee. They felt that this initial effort would go a long way to marketing the community both locally and to others from outside the area. Interactive online maps were also noted as important. This would be a project involving not only the N.B. Rural Planning District but also youth at the local schools, following a similar recent project which had been completed by students at Harvey High School.

Since so much of local work is done by volunteers, it was also important to this sub-committee to celebrate their champions. This effort would include many organizations in and around the village, and become a regular event.

More regular contact with the media was seen to be a way to communicate what is in the area with the potential to attract visitors and newcomers. In addition, an effort to ensure the community is welcoming was listed as an important way to attract and retain newcomers and visitors as well as youth.

Riverfront Development

The Village of Plaster Rock sits on the banks of the beautiful Tobique River, which presents a very scenic view and many opportunities for outdoor activities. There are a number of Outfitters located in the area, and many people are attracted to the fishing etc. This sub-

committee wishes to build on the natural beauty and noted that there is presently little access to the river, limiting both tourism and local opportunity. Their outcomes were to:

- Expand the tourism sector, attracting those who enjoy boating, fishing and other water sports
- Create a space which could be a location for festivals etc.
- Encourage campers to stay in the area

This sub-committee's tasks are a little more challenging and long-term than those of the other sub-committees. Their ultimate goal is to gain access to the river for boats and recreational activities, and build on that by acquiring land on the riverbanks for additional social activities. Since most of the land bordering the river is owned privately, by local companies, by the Province or others, meetings will have to be scheduled with the various stakeholders to work out the possibilities. Village Council and CAO have offered to locate and contact the various landowners and set up meetings. If discussions are favourable amongst the stakeholders, there will still be requirements for site plans, possibly environmental impact assessments and so on.

The long-term outcome for this group would be to build on the already established tourism centre and Tobique Plex to provide an area which recognizes the importance of local citizens' contributions to the area's economic and social growth over time; and set aside an area in which to hold local festivals, picnics, and recreation activities. This could also involve the establishment of a campground (which at present does not exist in the village) and provide an opportunity for marketing the village as tourists take information away with them.

Community Feedback/Evaluation

Small towns have traditionally been very adept at addressing challenges that arise, especially those that threaten their way of life. The four villages that took part in the PLANT project are no different; they realized they could make change happen in their communities, and that change would be good for everyone.

Two of the communities, Blackville and Petitcodiac, rely on their Clerks and Mayor and Council to keep up to date on issues affecting them and to make appropriate decisions. Since Mayor and Council are volunteers and there is no Chief Administrative Officer (CAO) to keep informed of changes affecting their village when they happen, sometimes opportunities are missed because of time and resource limits. For example, in keeping up with the day-to-day operations of their village, the Clerk, Mayor and Council may not always be aware of economic opportunities that are available, and may discover that the opportunity has passed them by. While this presents challenges, these two communities seem to have considerable involvement with and from their citizens, who are willing to get involved in community projects. In their evaluations, participants from these two communities said that they would welcome more open communication from Mayor and Council and would be willing to help with projects if and when they arose.

Perth-Andover and Plaster Rock have a more dedicated form of administration in terms of time, in the form of CAOs. The CAOs play an integral role in keeping Mayor and Council aware of what funding opportunities exist, what new initiatives will be offered, how different programs etc. will affect them, and managing their village's day-to-day operations outside of office administration tasks. The CAO, through his network of contacts, usually has his "fingers on the pulse" of what is taking place at all three levels of government, many government agencies and other organizations so that he is informed fairly quickly when change happens. In this way, program applications and so on can be applied for on a more timely basis. However, participants once again expressed a concern that they would like to see more communication between Mayor and Council and citizens.

Regardless of whether a rural community does or does not have a CAO, most projects in the community are led by the efforts of volunteers. One of the most pressing issues in rural areas and small communities is keeping - and building - the volunteer base so that volunteers do not burn out. The role of volunteers was important to all four communities, and was evident by the number of people who showed up to work on the PLANT project. People in all four communities expressed gratitude to all those who volunteer, but said that "the same people volunteer for everything." While participants in the PLANT project were happy to invite others in the community to become involved with the various sub-committee initiatives, they did note that it would take some effort to "sell" becoming involved to additional people. At the same time, they noted volunteer burnout and the fact that projects sometimes get slowed down because the same volunteers are responsible for all of them.

In their evaluation comments, participants in the PLANT project were positive about the overall experience, commenting that it was a good opportunity for people in the community to participate in a process to plan for the future development of the community. They enjoyed the exchange of ideas with one another, and were pleased to see new ideas brought forward and acted upon. Some noted a lack of cohesiveness across organizations in their villages and hope that some of the efforts begun with the PLANT project can bring the community together so that resources, facilities, etc. can be put to better use.

Time was the biggest hurdle for participants in the PLANT project: time needed to get anything moving; time needed to get together for meetings; time to talk to others about getting involved; time to deal with new and fresh ideas while there were still old issues which needed to be dealt with; time to find funding and resources; and so on. At the beginning of the project, volunteers were keen and had many ideas to help their communities. Sub-committees were formed and plans were made. Small projects were begun. Participants in the PLANT project vow that they will not give up, but they recognize that there will be times when volunteers will be hard to find and projects may take longer before any tangible outcomes are realized.

Conclusions

The PLANT project was undertaken as part of the Fundy Model Forest's four objectives (Community Capacity; Science and Innovation; Bio-economy Diversification; and International Relationships), built on the principles of partnership, collaborative problem solving and research, and mutual respect. The Community Capacity objective's aim is to develop tools that can be used by communities to analyze their current status, identify opportunities, and help adapt to the dynamic nature of today's forestry industry.

The four communities that took part in the PLANT project have seen a major shift away from forest industry employment which has sustained them for generations. Mills and support businesses have closed, some of which will either not re-open or may become a different business requiring workers with different skills. None of the four communities hesitated when given the opportunity to participate in this project, even though "community capacity building" was not a phrase they were familiar with. Realizing the situation they were in with the downturn in the forestry sector, they were all eager to take charge of their own future and enable people to work together to build skills and abilities for the larger community.

When the groups came together around the table to learn about community capacity building and begin discussions on what kinds of initiatives they would like to see in their communities, the resulting action plans were not focused on immediate employment or re-opening mills but rather on ways to identify their assets, skills, and resources. The next steps were to take a more holistic look at their communities to see what could be done to build capacity on some of the items they had identified as assets, skills, and resources. From this base, they felt they could develop initiatives and leadership which would lead to pride of place, more involvement of young people, a renewed community spirit, and economic development.

