



STRATEGIC PLAN

HAWKESBURY | HORIZON 2030

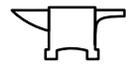
STRATEGIC PLAN

HAWKESBURY | HORIZON 2030

December 2013



Town of Hawkesbury



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Note : The English version of the strategic plan *Hawkesbury Horizon 2030* was translated by the Town of Hawkesbury from the original French version submitted by L'Enclume and Novation.

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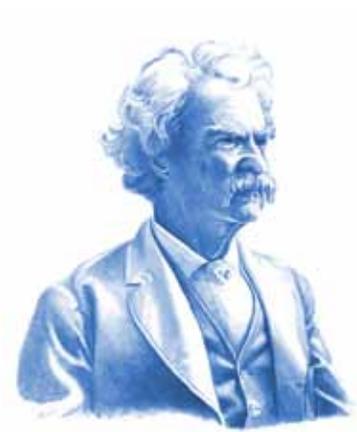
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Mark Twain

*"THEY DID NOT KNOW IT WAS IMPOSSIBLE
SO THEY DID IT."*

EXECUTIVE SUMMARY



The Town of Hawkesbury’s Strategic Plan will serve as a guide for the municipality’s development over the next 15 years. The plan offers a vision for urban planning and development that is based on multiple factors such as a social, economic and territorial diagnostic, and the consideration of emerging structural trends regarding demographics, sustainable development, lifestyle, training and employment.

The vision for the sustainable development of the Town is reflected across five recurring themes extrapolated from the initial session:

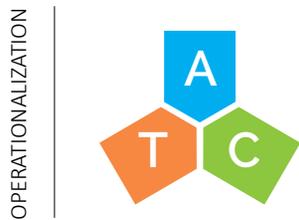
- ▶ Turned the tide on youth migration
- ▶ Welcomes newcomers looking for an inclusive and engaging living environment
- ▶ Provides a setting for urban developments adapted to new lifestyles.
- ▶ Values the quality of the environment and landscape aesthetics.
- ▶ Encourages economic growth based on industrial and social expertise.



In order to implement this vision, five focus areas have been developed that are directly related to these major themes:



- ▶ Youth and intergenerational solidarity
- ▶ Community life and civic engagement
- ▶ The sustainable town and urban revitalization
- ▶ The environment and landscape
- ▶ Niche areas of excellence



Each of these points is accompanied by a series of goals and recommendations on prioritizing in order to achieve these goals.

Due to the critical importance of ownership for the strategic plan, a three step process has been defined to facilitate its implementation.

Finally, the plan outlines a series of prospective pilot projects that were brought forward by the March 2013 seminar participants.

AN INTEGRATED
APPROACH FOR
A CONCERTED
STRATEGIC PLAN

THE COURSE
AHEAD

THE BENCHMARK

ENSURING
PROPER
ORIENTATION

HIERARCHY
FOR MUNICIPAL
DOCUMENTATION

APPROACH AND OBJECTIVES OF THE CONCERTED STRATEGIC PLAN



AN INTEGRATED APPROACH FOR A CONCERTED STRATEGIC PLAN

The strategic plan is the result of a **forward-looking** approach to urban planning and sustainable development for the Town of Hawkesbury. This process was initiated at the beginning of 2012 in conjunction with a group of stakeholders from university, college, private and public settings. The primary goal was to develop a conclusive and inclusive land-based evaluation. The first-stage report provides a summary of the work done by this team of experts as well as that resulting from the workshops conducted with citizens. This joint and participatory evaluation is accompanied by two development scenarios on which the steering committee pronounced itself. The transformation scenario "Hawkesbury's Pillars: the future supported by the tradition", which is based on the community's history and strengths, was endorsed by the committee.

The second stage of the process consisted of a seminar for citizens who participated in the diagnostic workshops. During this seminar, conducted over a two day period, participants were asked to vote on major structural **trends** that may impact the Town's development. Aware of the challenges on the horizon, citizens were then asked to bring forward concrete projects that would trigger the Town's transformation. In a third step, the seminar concluded with a workshop on **empowerment** and the means to carry out these projects. This forward-looking approach, conducted in conjunction with the population, has resulted in a strategic plan that identifies the main focus areas of development to reposition Hawkesbury as a vibrant and attractive town for present and future.

+ **FORWARD LOOKING**

Approach using forecasts and scenarios that were developed to prepare and anticipate future advancement.

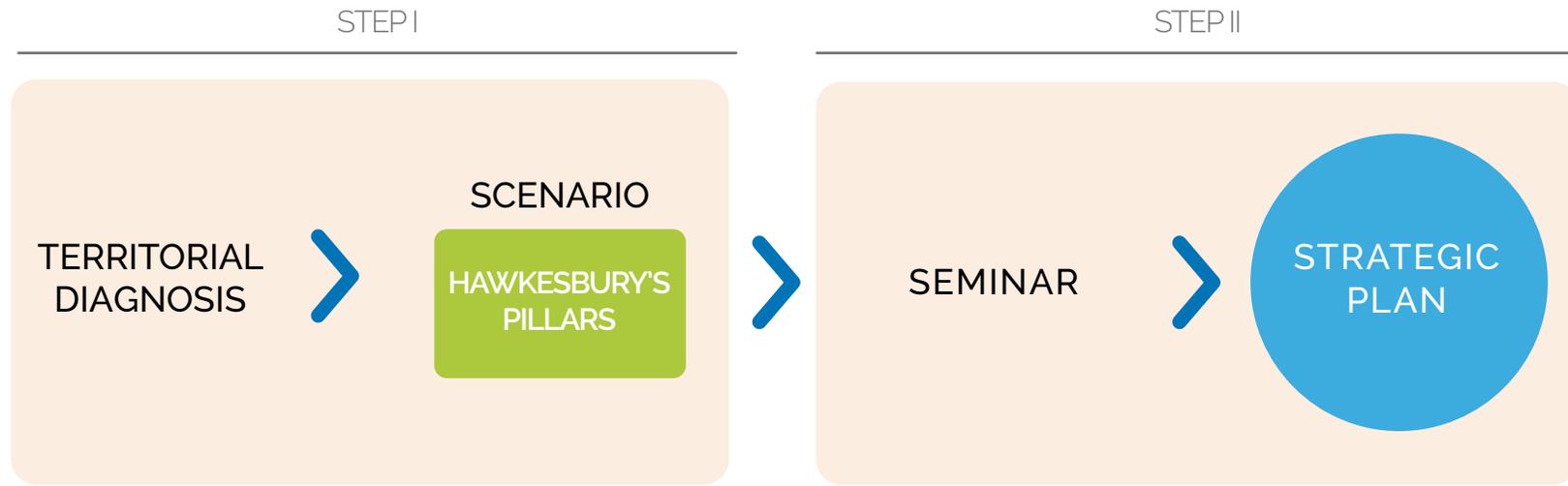
+ **TREND**

Socio-economic changes that affect the long-term policy choices and development of an area.

+ **EMPOWERMENT**

Process undertaken by a group of people in order to become autonomous and improve its capacity for action.

THE COURSE AHEAD



The strategic plan equates to a [planning¹](#) tool and a continuous process used by communities to guide their [planning²](#) and [development](#) vision. It is a cornerstone document on which to build from for other planning tools, [municipal policies](#) and regulatory decision making.

Development priorities and objectives included in the strategic plan serve as a guide for local authorities in the decision-making process surrounding the projects within the Town's boundaries.

+ [PLANNING¹](#)

Forecasting and supervision of territory, economic and social development by the municipal government.

+ [PLANNING²](#)

Organization and concerted transformation of a geographical area for the benefit of the group that occupies it.

+ [DEVELOPMENT](#)

Evolution and progression for the improvement of conditions and quality of life of a population.

+ [MUNICIPAL POLICIES](#)

All legal and regulatory measures that apply to the territory in a municipality. It allows the municipality to exercise legislative power.