This project helped Petitcodiac, Perth-Andover and Plaster Rock learn how to build partnerships and networks working with skills, assets and abilities available in their communities. In Blackville, the groundwork was laid, i.e. people learned about community capacity and what kinds of things build it but other community issues prevented participants from carrying through with the action planning process. At the project's onset, the four communities developed a list of priorities, hopes and wishes for the future by brainstorming. During the second meeting in each community, participants completed the community capacity questionnaire (see Appendix A) then compared those results with issues raised at their first brainstorming session. Some new insights were gathered, with more positive ideas being put forward. These sessions helped to build leadership to take initiative and teams to work together to help move the community forward.

The four communities learned the value of building capacity and were encouraged to use their combined skills, assets and resources to enhance community cohesiveness. Participants in Petitcodiac, Perth-Andover and Plaster Rock were introduced to the strategic planning process

and have included things like SWOT analyses and skills assessments as part of their action plans. They have also noted a strong connection between organizations, individuals and specific age groups within their communities; for example, services for seniors and involving the youth in community affairs figure prominently in their action plans. They have begun to work on their community identity and image by showing evidence of community pride, a cooperative community spirit, and the conviction that, in the long run, you have to do it yourself. Shared leadership is an important capacity they have developed, involving a participatory approach to community decision-making (as opposed to the “old” way of letting Council make all the decisions); acceptance of women in leadership roles; and paving the way for a younger generation of leaders. In terms of a strategic agenda, these three communities have begun to work on investment in their future; a realistic appraisal of future opportunities (from what was learned during the PLANT project, some had ideas which they realized were not realistic); and a willingness to seek help from the outside. From these capacities and others which were built during this project, these communities will now be able to move toward a more sustainable future which will involve many more and varied citizens and communication with others outside of the community.

The challenge for the participants will be in taking their plans to sustained action. Much of this has already begun, with very good results. Going through a SWOT analysis and visioning/values exercise will help to develop sustainability plans which are the basis for future action and funding, from the short-term to the more in-depth long-term projects. Councils, CAOs, Administrators and citizens will have to work together to determine who will carry out which initiatives and match the initiative to the group with the resources, expertise and commitment to see a project through to a successful completion. It may be that a completely new Community Partnership will be set up that will take charge of new initiatives, involving key people responsible for implementation of initiatives. This strategic planning is a continuous process, monitoring progress and regularly updating the plan. Following this process will allow the communities to build up a great deal of expertise.

All of the initiatives undertaken in the communities are a positive start to a sustainable future. The groundwork has been laid in a short period of time and will need the efforts of many people to keep it rolling. It is still too early in the process to notice measurable outcomes. The efforts of the four communities, if nurtured and taken care of, will further grow the skills, assets, and resources – thus strengthening capacities – to have a sustainable and economic impact on each community.

The question communities keep coming back to is “How do we know if our strategies are actually ‘sustainable?’” The community must decide for themselves. If the community’s vision of the future is grounded in principles of sustainability, then the goals, actions, indicators, and measures should also be sustainable.

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Appendix A - Community Capacity Building Tool Box



The PLANT Project

Planning, **L**earning, **A**dapting: **N**ow & **T**omorrow

*Enhancing local skills and resources for community regrowth
in forestry-based towns in New Brunswick.*

The Community Capacity Building Tool Box designed for the project includes background information and four important tools:

Community Capacity Questionnaire
Community Strategic Planning Template
Community Funding Sources
Measuring Capacity Evaluator

These tools are designed to be a self-help “how-to” guide to facilitating a capacity building strategy for any rural community.

What is Community Capacity Building?

It is building:

- partnerships and networks
- Skills, abilities and assets
- Resources
- Initiatives and effective organizations
- Leadership

These are all the things needed for community-based development, for taking charge of your own future.

Examples

Canso, NS

Canso on the northeast coast of mainland Nova Scotia, near Cape Breton, was founded in 1604 by Basque fisherman. Its identity has been a small fishing town for over 400 years. The collapse of the fishery in the 1990s presented many challenges for Canso. Between 1990 and 2001 unemployment nearly doubled to 32% and the population declined 19%. The closure of one fish plant resulted in the loss of 200 jobs. The transition was severe for this small community, but they decided to move forward by promoting tourism and the 400 year history and natural beauty of the town. They are also preparing for offshore oil and gas and wind turbines.

Gold River, BC

Gold River is an isolated community on Vancouver Island. It was based around pulp and paper, but when the mill closed in 1998 the town used a two-stage recovery strategy. Part one addressed the immediate financial and employment needs of workers. The federal and provincial governments supplied employment insurance and forest worker transition funding respectively. There was employment assistance and local counselling as well. Part two involved transition planning activities that promoted dialogue in the community about the future. This stage also saw a transition committee form, updates to the local community economic development plans, a recreation project, a small business transition study, and a forum on the future. The Gold River diversification strategy included home-based businesses, small businesses, tourism, aquaculture, value-added forestry, the retirement industry, arts and crafts, a sports training centre, and natural resource processing.

Community Background

Take a few moments to reflect on your community’s past efforts, current skills and knowledge, and your wishes for the future.

Past Efforts:

Existing Capacities:

Future Wishes:

Community Capacity Questionnaire

Adapted from Helping Small Towns Succeed
(Heartland Centre for Leadership Development, 2006)

Please check the appropriate box for each statement.

	All of the time	Most of the time	Occasionally	Very seldom	Never
Community Capacity					
1. Community leaders understand and use information (such as the census) about the community and the region to make strategic decisions.	5	4	3	2	1
2. Pride in our community shows up in neighbourhood and community beautification efforts.	5	4	3	2	1
3. People from different backgrounds and incomes work together to make the community a better place.	5	4	3	2	1
4. Organizations (service clubs) and institutions (schools, churches) in our community work together.	5	4	3	2	1
5. We believe that, in the long run, we have to do it ourselves.	5	4	3	2	1
6. Residents in our community have many chances to participate in decision-making.	5	4	3	2	1
7. Our community leaders and organizations encourage a deliberate transition of power to a younger generation.	5	4	3	2	1
8. The community supports a leadership development training program.	5	4	3	2	1
9. The community provides leadership opportunities for youth.	5	4	3	2	1
10. In our community, women and minorities are accepted in all types of leadership roles.	5	4	3	2	1
11. Strong multi-generational family traditions are demonstrated in our community when we see all ages participating in events.	5	4	3	2	1
12. Our traditional institutions (schools, churches, businesses etc.) are action oriented and responsive to the needs of the people who live here.	5	4	3	2	1
13. New residents typically feel welcome in our community.	5	4	3	2	1
14. The community demonstrates a willingness to seek help from outside.	5	4	3	2	1
15. Our community projects show respect for the various cultures of community members.	5	4	3	2	1
16. Typically, our leaders build on the positive things in our community rather than focusing on the things that are wrong.	5	4	3	2	1
17. Residents in our community tolerate others with different perspectives.	5	4	3	2	1
18. As we work on community issues, we welcome questions,	5	4	3	2	1

alternatives and make use of research-based evidence.					
19. In our community projects, “who does what by when” (accountability) is made public.	5	4	3	2	1
20. Lots of different people take leadership roles.	5	4	3	2	1
21. We pay attention to the results of our community betterment efforts by celebrating successes while acknowledging that there is still work to do.	5	4	3	2	1
22. We keep improving community projects by using some reflection time to understand what works and what doesn’t.	5	4	3	2	1
23. A variety of people will run for public office and feel that doing so is not a risk.	5	4	3	2	1
Local Economy					
24. Our business community offers high quality on a regular basis.	5	4	3	2	1
25. Members of the community and local businesses are aware of competitive positioning (marketing, global niche, etc.).	5	4	3	2	1
26. The community supports an active economic development program.	5	4	3	2	1
27. People in our community recognize the value of supporting local business.	5	4	3	2	1
28. The economic development program strategically targets resources for the best return on the dollar.	5	4	3	2	1
29. The community is supportive of entrepreneurship in media, the press and other areas.	5	4	3	2	1
30. The schools and youth groups provide opportunities for youth to learn about entrepreneurship.	5	4	3	2	1
31. Community leaders understand the limitations and opportunities that result from the physical environment and make decisions accordingly.	5	4	3	2	1
32. Local government and community organizations carefully use fiscal resources and understand their fiduciary responsibilities.	5	4	3	2	1
33. Our community supports local business in planning for passing these businesses to new owners.	5	4	3	2	1
34. In our community, we see ourselves as part of a greater region and consider all the communities within that region in our planning.	5	4	3	2	1
Investment in the Community					
35. Our community invests in its future by supporting library projects etc.	5	4	3	2	1
36. The community supports a community foundation or other types of local philanthropy.	5	4	3	2	1
37. Donations for projects come from all segments of the community.	5	4	3	2	1
38. We find resources for economic development programs.	5	4	3	2	1
39. Typical fundraising efforts result in many small gifts as well as	5	4	3	2	1

large gifts.					
40. The community recognizes and supports community volunteers.	5	4	3	2	1
41. Local businesses support the community through donations.	5	4	3	2	1
42. The community supports and maintains a sound and well-maintained infrastructure.	5	4	3	2	1
43. Our community shows strong support for education through K-12 plus life long learning, job skills training and birth to 5 year old programs.	5	4	3	2	1
44. There's evidence in our community that the arts, music and our library are important parts of everyone's life.	5	4	3	2	1
Youth Engagement					
45. Adults in our community involve young people (under age 18) in decisions that impact the community's future.	5	4	3	2	1
46. Our community welcomes young adults who move to town and encourages them to get involved in roles that interest them.	5	4	3	2	1
47. Our community supports youth entrepreneurship programs and events such as fairs, apprenticeships, micro-business projects etc.	5	4	3	2	1
48. Adults in our community serve as mentors to young people.	5	4	3	2	1

49. Young entrepreneurs in our community participate in organizations or peer groups to pursue their creative talents and work with other young entrepreneurs.	5	4	3	2	1
50. We talk with our young people about opportunities for them to return to, or stay in, the community after graduation.	5	4	3	2	1
51. The community provides leadership opportunities for youth to work as peers with adults.	5	4	3	2	1
52. Events and activities are held in our community that involve multi-generational family members.	5	4	3	2	1
53. Our community offers positive things for young people to do beyond sports and school sponsored events and activities.	5	4	3	2	1
54. Young people are taught the heritage of their community through stories, interaction with senior citizens, cultural events etc.	5	4	3	2	1
55. Our community positively acknowledges young adults who move to the community.	5	4	3	2	1
56. In our community, the school and community work together on shared objectives.	5	4	3	2	1
57. Our school's economic development plan includes youth entrepreneurship as a priority.	5	4	3	2	1
58. The school and youth groups provide opportunities for youth to learn about entrepreneurship.	5	4	3	2	1
59. Our school offers educational alternatives for students who do not plan to attend a four-year university after high school, such as trade prep courses and apprenticeships.	5	4	3	2	1

60. Our community is open to ideas from young people and helps them pursue those ideas through completing community betterment projects etc.	5	4	3	2	1
61. Our community invests money in youth-led programs and projects.	5	4	3	2	1
Entrepreneurship					
62. Most people in my community understand that entrepreneurs are critically important to the future of the community.	5	4	3	2	1
63. Most people in my community really support entrepreneurs when they fail and are trying again with a new business.	5	4	3	2	1
64. Most people in my community really support someone who is creating a new, or expanding an existing, business.	5	4	3	2	1
65. Most people in my community would like to create and grow a business.	5	4	3	2	1
66. My community recognizes and celebrates people who create and grow local businesses.	5	4	3	2	1
67. My community has developed programs to encourage and support entrepreneurs to develop and grown.	5	4	3	2	1
68. My community has a micro-lending program.	5	4	3	2	1
69. My community offers business or entrepreneurial training.	5	4	3	2	1
70. My community creates networking and mentoring opportunities for entrepreneurs and local business persons.	5	4	3	2	1
71. My community has access to venture capital and/or angel investors.	5	4	3	2	1
72. My community has an economic development program.	5	4	3	2	1
73. Good business ideas in my community can attract the necessary financial capital to get them going.	5	4	3	2	1
74. There are many people in my community who actively support economic development efforts.	5	4	3	2	1
75. The focus of my community's economic development efforts include:	5	4	3	2	1
(A) Business attraction	5	4	3	2	1
(B) Supporting existing business	5	4	3	2	1
(C) Working with only businesses in town	5	4	3	2	1
(D) Working with both town and surrounding rural businesses	5	4	3	2	1
(E) Considering farms etc. as part of the business community	5	4	3	2	1
(F) Helping new businesses get started	5	4	3	2	1
Other (please specify):	5	4	3	2	1

Wave your magic wand and make three wishes for your community's future:

1,
2.
3.