THE BENCHMARK

The **strategic** plan for the Town of Hawkesbury is the result of a collaborative process supported by different agencies in the community. Citizens, businesses, community organizations, elected municipal officials and various individuals were involved in defining its content. The strength of such a document is based on work carried out in **consultation** and through a consensus around the development vision it offers. This strategic plan is a common reference point for the entire population.



ENSURING PROPER ORIENTATION

The content of the strategic plan is intended to be prescriptive without being restrictive. The **objective** put forward in this planning exercise is to provide the Town with a common vision of development and planning while setting broad policies and objectives for the coming years. Therefore its content serves as a compass to citizens, administrators and elected officials to ensure that it keeps moving in the right direction. It is a tool on which planning and development decisions are based and acts as a guide and support for the implementation of various projects.

+ **STRATEGIC**

Ability to plan, direct and coordinate actions to achieve one or more objectives.

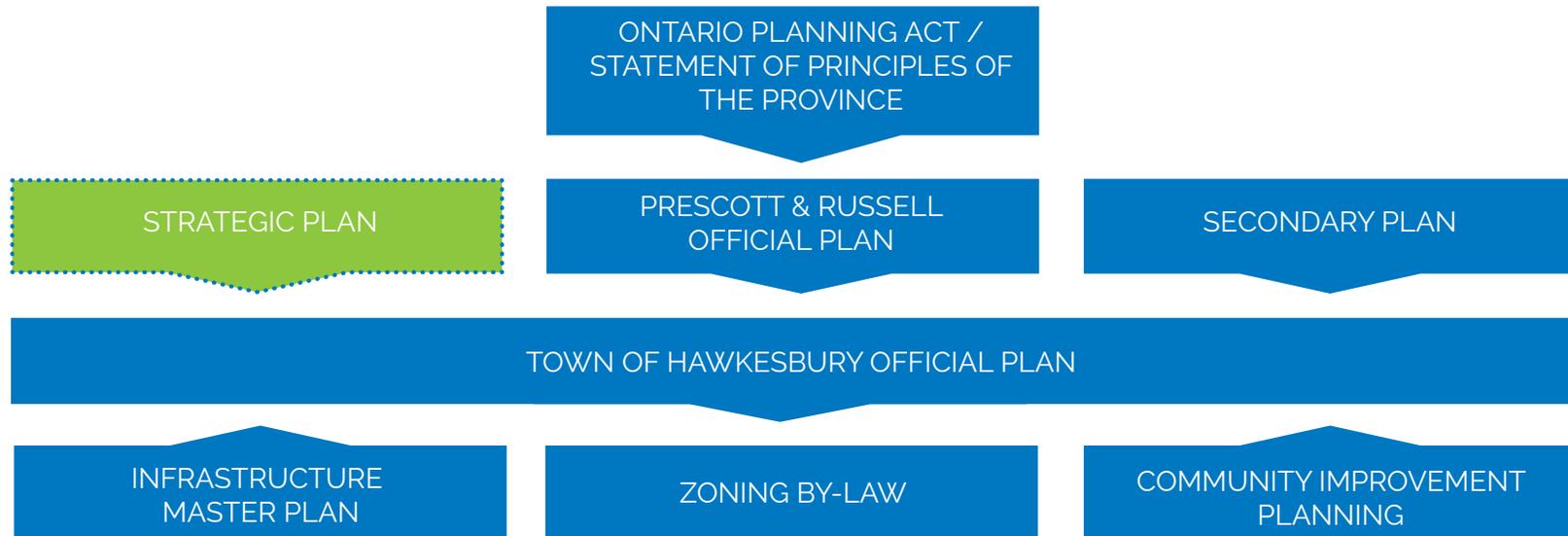
+ **CONSULTATION**

Action that precedes a decision of a stakeholder consultation. It involves the exchange of opinions and explanation of each other's views.

+ **OBJECTIVE**

Purpose towards which an individual or group strives and which is implemented through a process/project.

HIERARCHY OF MUNICIPAL DOCUMENTS



This diagram demonstrates the connections between the different documents and their influence on the development and planning for the Town of Hawkesbury.

HAWKESBURY TODAY: PORTRAIT AND DIAGNOSIS



Maine Street, Hawkesbury, circa 1945, Collection Jason Reasbeck, Hawkesbury public library

HISTORY

Located along one of the oldest trade routes in North America, the territory of the Town of Hawkesbury has long been a strategic location. It was formerly occupied by native groups for whom the Ottawa River was an important link between the Great Lakes and the northeastern portion of the continent.

With the arrival of Europeans, the islands in front of Hawkesbury were certainly deemed strategic emplacement for camps on the fur trade route. The birth of the Town occurred in the early 19th century. It was at this time that the first logging mills were established in Hawkesbury, an event that deeply marked the industrial use of the site and islands.

Even though Hawkesbury was recognized as an industrial and commercial centre, it first-handedly felt the repercussions of the 1873 – 1878 economic crisis. Logging activities were gradually replaced by the pulp and paper industry during that time.

At the turn of the 20th century, small industries were replaced by large players that increasingly dominated the labour market. The economic impact of the Great Depression in the 1930s was lessened by the construction of Pearly bridge that served as connector between Hawkesbury to the village of Grenville. This new strategic relationship between the two provinces begat an economic vitality which led to the Town's recognition a true regional centre for trade and services.

The mid-20th century was marked by the construction of the Carillon dam and expropriation of an entire sector on the Chenail Island. Despite protests, the residents had no choice but to leave their land. At this point, the Town begins its southern expansion that includes new residential areas and an industrial park.

The last thirty years have inflicted a heavy blow to the local and regional economy. Hawkesbury witnessed the closure of several large companies including the Canadian International Paper (CIP) in 1983 and Amoco, in the early 2000s. These closures were a setback not only to the local economy but also to the Town's collective identity.

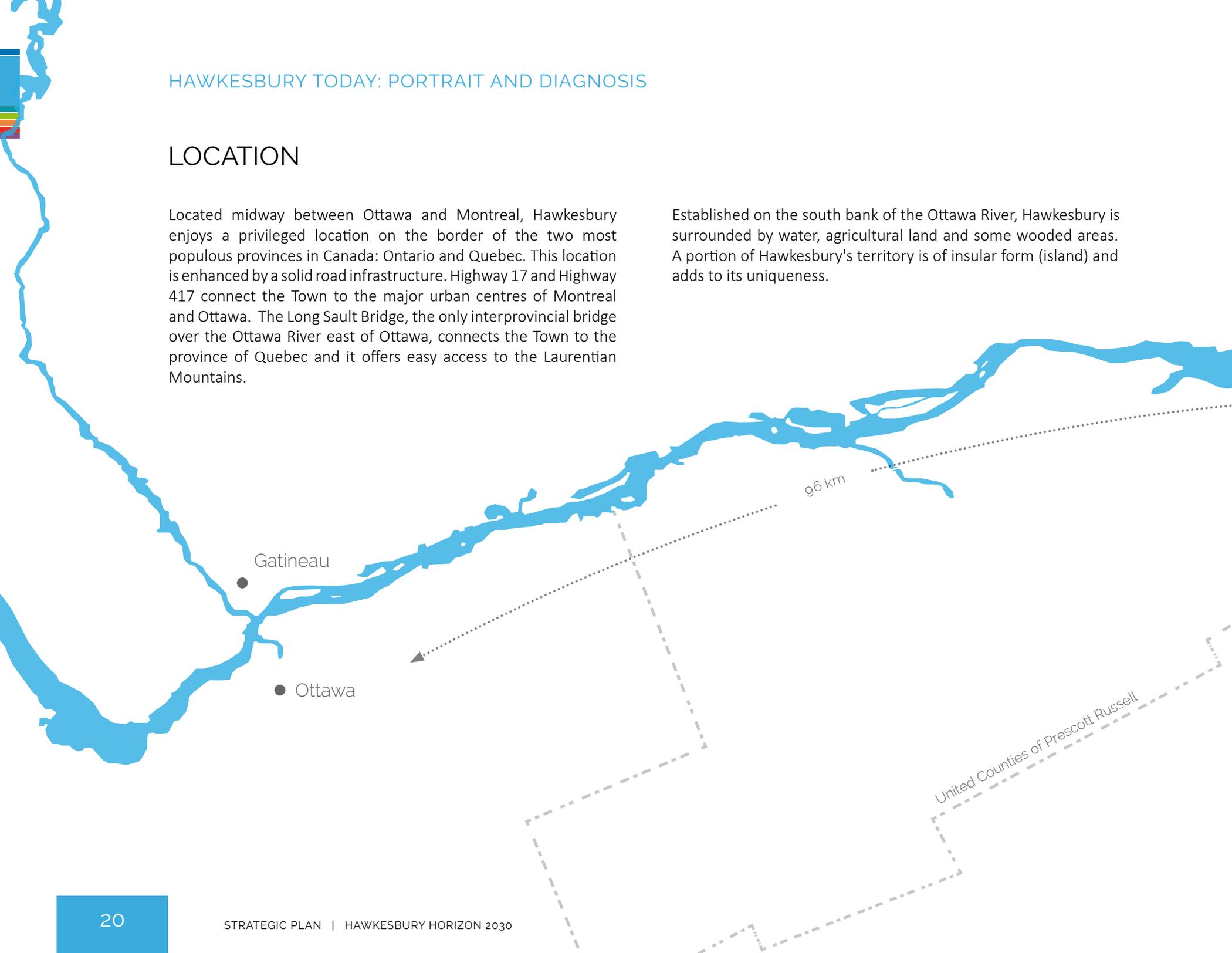
As a result, a greater economic diversification in the businesses operating in the industrial and services sector can be noted today.

Just like that of many first generation industrial towns, Hawkesbury's history is punctuated by important events that had major impacts on local social and economic development scene. Nevertheless, the Town and its residents have demonstrated the ability to adapt. It is in this context of tradition and resilience to cope with change that this strategic planning exercise was conducted with the citizens of the Town of Hawkesbury.

LOCATION

Located midway between Ottawa and Montreal, Hawkesbury enjoys a privileged location on the border of the two most populous provinces in Canada: Ontario and Quebec. This location is enhanced by a solid road infrastructure. Highway 17 and Highway 417 connect the Town to the major urban centres of Montreal and Ottawa. The Long Sault Bridge, the only interprovincial bridge over the Ottawa River east of Ottawa, connects the Town to the province of Quebec and it offers easy access to the Laurentian Mountains.

Established on the south bank of the Ottawa River, Hawkesbury is surrounded by water, agricultural land and some wooded areas. A portion of Hawkesbury's territory is of insular form (island) and adds to its uniqueness.

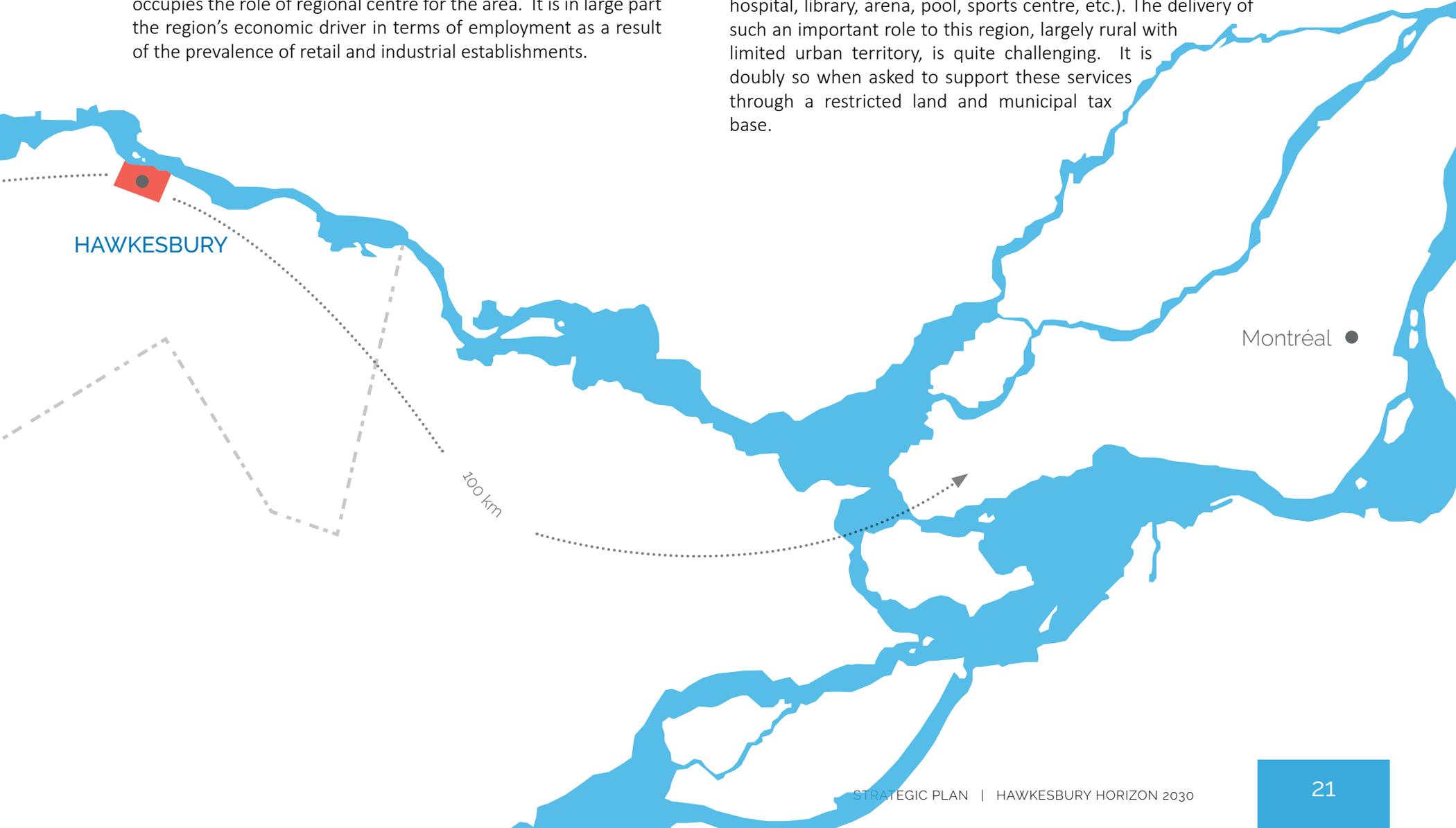




REGIONAL CONTEXT

The Town of Hawkesbury is part of the United Counties of Prescott Russell and is located in the eastern portion of Ontario. As such, it occupies the role of regional centre for the area. It is in large part the region’s economic driver in terms of employment as a result of the prevalence of retail and industrial establishments.

In addition, Hawkesbury offers a large number of support services at the regional level through social and public infrastructures (i.e., hospital, library, arena, pool, sports centre, etc.). The delivery of such an important role to this region, largely rural with limited urban territory, is quite challenging. It is doubly so when asked to support these services through a restricted land and municipal tax base.



TERRITORY

With an area of 9.46 km² and a population of 10,551 inhabitants, the Town of Hawkesbury compares to other regional centres in Eastern Ontario such as Brockville, Cornwall and Pembroke. The Town is recognized as a regional centre in the United Counties of Prescott and Russell (UCPR) due to its more urban character and its [population density](#) that reaches 1115.6 per km², in comparison to that of the United Counties at 42.6 per km². Hawkesbury also registers a higher population density when compared to equivalent regional centres.