Designing a Community Strategic Action Plan

Adapted from Stepping Forward 3: Community Strategic Planning Workbook (RSTP, 1998)

Community Vision

A community vision statement describes the community at some point in the future. A vision statement should:

- State what the community will be like in 5 to 10 years
- Embody the hopes and dreams of the community
- Be specific and concrete
- Be short and to the point
- Encourage direct actions
- Be developed by leaders and supported by the community
- Be positive and inspiring

Examples...

A community that is growing, attracting new businesses and people and more jobs through industry, manufacturing, and economic growth.

Keeping youth in the area, obtain input from them, create opportunity for them.

Promote the uniqueness of the landscape and local culture through increased interest in and funding for tourism.

Create a welcoming community and a better quality of life.

Data Collection

Once you have a vision for your community or for your plan, you need to collect information (data) about your community. You will want to know its strengths and weaknesses so that you can build on the strengths and address the weaknesses to improve the community. There are different ways to collect data about your community:

A **SWOT** (strengths, weaknesses, opportunities and threats) is one way to learn more about your community. You list the strengths and weaknesses within your community, as well as the external opportunities and threats that may be imposed on your community.

A **Community Capacity Questionnaire** examines a series of capacities (or skills, knowledge, abilities) that your community may possess. You rank each capacity area and can see what areas your community does really well in and what areas need to be further developed. Capacity areas can include entrepreneurship, youth engagement, community investment and more.

No matter how information is collected, it should be collected from community leaders and local residents. It cannot be done by an outsider.



Examples...

Some Existing Community Capacities

Women and minorities are accepted in leadership roles.

We believe we have to do it ourselves.

Donations for project come from all segments of the community.

Local businesses are supportive of the community through donations.

Some Community Capacities that Need Improvement

We rarely find resources for economic development or business ideas.

Youth are rarely included in decisions about the community's future, nor given many leadership opportunities.

We rarely celebrate our successes.

Community accountability is rarely made public.

Not many people run for village office.

There is not much support for entrepreneurs.

Prioritizing Strategic Issues

Once you have a vision for the future and you know what your strengths and weaknesses are, you can develop a list of priority issues. The workbook provides different examples of how to rank your strategic issues.

Examples...

Have a group discussion about what the priorities should be for building capacity and creating a sustainable future. They could be:

Economic growth and jobs (a new direction for the mill)

Youth (vocational training at the school, more local opportunities)

Tourism (community centre, raft tours, dinner theatre, etc.)

Quality of life (improved through any or all of the above)

Designing an Action Plan

Action plans are developed to address the high priority area identified by the community. Action plans contain enough detail so that they can be given to community groups to help implement. One action plan is developed for each strategic issue. An action plan is often in the form of a table:

Tasks	Timelines	Expected Outcomes	Lead and Partners	Resources and Funding Sources
(Item to help meet your goal and objectives)	(Immediate, short or long term, by March 2009 or beyond, etc.)	(Result of pursuing this task)	(Who should be involved?)	(A list of resources you already have and things you need, like money, specify amounts if known)

The action plan will guide your actions over the next few months and into the future. Think about your major goal for the action plan, the objectives that will help reach that goal and the expected outcomes of the action plan (how it relates to your vision for Blackville).

The plan will include a long list of tasks that will need to be completed to reach your goals. For each task include a timeline, expected outcomes, the lead person responsible and partners who will help, as well as resource and funding sources, also include the amount of funding the task may require.

Action items may involve a small working committee (a sub-committee) or the entire group, all of you. You may also recognize that there are others in the community or area who would be valuable in the group, or those with a particular expertise (like banking, investments, or website and graphic design) who you could invite to join the group.

In the long term, you may wish to form alliances with other communities to achieve such things as: pooling resources (environmental stewardship, finance, technology, time, knowledge, leadership, entrepreneurship); promoting efficiency and effectiveness in the use of regional resources; providing a forum for discussing and agreeing on a regional development process; networking; building on regional strengths; or cooperating to compete in the global market.

You may develop a communications plan to promote awareness and stimulate dialogue, which will help sustain projects and get more people involved. You may also wish to plan a series of celebrations to help mark certain milestones or targets within your plan.

Implementing the Plan

The aim of an Action Plan is to get as many community members as possible involved. In this way, community members take ownership of the project(s) and have input on how the community is developed. The community becomes more vibrant, healthy and sustainable, and young people are encouraged to remain and grow their families here. Thus, it is important to share your plan with the whole community.

To implement your plan consider the following:

- Share the plan (posters, media, displays, presentations, etc.)
- Delegate tasks
- Coordinate fundraising, look for investors, apply for funding
- Seek government support
- Attract volunteers
- Document and record successes

(These implementation ideas could form part of your plan as well.)

Funding and Financing

Funding is one of the most important parts of your action plan (after rounding up dedicated committee members and having a plan of action of course!). We have hired a student, Olivia Charters, who is researching and compiling a list of possible funding sources for you. If you have something in particular you'd like her to look up, please let me know and I'll pass it along. A draft list will be ready in November and a final list of funding sources will be ready in December.

Now you're ready to write up your own action plan and begin to implement it!



**Community Capacity Building
Strategic Action Plans**

Name of Action Plan:	
Goal: (What do you want to do?)	
Objectives: (How are you going to do it)	
Expected Outcomes: (What will be achieved?)	

Tasks	Timelines	Expected Outcomes	Lead and Partners	Resources and Funding Sources
(Item to help meet your goal and objectives)	(Immediate, short or long term, etc.)	(Result of pursuing this task)	(Who should be involved?)	(A list of resources you already have and things you need, like money, specify amounts if known)

Sources of Funding for Community Capacity Building Projects

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Community Participation and Leadership Funding	New Horizons for Seniors Program Government of Canada	New Horizons for Seniors Program Government of Canada PO Box 250 Fredericton, NB E3B 4Z6	One-time, start-up funding for projects that encourage seniors to play an important role in their communities.	Non-profit organizations, community-based coalitions, networks, or ad hoc committees; municipal governments; band/tribal councils and other Aboriginal Organizations	The maximum funding available for each project is \$25,000.		Nov. 14, 2008
Co-operative Development Initiative	Government of Canada	Contact the Co-operatives Secretariat by calling 1 888 781-2222 www.coop.gc.ca	To help people develop co-ops, and to research and test innovative ways of using the co-operative model.	The program is open to individuals, groups and communities who wish to study or demonstrate innovative uses of the co-op model.	CDI funds will help pay for the additional costs that a proponent will have to incur to successfully implement a project, including expenses such as office rental, labour costs, and materials and supplies.	Total federal government contributions (including CDI) cannot exceed 75% of project costs.	There is no specific deadline; however, proponents are advised to submit applications as soon as possible once they are complete.