Although Hawkesbury has a fairly substantial population density, in-depth study of land use reveals that over 20% of the territory is unoccupied. This section, contains amongst others unoccupied buildings and brownfields and offers the potential for development and densification of the Town's territory without necessitating the expansion of its [settlement area](#), thus limiting urban [sprawl](#).

Despite a decline in activity since the 1980s, industry still occupies 16% of the Town's territory. The public spaces and buildings, interwoven communicating areas and parks account for a quarter of the Town's area, which again offers interesting avenues for the Town.

+ POPULATION DENSITY

A measure of the number of inhabitants per square kilometer (km²). It is an indicator in development and land management used to assess resource requirements, operating costs and the environmental impact exercised by the inhabitants of a given area.

+ SETTLEMENT AREA

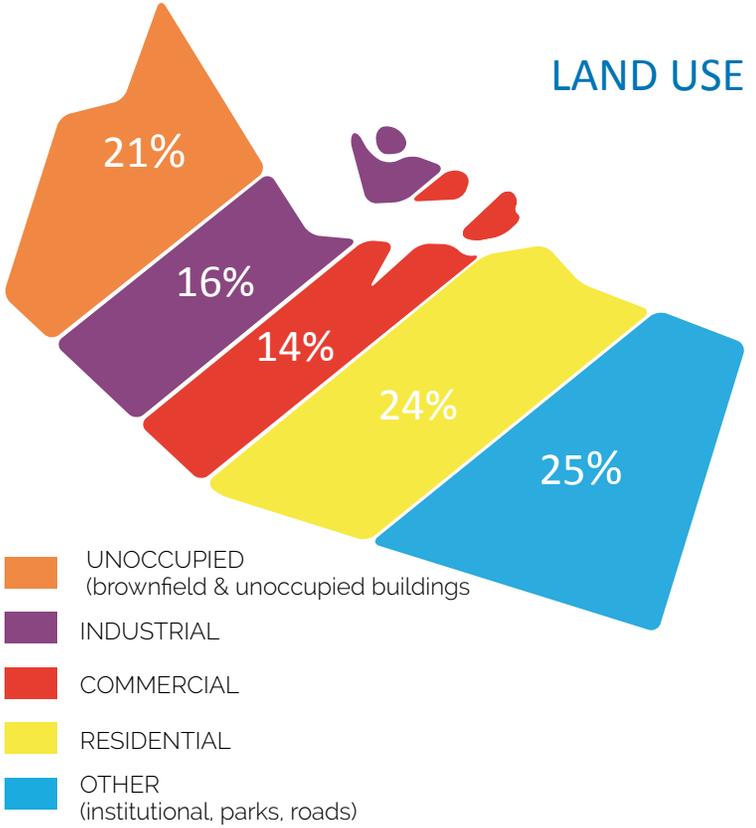
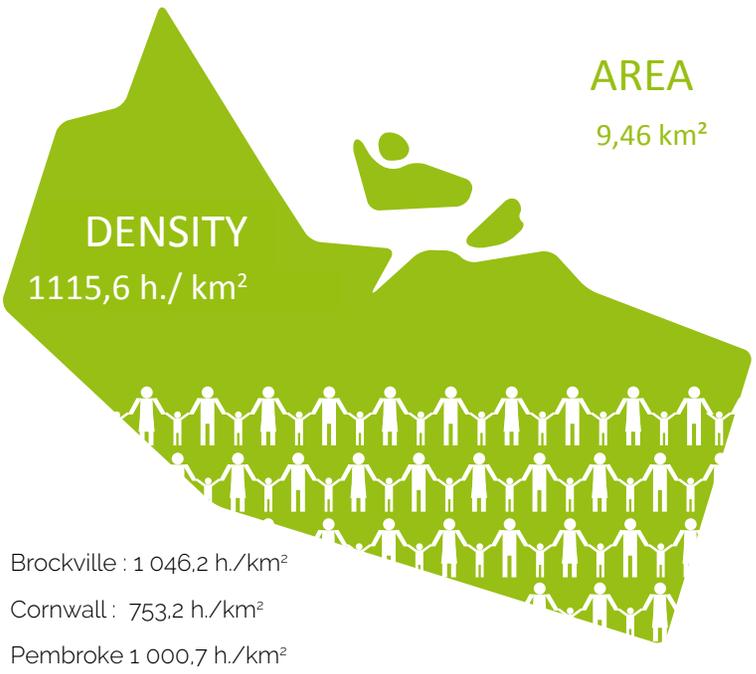
Territory within which the future expansion of the urban habitat is planned. More than a simple demarcation between rural and urban areas, the settlement area frames density, growth and diversity of urban functions.

+ SPRAWL

Phenomenon of urban development on the outskirts of major cities. This development is low density and consumes considerable areas of territory. Urban sprawl can lead to a dependence on the automobile and causes impact on the environment and health.



TERRITORY



POPULATION

With a population of over 10,500 inhabitants, the Town of Hawkesbury is the major regional centre in the United Counties of Prescott and Russell. Like several other municipalities in Eastern Ontario, Hawkesbury experienced a population decline between 2006 and 2011. This decrease is higher not only to comparable cities, but also to what is observed in the United Counties (6.5%) and to the provincial average (5.7%).

Culturally and linguistically, Hawkesbury stands out from the rest of the province due to its large portion of Francophone inhabitants which stands at 80%. In addition Hawkesbury rates very highly when it comes to bilingualism with 67.3% of its population speaking both French and English.

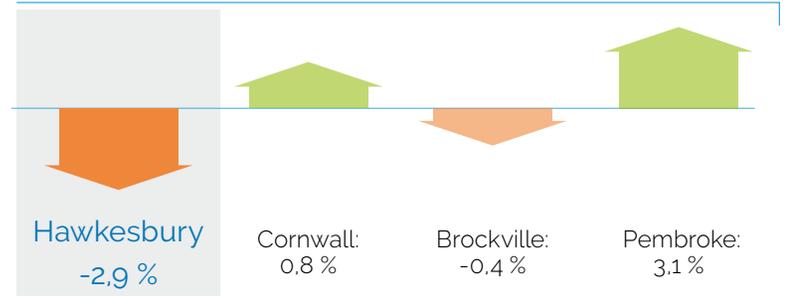
Total population in 2011

SC. 2011



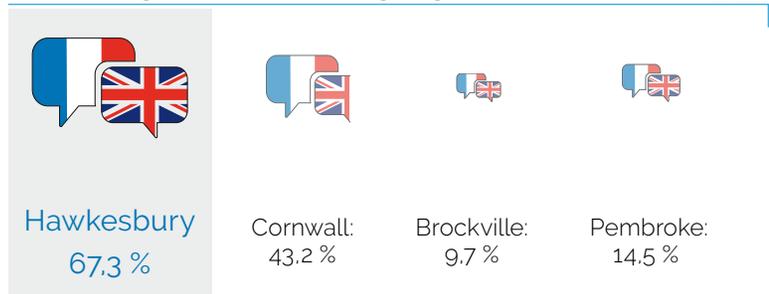
Population variation 2006-2011

SC. 2011



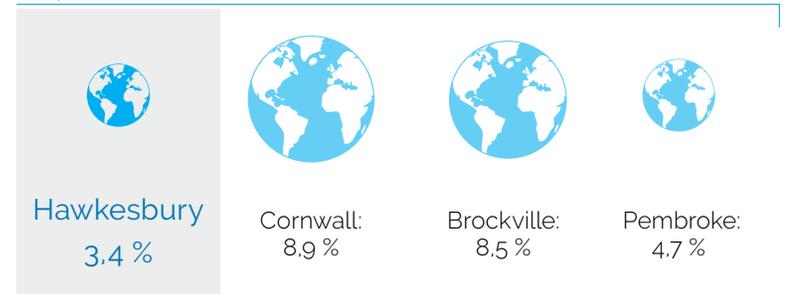
Knowledge of official languages

SC. 2011



Population born abroad

SC. 2011



The statistics show comparable cities in Eastern Ontario. They are representative of Hawkesbury's positioning in relation to different economic, quality of life and vitality indicators when compared to these cities. This information comes from Statistics Canada (SC), the National Household Survey (NHS) the Minister of Economic Development, Trade and Employment (MEDTE) and the United Counties of Prescott Russell (UCPR).