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
EcoAction Community Funding Program	Environment Canada	EcoAction, Environment Canada 45 Alderney Drive, 16th Floor, Queen Square Dartmouth, NS B2Y 2N6 Phone: (902) 426-8521 Toll-free: (800) 663-5755 Fax: (902) 426-2062 E-mail: ecoaction.atl@ec.gc.ca	Provides financial support to community groups for projects that have measurable, positive impacts on the environment.	Non-profit, non-government groups. For projects that: 1) address Environment Canada's priority issues of climate change, clean air, clean water, and/or nature; 2) have positive, measurable impacts on the natural environment, and build the capacity of communities to take action on environmental issues.	Up to \$100,000	n/a	February 1st and October 1st
Labour Market Partnerships	Service Canada	1-800-O-Canada	Provides funding to assist employers, employee/employer associations, and municipalities to improve their capacity for dealing with human resource requirements and to implement labour force adjustments.	Not-for-profit organizations; Municipalities; and Public health and educational institutions.	n/a	n/a	Contact Service Canada

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Green Municipal Fund	Federation of Canadian Municipalities (FCM)	Centre for Sustainable Community Development Federation of Canadian Municipalities 24 Clarence Street, Ottawa, Ontario K1N 5P3 Tel.: 613-241-5221 Fax: 613-244-1515 Email: gmf@fcm.ca Website: www.sustainablecommunities.fcm.ca	GMF provides low-interest loans and grants, builds capacity, and shares knowledge to support municipal governments and their partners in developing communities that are more environmentally, socially and economically sustainable.	The applicant must be an incorporated Canadian municipal government organization or a public non-governmental organization/private-sector organization applying in partnership with a municipal government organization.	maximum funding amount of \$350,000	up to 50% of the total eligible costs of an approved feasibility study, field test, or sustainable community plan	FCM has temporarily suspended the intake of new applications for GMF study grants, this until January 2, 2008
Rural Partnership Development Program	Canadian Rural Partnership	New Brunswick Jean Lambert , A/Regional Advisor 1600 Main Street, Suite 210 Moncton, New Brunswick E1E 1G5 Tel.: 506-851-2859 Fax: 506-851-2984 E-Mail: lambertj@agr.gc.ca Website: http://www.rural.gc.ca/programs/part_e.phtml#apdl	Supports developing new partnerships aimed at increasing the accessibility of tools that enable rural communities/regions to engage in collaborative activities that enhance developmental capacity.	Non-profit organizations, associations, educational institutions, cooperative associations, non-governmental organizations (NGO's), and local, provincial, and territorial governments.	a maximum of \$60,000 for Partnership Development projects and a maximum of \$100,000 for Reinforcing Capacities and Building Knowledge projects	funding request is not to exceed one half of the total project cost	Nov. 30, 2008

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Municipal Rural Infrastructure Fund	Canada-New Brunswick Municipal Rural Infrastructure Fund Agreement (MRIF)	Canada-New Brunswick Municipal Rural Infrastructure Secretariat at mrif-fimr@gnb.ca; or by mail at Environment and Local Government, Province of New Brunswick, Marysville Place, P.O. Box 600, Fredericton (New Brunswick) E3B 5H1	a federal-provincial/territorial cost-shared program, which targets municipal and rural infrastructure that improves the quality of life and economic opportunities of communities	Local governments or their agents (including corporations wholly owned by the applicant); and Non-governmental organizations whose application is supported by a resolution from a local government.	The federal and provincial/territorial governments will usually each fund one-third of eligible costs; applicants will usually pay the remaining one-third of eligible costs.	75%	Project proposals will be accepted until all available funds are committed. Projects with a completion date beyond March 31, 2010 will not be considered for funding.

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Gas Tax Fund (GTF)	Department of Local Government	Luc Thériault, Project Executive Federal/Provincial/ Municipal Relations Department of Local Government PO Box 6000 Fredericton, NB E3B 5H1 Tel: (506) 444-4423 Fax: (506) 457-4933 Email: Luc.Theriault@gnb.ca	For environmentally sustainable municipal and unincorporated area infrastructure project categories include water, community energy systems, active transportation, and capacity building.	New Brunswick municipalities (cities, towns, villages) and rural communities (under specific conditions) are eligible to receive funding	View funding allocation chart: http://www.gnb.ca/0370/0361/0007/06-06-26-e.pdf	n/a	must submit a five-year Capital Investment Plan no later than March 31, 2009
Family and Youth Capital Assistance Program	Regional Development Corporation-Government of NB	Family and Youth Capital Assistance Program Regional Development Corporation 836 Churchill Row P. O. Box 428 Fredericton NB E3B 5R4 Telephone: (506) 453-2277 Fax: (506) 453-7988 Web site: http://www.gnb.ca/0096/Youth-e.asp	For eligible capital costs of projects in support of youth and family related activities, that, without such support, would otherwise not proceed.	Non-profit organizations, local service districts and/or municipalities engaged in youth and family related projects such as playgrounds, sports/recreational facilities, community centres and community equipment.	Playground type projects will be eligible for a maximum of \$15,000. All other project types will be eligible for a maximum of \$50,000.	Playground type projects will be eligible for 100% of the total approved material costs and all other project types will be eligible for 50% of the total approved project costs	n/a

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Environmental Trust Fund	Government of New Brunswick	Environmental Trust Fund Department of Environment P.O. Box 6000 Fredericton, NB E3B 5H1 Telephone: (506) 444-2654 Fax: (506) 444-2734 E-mail: ETF-FFE@gnb.ca	Assistance for action-oriented projects with tangible, measurable results, aimed at protecting, preserving and enhancing the Province's natural environment. Categories of projects are protection, restoration, sustainable development, conservation, education, and beautification.	Community groups, NB municipalities, non-profit NB organizations, and institutions furthering sustainable development may apply to the Environmental Trust Fund.	The Fund will not provide financial assistance for any direct or indirect costs associated with the acquisition of land for which the primary purpose is economic development, for environmental impact assessments or for municipal infrastructure.	n/a	Awards are for expenses incurred within the fiscal year in which they are announced (April 1, 2008 to March 31, 2009).

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Multiculturalism Program	Canadian Heritage	Multiculturalism, Regional Office 1045 Main Street 3rd Floor, Unit 106 Moncton NB E1C 1H1 Tel: (506) 851-7066 Fax: (506) 851-7079 E-Mail: pch-atlan@pch.gc.ca	To respond to Canada's changing diversity and to address emerging issues in our pluralistic society. Pays particular attention to: Supporting the integration of new Canadians and cultural communities, facilitating programs such as mentorship, volunteerism, leadership, and civic education among at-risk cultural youth, and promoting inter-cultural understanding and Canadian values through community initiatives, with the objective of addressing issues of cultural social exclusion and radicalization.	The Program accepts funding applications for not-for-profit projects from: Canadian not-for-profit organizations or associations; non-federal Canadian public or public-interest institutions such as the media, boards of education, schools, colleges and universities, chambers of commerce, law enforcement and police agencies, hospitals, and other health care institutions; regional and municipal governments and their agencies; First Nations and Inuit governments, band councils and organizations; and Canadian citizens and permanent residents.	n/a	n/a	There are no preset deadlines for applications for projects.

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Cultural Spaces Canada	Government of Canada	1045 Main Street, Unit 106, 3rd Floor Moncton, New Brunswick E1C 1H1 Tel.: (506) 851-3064 Fax: (506) 851-7079 Email: jean-claude_leblanc@pch.gc.ca http://www.pch.gc.ca/progs/ecc-csp/index_e.cfm	Supports the improvement, renovation and construction of arts and heritage facilities, and the acquisition of specialized equipment as well as conducting feasibility studies.	Non-profit arts and heritage organizations incorporated under Part II of the Canada Corporations Act or under corresponding provincial or territorial legislation. Provincial/territorial governments, municipal or regional governments, and their agencies, as well as First Nations and Inuit equivalent governments, are also eligible. Federal organizations and Federal crown corporations are not eligible for funding.		The program offers support of up to 33% of eligible project costs for expansion/construction or renovation, and up to 40% of eligible project costs for specialized equipment purchases or feasibility studies.	Projects submitted to the Department must be entirely completed before March 31, 2010.

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
The Tecolote Foundation	Environment Canada	Ann-Marie Toccacelli, Secretary The Tecolote Foundation 215 Ranleigh Avenue Toronto, ON M4N 1X3 Phone: (416) 322-6328 Fax: (416) 489-5807 E-mail: atoccacelli@home.com	The Foundation's stated purpose is charitable giving. Interests include arts and culture, hospitals, nursing homes, senior citizens, health, pediatrics, palliative care, sciences, the environment, oceanography, universities, historic preservation, heritage conservation, education, education research, and literacy.	Non-profit, community organizations in New-Brunswick, Ontario and Quebec.	\$1,000 to \$200,000		June 1

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Conserving Canada's Forests Program	The Ivey Foundation	Please submit all letter of inquiry to: Bruce Lourie President Ivey Foundation 11 Church Street, Suite 400 Toronto ON M5E 1W1 Phone: (416) 867-9229 Fax: (416) 601-1689 E-mail: info@ivey.org Web site: http://www.ivey.org/programs/ccforests.html	The primary goals of the Foundation's Conserving Canada's Forests program are twofold: Increasing the amount of protected forest ecosystem in Canada and expanding the adoption of sustainable forest practices in Canada.	Grants may not be made to individuals because of government regulations, nor may they be made to organizations that do not possess a registered charity status.	\$100,000 +	Grants will generally not exceed \$500,000 nor be less than \$5,000. The Ivey Foundation typically provides support to national or provincial charitable environmental organizations with a demonstrated capacity and capability to effect change. Funding may be for a period of up to three years.	The first written submission that the Foundation receives will be treated as an inquiry regardless of its length and the detail supplied. The Foundation will consider only those proposals that have been requested in response to the pre-proposal or inquiry letter.

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
MEC Community Contributions	Mountain Equipment Co-op	<u>Online</u> application to request product donations or grants through our Community Contributions program.	To support wilderness conservation and sustainable recreational land use.	The project has been initiated by or is undertaken in collaboration with an environmental and/or recreation community organization, has grassroots support, and project goals are attainable within a one-year grant term. A strong plan must be in place to influence land-use decisions and outcomes.	\$5,000 to \$20,000	n/a	Will respond to applications within ten weeks of the September 10th and March 10th deadlines.

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Peer Reviewed Research Studies Program (PRRS)	Infrastructure Canada	Research and Analysis Division Infrastructure Canada 90 Sparks Street, 6th Floor Ottawa, Ontario Canada K1P 5B4 Phone: (613) 948-1148 Email: research-recherche@infrastructure.gc.ca Website: http://www.infrastructure.gc.ca/research-recherche/fun-fin/prrs-rep/index_e.shtml	The program provides contributions-based funding for policy relevant research studies on public infrastructure and communities issues in Canada.	Not-for-profit organizations; Provincial, territorial, municipal and local governments, and public agencies; Individuals from Canada or other countries, such as researchers and students (undergraduate, graduate or post-graduate (doctoral)); and International organizations.	Up to a maximum of \$250,000 per project.	While Infrastructure Canada can make contributions of up to 100% of the eligible costs of research activities, other sources of funding are strongly encouraged and each proposal is evaluated in part on the degree to which it involves multiple participants and/or funders. Funding may be provided for research to be undertaken over a period of up to three years.	Calls for proposal are issued once a year.

Name of Fund	Organization	Contact Details	Summary of the Program	Eligibility Criteria	Amount of Funding	% of Total Project Budget	Deadline to Apply
Population Health Fund (PHF)	Public Health Agency of Canada	Public Health Agency of Canada, Atlantic Regional Office Suite 1525, 15th Floor, Maritime Centre 1505 Barrington Street Halifax, NS B3J 3Y6 Tel: (902) 426-2700/Fax: (902) 426-9689 Email: atlantic-atlantique@phac-aspc.gc.ca	To increase community capacity for action on or across the determinants of health such as income, social and physical environments, employment, personal health practices, education, human biology, early childhood development, gender, culture, and health services. The PHF has been supporting action on and across the determinants of health in the following areas: community-based model development; knowledge development for program and policy; and partnership and inter-sectoral development.	Non profit organizations and educational institutions.	\$20,000 to \$40,000 annually.	n/a	The Public Health Agency of Canada, Atlantic Region, periodically conducts solicitations for projects funded through this program. If you would like to be notified of upcoming calls for project proposals, contact PHAC directly.