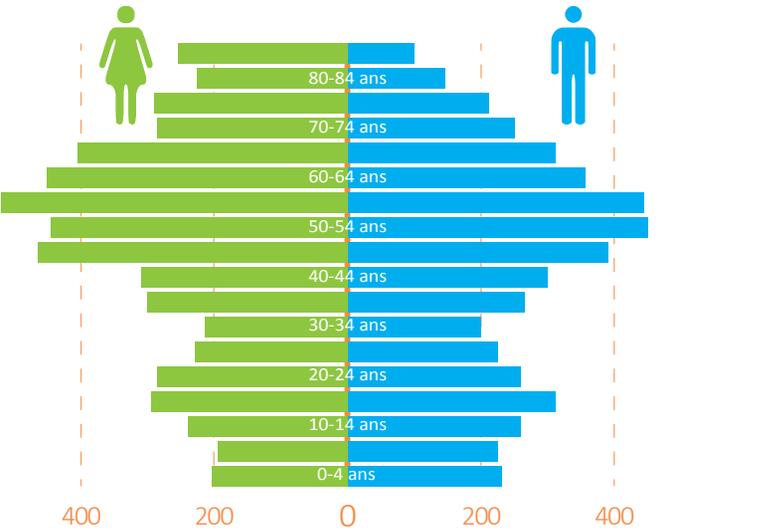
POPULATION

The above mentioned demographic decline will be impacted by an aging population. The 2011 census cites 23.4% of the Town’s population is aged 65 or older, with only 12.9% aged 14 or less. The aging population will not be fully replaced by young people. This trend is also observed at the national level, but in less pronounced proportions.

In Hawkesbury the median age was 49.2 years in comparison to 42.6 years across the United Counties and to 40.4 years for the whole of Ontario. In addition to aging, Hawkesbury also faces an imbalance in its female to male ratio. In the group aged 35 and over, women outnumber men, and this disproportion tends to increase in the older age groups.

Age pyramid

SC. 2011



SOCIOECONOMIC PROFILE

The average household income in Hawkesbury is among the lowest in Ontario. It is lower than that of other comparable urban centres and well below the average of the United Counties of Prescott and Russell. Despite this fact, Hawkesbury’s unemployment rate of 8.6 % is comparable to other regional centres and that of the provincial average at 8.3%, although the United Counties boasts a rate of only 5.3%. These indicators reflect the transition Hawkesbury now lives: a transformation from economic and social centre to that of a centre for services and large retailers, with lower-paying positions that require less expertise or training.

The homeownership rate is among the lowest in Ontario, almost half the population (48.9%) are tenants in a region where the vast majority (79%) own property. In addition to the low rate of home ownership, the Hawkesbury region has a high concentration of social housing in its core (75% of social housing units in the United Counties of Prescott and Russell are located in Hawkesbury). The polarization of low-income population to its downtown core has been a deterrent to attract average-income earners to this area.

Average household income

NHS, 2013



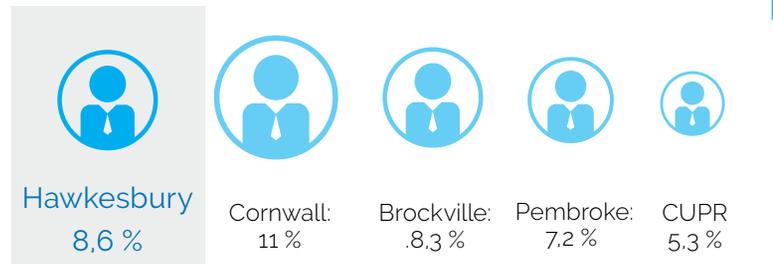
Housing: proportion of renters

NHS, 2013



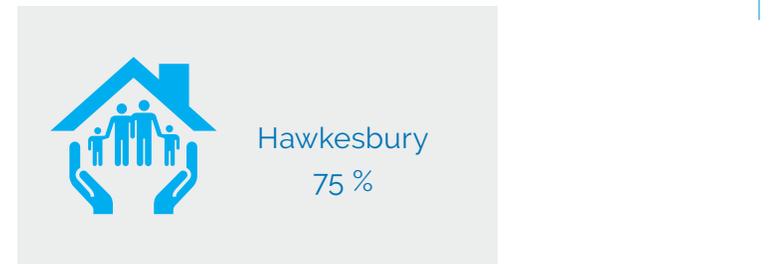
Unemployment

SC, 2011



Social housing in the UCPR

CUPR, 2013



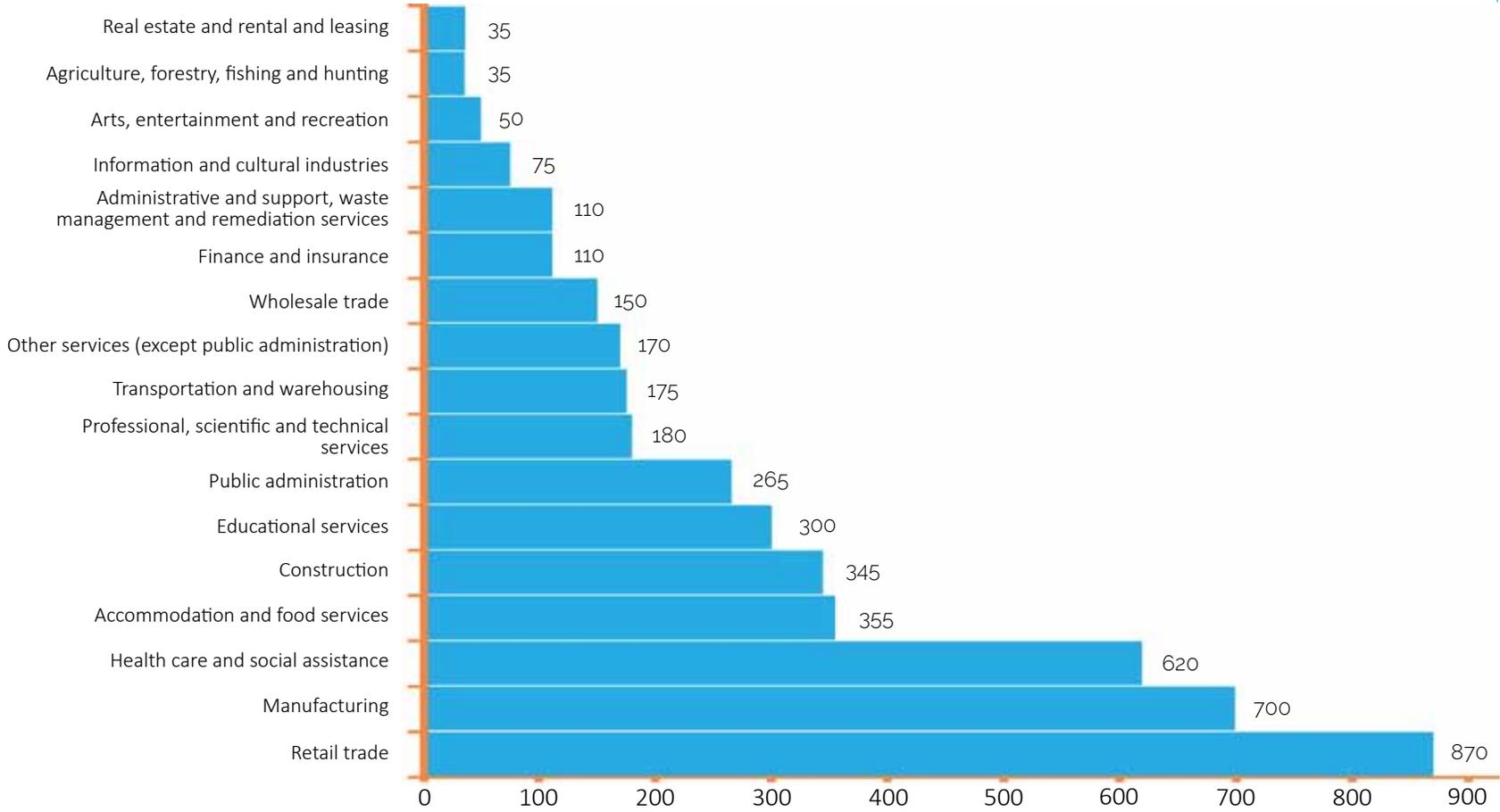


SOCIOECONOMIC PROFILE

Local employment is concentrated in lower paid fields such as retail and industrial sectors. Over the last few years, Hawkesbury’s retail sector has significantly increased with the arrival of “box stores” which offer varying though less secure job opportunities.

Employments by sector

SC. 2011

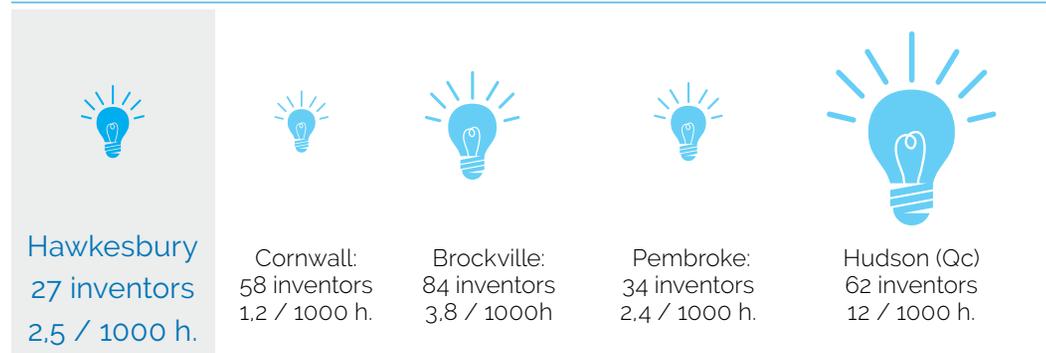


SOCIOECONOMIC PROFILE

Creativity is a decisive factor in assessing the vitality of an area. It is difficult to measure because it manifests itself in a variety of ways, whether through social, cultural or technological innovation, etc. However, existing studies usually refer to the issuance of **patents** as an indicator used to compare the creative character of the area. While associating innovation and creativity, patenting may

seem limiting but it remains that this indicator provides interesting insight to the **creative class**. The goal is to see which municipality, basically what environment, is more attractive for individuals who obtain patents on their inventions. In this regard, we note that Hawkesbury seems to be in line with other regions of its size..

What living environment are **inventors** looking for?



Hudson Qc, located a few kilometers from Hawkesbury, has been chosen for comparison because it stands out as a highly creative place within the area of influence for Metropolitan Montreal.

+ **PATENT**

System of protection of intellectual property to protect the invention of a product, technology, process or improvement.

+ **CREATIVE CLASS**

This term, coined by Richard Florida refers to an urban, mobile population, skilled and connected, that defines itself primarily through talent, technology and tolerance. The creative class is attracted by certain “aesthetic and cultural wealth” for which it usually increases the attractiveness. It then generates a virtuous circle, talent attracting talent, but also businesses and services

+ **INVENTOR**

A person who invents, that is to say which is the first to have the idea.

+ **COTTAGE INDUSTRY:**

This term is often used to describe micro-enterprises or self-employed individuals working in arts and crafts. These creative practices generate informal employment that is minimally recognized by traditional industry but is relevant none the less.

SOCIOECONOMIC PROFILE

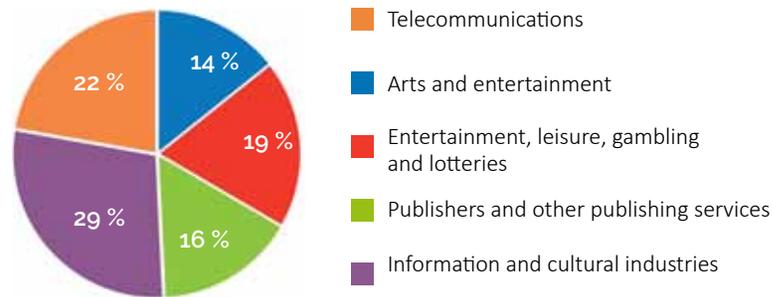
In addition, 7% of employment (315 positions from a total of 4,635) is linked to the creative class. It is important to note that obtaining specific information on this sector remains challenging since it can generate informal employment categorized as “cottage industry”.

In 2011, only 38 % of people in Hawkesbury had a higher degree than high school education. By comparison, the percentage is 45 % in Cornwall, 55% in Brockville and 51% in Pembroke.

There is an imbalance between the supply of local labor and the need for a regional service centre. There is an inadequate supply of skilled local workforce to respond to future needs and this can be noted by the fact that highly skilled professionals come from outside to work in Hawkesbury. A vicious circle is installed: the Town offers fewer jobs for skilled professionals and the population is impoverished.

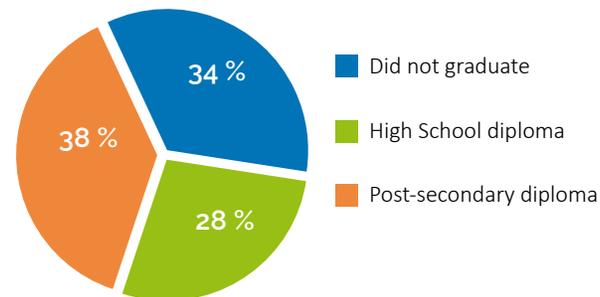
Job distribution in the creative class

SC. 2011



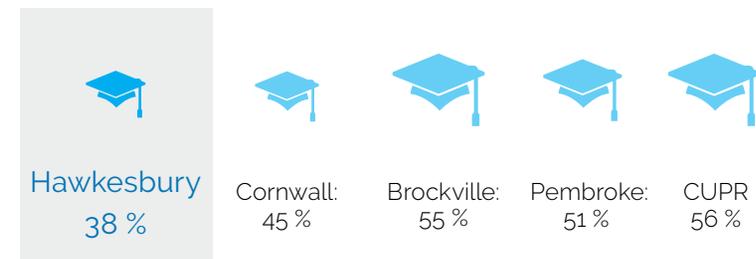
Education

SC. 2011



Postsecondary graduation

SC. 2011



WORKFORCE MOBILITY

The analysis of the mobility flows shows a total of 2,785 commuters to Hawkesbury for work comparatively to 990 individuals commuting to employment outside of Hawkesbury. The result is a net gain of 1,795 for Hawkesbury due to the employment opportunities that the Town offers.



PROJECT OWNERS IN THE REGION

The Town of Hawkesbury counts several organizations involved in social activities, economy and sports that have a direct positive impact at the community and economic development level. Despite their clear mandates, it is not uncommon to see several organizations unite around common causes and projects in order to leverage their resources and enhance their community response capabilities.