Evaluation of Community Capacity Building

What did you like best about the process of building capacity in your community?

What did you like least about the process of building capacity in your community?

How helpful was the PLANT Project in helping your community to build some new capacities?

What capacities, if any, were built over the course of the winter?

If new capacities were built, how did your community use them? What was the outcome?

If new capacities were not able to be realized or used during the course of the project, why do you think that is?

What are the next steps for your community?

Appendix B – Community Action Plans

Petitcodiac Community Action Plan

Geographic Location

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Create a package about the community and area which would be widely circulated; include printed materials, comprehensive website; community slogan (ex. “Where the River Begins”)	Short- to long-term	Attraction of newcomers; tourist attraction; business attraction	Village Council	Steering Committee; businesses; schools; service organizations; churches; local artists
Explore needs of potential and developing business sectors to build on strategic location	Mid- to long-term	Attraction of newcomers; increased population; potential for new and varied businesses	Steering Committee	Enterprise Fundy; Potash Co.; Enterprise Greater Moncton; businesses
Create interactive maps of the area so that it would be easier for potential businesses or newcomers to see what the area has to offer	Ongoing	Involvement of larger community as participants in the project, which would encourage pride of place and opportunity to see the area and its possibilities	Steering Committee; Village Council	Businesses; schools, NB Rural Planning District
Look at similar communities (size, business sectors, etc.) to see how they have become successful	Ongoing	Best practice examples and case studies of other communities which have overcome adversity boost morale and encourage positive thinking and potential, leading to pride of place	Steering Committee	Businesses, Researcher(s)
Establish an Industrial Park	Mid- to long-term	Central location for business and an opportunity to capitalize on sectors which may serve eastern and western points	Village Council; Steering Committee	Businesses, Provincial Govt., Planning Commission
Establish more accommodations for	Mid- to long-term	Visitors will remain in the area longer and	Village Council	Businesses; Steering Committee; Tourism

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
tourists, both motel type and campgrounds		return again; encourages campers to become “seasonal”		Association; service organizations

Community Development

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Set up a “Shop local” campaign	Short- to long-term	Business is rejuvenated and sustainable in the community; downtown becomes more vibrant	Village Council	Businesses; Steering Committee; service organizations
Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify gaps in the community	Short-term and ongoing	Community builds capacity to address issues immediately or plan for needs which will support growth and sustainability	Steering Committee; RSTP	Village Council; service organizations; youth; businesses etc.
Conduct a skills assessment in the area to identify labour force and future needs	Short- to mid-term and ongoing	Community, businesses and schools learn what skills exist in the current labour force and what skills will be needed for future sustainability and can plan accordingly	Steering Committee; businesses; RSTP	Schools, Village Council, Enterprise Fundy, PETL
Encourage local shops to continue to offer quality goods and services and to build relationships	Ongoing	Belief in local businesses; continued and renewed support for them	Steering Committee; Village Council	Enterprise Fundy, service organizations
Ensure the community is welcoming	Ongoing	Community awareness and acceptance of newcomers and visitors; a welcoming community recognizes the importance of newcomers and visitors to the community	Steering Committee; Village Council	Businesses, service organizations, youth, churches
Plan for a sustainable future	Ongoing	Community members are included in decisions and events; all ages are cared for in an appropriate manner; services according to the needs of citizens are available; community is strong	Steering Committee	Village Council; businesses; churches; healthcare organizations; schools

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
		economically, environmentally, and socially		
Expand Medical Centre facility	Mid- to long-term	More physical space and services to meet the needs of the area's population and serve as a positive draw for newcomers and/or youth	Village Council	Regional Health Authority; Steering Committee; local healthcare providers; service organizations

Economic Development

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Explore setting up a bus service from Petitcodiac to Moncton	Mid- to long-term	A regular daily bus service to Moncton and return would make it possible for people who live in Petitcodiac but work in Moncton to remain in Petitcodiac; may attract newcomers; may attract people who wish to move away from Moncton	Village Council; Steering Committee	Businesses; service organizations; citizens
Set up business training sessions which would include (but not be limited to): Accounting; Customer Service; Training Employees; Writing a Business Plan; Marketing/Advertising; Succession Planning; Leadership Abilities	Ongoing	More varied types of business as well as retention of existing businesses that provide value to the community; more people shopping local and supporting local businesses	Enterprise Fundy	Village Council; Local Service District Reps; businesses; potential entrepreneurs
Encourage new business start-ups	Ongoing	Revitalized downtown and business sector; opportunities for spin-offs, retention of youth, and attraction of newcomers	Steering Committee, Village Council	Enterprise Fundy

Perth-Andover Community Action Plan

Business Development

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Work toward training more skilled tradespeople for local businesses	Short- to long-term	Re-training of workers who may have become unemployed; retention of population	Steering Committee, CAO, Business Forum	Local business and tradespeople, NB Dept of PETL, NBCC, Enterprise Grand Falls Region
Provide more information in the high school about alternatives to university to encourage young people to enroll in trades; relate it to what the local businesses are and what kinds of people skills they will need in the future; work with schools/colleges to place students on work periods with local businesses; work with Dept. of PETL and NBCC to establish trades programs in school	Short- to long-term	Young people remain in the area to work, thus keeping businesses and services thriving and population growing	Steering Committee, CAO, Village Council, Business Forum	SVHS, local business and tradespeople, NB Dept of PETL, NBCC
Provide business training sessions which would include (but not be limited to): Accounting/Bookkeeping; Customer Service; Training Employees; Writing a Business Plan; Marketing/Advertising; Succession Planning; Leadership Abilities; Taxation Issues; Business Security	Ongoing	Small business start-ups; greater efficiency in established businesses; prevention of businesses closing; young people interested in getting into business	Steering Committee, CAO, Village Council, Business Forum	Enterprise Grand Falls Region, Revenue Canada, CBDC, banks
Hold an annual dinner/meeting at which all local businesses are invited to network, share experiences, and learn about new initiatives, funding etc.	Annually	Strong Chamber of Commerce which encourages new business and supports those already established	Village Council, CAO, Steering Committee, Business Forum	Businesses