STRENGTHS AND WEAKNESSES ANALYSIS

STRENGTHS

- ▶ Located near major urban centres of Ottawa and Montreal
- ▶ Adjacent to the Ottawa River with an abundance of natural habitat and countryside
- ▶ Presence of urban concentration (highest population density in UCPR)
- ▶ Space available for development (1/3 of the area designated brownfield)
- ▶ Service and regional employment centre
- ▶ Economic potential (high-tech industry, aerospace and personal care)
- ▶ Availability of parks with accessible furnishings for seniors
- ▶ Bilingual population with two linguistic communities
- ▶ Dynamic and **resilient** community
- ▶ A bicultural city

WEAKNESSES

- ▶ Suboptimal territory occupation: brownfields and vacant buildings
- ▶ Demographic imbalance and negative **net migration**
- ▶ Higher level of taxes when compared to the other municipalities in UCPR
- ▶ Limited municipal resources for the development of its territory
- ▶ Household income less than the provincial average
- ▶ The concentration of a socio-economically vulnerable population in the Town
- ▶ Lack of available highly skilled labour
- ▶ City unattractive to young people, immigrants and the creative class
- ▶ Lack of retention of young people
- ▶ Loss of identity linked to the disappearance of large companies

+ RESILIENCE

A term originally used in physics to describe the ability of a material to return to its initial state after being subjected to an impact. More generally, resilience is the ability to adapt to a changing environment.

+ NET MIGRATION

The difference between inputs (arrivals) and outputs (departures) inhabitants of a given territory. This partly reflects the attractiveness of a place in relation to its environment.

RESIDENTS'
PERCEPTION OF
THREATS AND
OPPORTUNITIES

DEMOGRAPHICS

PLANNING AND
DEVELOPMENT

LIFESTYLES

TRAINING AND
EMPLOYMENT

STRUCTURAL TRENDS



RESIDENTS' PERCEPTION OF THREATS AND OPPORTUNITIES

Structural trends are long-term alignments which are independent of cyclical fluctuations that we can anticipate from the current trends. Knowledge of these patterns is essential to guide the development of a sustainable community.

During the forward-looking seminar, Hawkesbury's citizens had the opportunity to touch on four identified structural trends.



DEMOGRAPHICS



PLANNING AND
DEVELOPMENT



LIFESTYLES



TRAINING AND
EMPLOYMENT

During this exercise the citizens were able to identify the main opportunities and threats for these four major areas of concern.

STRUCTURAL TRENDS

DEMOGRAPHICS



Population projections for the coming decades demonstrate a population growth in Canada, across the province of Ontario and the largest cities in general. The forecast for the western portion of the United Counties of Prescott and Russell fits into the national and provincial trends. For Hawkesbury and the eastern portion, demographers predict [population decline](#) by 2030. To counter this population decline, immigration will certainly play a key role.

In addition, due to the influence of the [baby boomers](#) and the low birth rate on the demographics, we see that the trend towards an aging population will continue. This aging is all the more striking in small towns that face an exodus of young people to larger urban centres. In the United Counties more than 25% of the population will be aged 65 and over in 2030.



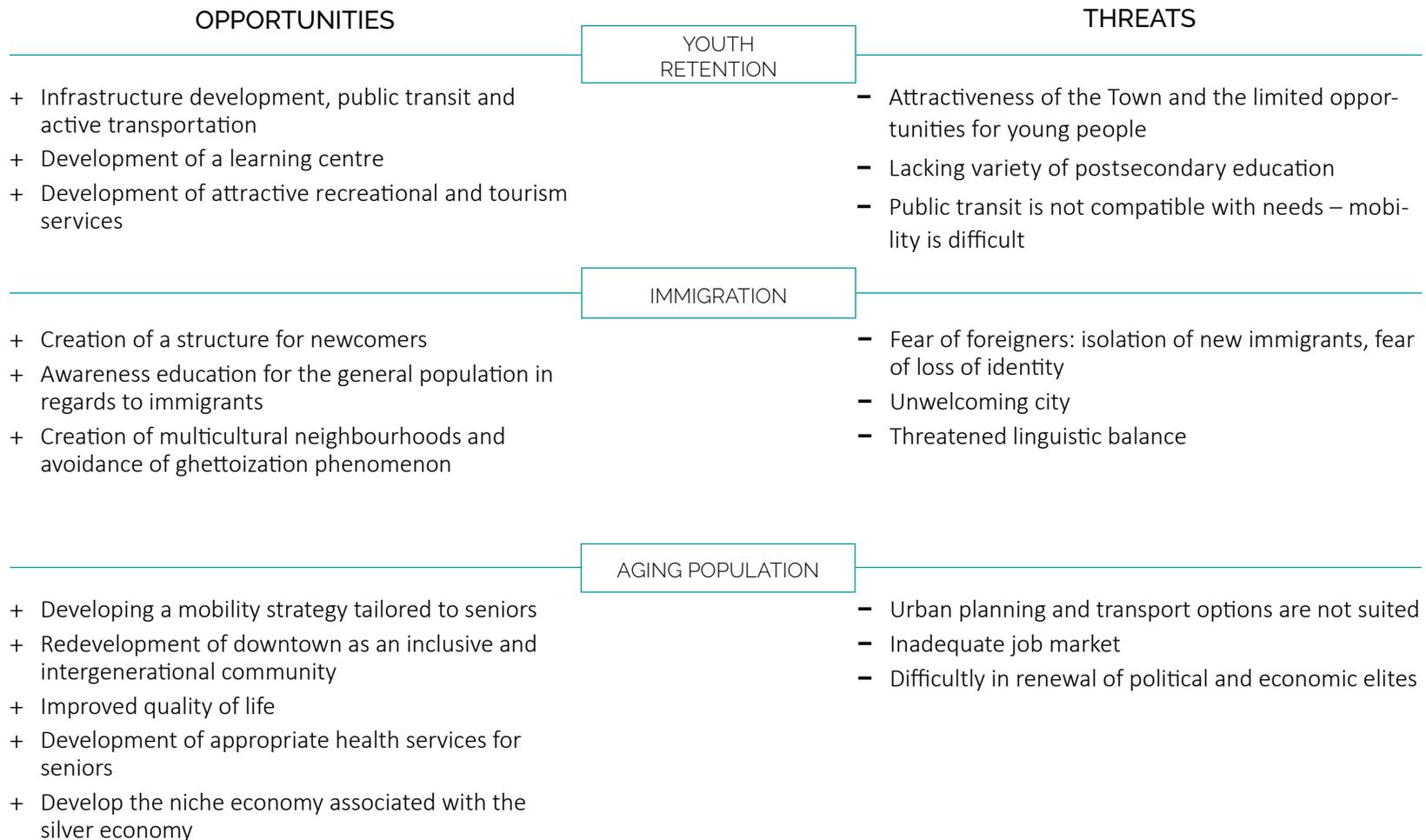
+ POPULATION DECLINE

Also called demographic decline. Situation in which the total population of a territory decreases. The main causes that lead to such a situation are either that the mortality rate is higher than the birth rate or that that emigration is larger than the balance between the number of births and deaths. (mortality + emigration > birth and immigration)

+ BABY BOOMERS

English expression that describes individuals born during the period of high birth rates in the mid-20th century. After the Second World War, between 1946 and 1964, the birth rate increased significantly. Boomers have contributed to the social and economic dynamics, but the current and future aging of these age groups will pose many challenges.

RESIDENTS' PERCEPTIONS ON DEMOGRAPHICS



STRUCTURAL TRENDS

PLANNING AND DEVELOPMENT



Choices in urban planning and land use must address issues raised by the proposed long-term developments, the challenges of impending climate change, and the evolution of the region.

Innovation, economic renewal, mixed-use (residential, retail, services, culture and recreation) and citizen involvement are central to the concerns of the community. A **sustainable town** must be inclusive, rather than isolating. It was therefore proposed to support intergenerational living, connecting neighborhoods, accessible mobility, and the development and vibrancy of public spaces. It aims to create environments conducive to dynamic lifestyles all the while limiting damage that can be caused by human activities.

A city or region must focus on the **rural and urban commonalities** by favoring synergy and interaction between economic and tourism activities, and limiting the scope of its urbanization.