Youth Investment

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Work toward ways to get young people involved in community activities outside of sports and school	Ongoing	Young people bring new energy, ideas, and leadership to the community and have many ideas which can help revitalize a community. Young people with a voice in the community will be more likely to stay.	Village Council, Steering Committee, Rec Council	Youth, Service organizations, Chamber of Commerce, schools, churches
Create a Youth Town Council	Ongoing	Increased involvement of youth in communities with potential for developing entrepreneurship and planning for the future	Village Council	Youth, Chamber of Commerce, schools, Rec Council
Set up leadership training program for youth	Ongoing	More active and involved young people will keep the community vibrant and safe.	Steering Committee, Village Council	Youth, schools, Enterprise Grand Falls Region
Work with 18 – 30 age group to determine their needs	Ongoing	Retention of this age group; potential establishment of homes and families	CAO	VAS Call Centre
Encourage young people in the community to join committees	Ongoing	Involved young people bring new ideas to community	Village Council	SVHS, Call Centre

Services for Seniors

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Provide appropriate and affordable housing for seniors	Ongoing	Safe and accessible housing for seniors to remain in their community	Steering Committee	Village Council, local landlords, property owners, businesses, NB Housing, Planning Commission, Perth-Andover Non-Profit Housing, Keenagers
Ensure seniors have reasonable access to a local hospital, other healthcare providers,	Ongoing	A community that is multi-generational with available healthcare and other services for	Village Council, Steering Committee	Hospital, other healthcare providers, seniors group(s), service organizations

shopping, and services required		seniors; services will also attract newcomers and young people.		
Hold an open forum for local seniors to determine their needs	Annually	Seniors are appreciated and become more active in the community; can provide valuable skills to projects etc.	Village Council, CAO	Keenagers, service organizations etc.

Plaster Rock Community Action Plan

Business and Product Development

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify gaps in the community in terms of processes, skills, etc.	Short-term	Community and businesses builds capacity to address issues immediately or plan for needs which will support growth and sustainability	Steering Committee; RSTP	Village Council; Enterprise Grand Falls Region; service organizations; youth; businesses etc.
Acquire market research information and access to potential capitol and investors	Ongoing	Knowledge of products best suited to the local economy, that would create and sustain employment and stimulate export; identify best products to manufacture in the area; creation of a Workers Investment Group	Steering Committee and local business owners	Banks; Business N.B.; Enterprise Grand Falls Region; local investors; federal and private sector investment/export agencies
Prepare business plans for identified value-added manufacturing products	Short- to mid-term	Creation of a base upon which to build and sustain business; opportunities for new and young entrepreneurs to establish a business; potential to keep young people in the area or attract others	Businesses; Enterprise Grand Falls Region	Steering Committee; banks; CBDC; BNB; ACOA; other investors
Explore the possibility of manufacturing value-added products, taking advantage of natural resources and	Short- to long-term	Establishment of a plant to produce value-added products and/or expansion of	Steering Committee; local businesses	Enterprise Grand Falls Region; local businesses; local entrepreneurs;

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
proximity to markets, and for better utilization of natural resources		lines at existing facilities to create more employment and become more viable and competitive		committee
Deliver an economic development program for entrepreneurs which would include (but not be limited to): Accounting; Customer Service; Training Employees; Marketing/Advertising; Writing a Business Plan; Succession Planning;	Ongoing	More varied types of businesses as well as continuation of existing businesses that provide value to the community; more people shopping local and supporting local businesses	Enterprise Grand Falls Region	Village Council; Local Service District Reps.; businesses; potential entrepreneurs
Establish capital investment to start a mining operation	Short- to long-term	Attraction of new people to the area; a broader base to draw from for potential repopulation; opportunities for local employers to attract qualified workers		
Explore the possibility of a co-generation plant	Mid- to long-term	More cost-effective and sustainable use of energy		Include existing forestry companies

Community Marketing

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Create a package about the community and area which would be widely circulated	Short- to long-term	Attraction of newcomers; tourist attraction; business attraction	Village Council; Steering Committee	Local artists/graphic artists; businesses
Celebrate Local Champions	Ongoing	Recognition of volunteers and others who are active in supporting the area and who act as “ambassadors” outside of the area	Village Council; Steering Committee	Service organizations; schools; Recreation Dept.
Ensure the community is welcoming	Ongoing	Community awareness and acceptance of newcomers and visitors;	Steering Committee; Village Council	Service organizations; businesses; youth

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
		a welcoming community recognizes the importance of newcomers and visitors to the community		
Create interactive maps of the area so that it would be easier for potential businesses or newcomers to see what the area has to offer	Ongoing	Involvement of larger community as participants in the project, which would encourage pride of place and opportunity to see the area and its possibilities	Steering Committee; Village Council	Businesses; schools; NB Rural Planning District; contact at Harvey High School
Work with the media	Ongoing	Articles of community awareness and benefits help to market the area locally as well as abroad	Steering Committee; Village Council	Businesses; schools; service organizations

Riverfront Development

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Meet with stakeholders who own property along the Tobique River	Short-term	Establishment of a working relationship between community members, businesses, govt. depts.. etc.	Village CEO	Private landowners; Steering Committee; Fraser; Acadian Timber; various provincial govt. depts.; NBPower etc.
Establish access points along the Tobique River	Short- to long-term	Expansion of tourism sector in the area; attraction of those who enjoy boating, fishing, and other water sports; location for festivals etc.	Village Council; Fraser	Steering Committee; service organizations; youth; NBPower; Provincial Depts.; Acadian Timber
Create areas along the Tobique River where local area activities can be held	Short- to long-term	Building on already established Tourism centre and Tobique Plex, an area which recognizes the importance of local citizens' contributions to the area's economic and social growth over time; an area in which to hold local festivals, picnics, and recreation activities	Village Council	Steering Committee; youth; Tobique First Nation; Fraser; other businesses; service organizations; NBPower; Provincial Depts.; Acadian Timber

Action	Timelines	Expected Outcomes	Lead	Potential Partners/Funding Resources
Create a space for camping	Mid- to long-term	Encouragement for campers to stay in the community (some may become “seasonal”); marketing opportunity for the community as visitors enjoy the area and take information with them	Private sector and/or Village Council and/or co-operative venture	Businesses; service organizations; NBPower; Provincial Depts.; Acadian Timber