In addition, a sustainable shift in urban planning is strongly encouraged by the Ministry of Municipal Affairs and Housing of Ontario through a series of recommendations and programs supporting projects for urban density, decontamination, solar and geothermal energy and the development of community improvement plans promoting the revitalization of city centres, creating integrated city activities, and flexibility in employment areas.



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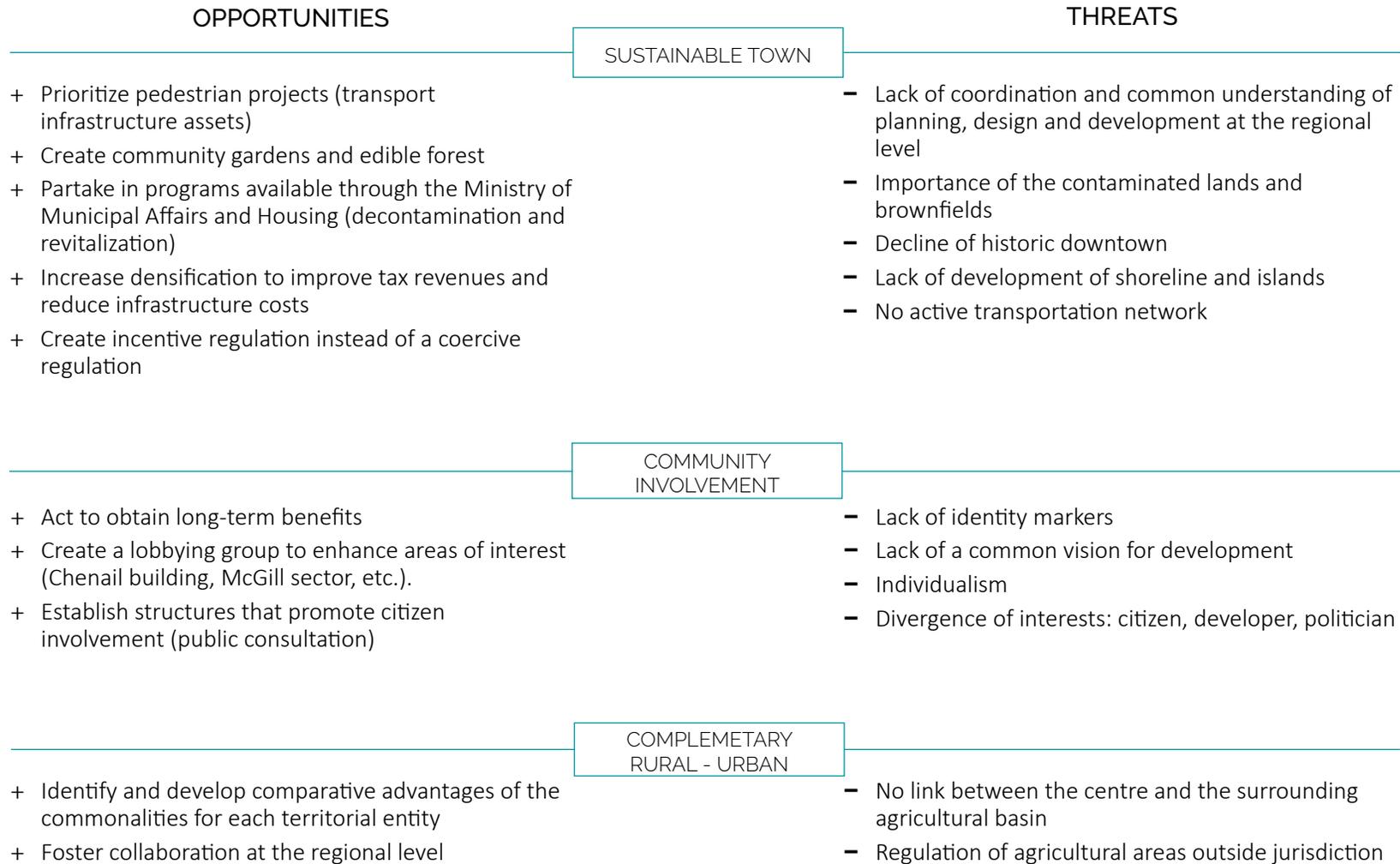
+ SUSTAINABLE TOWN

Concept and urban planning to designate urban areas whose interventions, management and practices take into account the purpose of sustainable development.

+ RURAL AND URBAN COMMONALITIES

Set of similitudes between urban and rural areas. Complementarity is expressed by a two-way relationship that is beneficial to all parties.

RESIDENTS' PERCEPTIONS ON PLANNING AND DEVELOPMENT



STRUCTURAL TRENDS

LIFESTYLES



The increasingly different lifestyles that we are witnessing will result in a diversification of needs and desires. The supply of housing must be versatile and adapted to the **life course**: the elderly, fragmented families, mobile professionals, singles, etc.

People are more likely to prize well integrated living environments with a low **environmental footprint** and mixed-use, energy-efficient housing, that is accessible and in close proximity to shops and services.

While promoting an urban lifestyle, citizens want to maintain contact with the countryside and nature through parks, active transportation, gardens, and healthy and responsible eating.

Reference to a socially responsible way life is also reflected through community support, sharing of equipment, less standardized consumption, recycling, etc. In addition, the search for a balanced and healthy lifestyle is also reflected by a rise in popularity of services related to health care and personal well-being as well as recreational activities.



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+ LIFE COURSE:

Encompasses all trajectories related to work, family, health and education of an individual. The journey of a particular person is unique but it is possible to identify and organize and classify these trajectories in order to anticipate resources and infrastructure requirements.

+ ECOLOGICAL FOOTPRINT

Environmental assessment indicator that measures the pressure exerted by humans on natural resources and nature. The total footprint of a productive area needed to sustain a population's consumption and waste requirements.

+ ACTIVE TRANSPORTATION

All forms of travel and transport, where energy is supplied by humans. Usually we talk about active transportation in a planning context to describe the movement in walking and cycling.

RESIDENTS' PERCEPTIONS ON LIFESTYLES

OPPORTUNITIES

THREATS

LIFE COURSE

- + Diversity of the created environment and adaptability to demographic trends
- + Use of available land for the supply of housing adapted to new lifestyles

- Increased isolation and individualism
- Lack of prioritizing for adapted housing
- Housing stock not adapted to the realities of aging demographics, small families, etc.

SOCIAL RESPONSIBILITIES

- + Urban setting and road network conducive to sustainable developments
- + Use proximity to the river as a catalyst for value-added development of natural areas
- + Improve communication channels with neighbouring regions

- Negative perception of the densification
- Lack of public transport
- Lack of community spirit (lack of volunteers)
- Lack of planning

CONSUMERISM SERVICES PRODUCTION

- + Commercial diversity is conducive to the buy-local economy and personalized services
- + Incite existing businesses to develop personalized services
- + Maximise the presence of health services
- + Benefit from the proximity to Ottawa and Montreal (population centres)
- + Industrial vitality is conducive to the development of innovation and of a green economy

- No marketing strategy adapted to Hawkesbury's specificities
- Lack of entertainment
- Lack of young professionals

STRUCTURAL TRENDS

TRAINING AND EMPLOYMENT



In this era of globalization, added importance is accorded to flexible careers, businesses and employment. Ontario's most promising sectors are aerospace, **biotechnology**, education, healthcare technologies, **green technology** and **e-learning**. Knowledge-based access is facilitated and youth teach their elders. Theory is closely related to practice.

Training is a constant throughout life and this happens in a continuous fashion given that jobs are rapidly changing. Training

is aligned with the work setting, is democratized, and becomes more accessible, especially through e-learning opportunities.

Professionals become more intelligent, education levels increase, the ability to solve problems is a priority, collaboration is important and the ability to take initiatives is increasingly required. Social networks, new technologies and media are part of the new generation's culture and have now been integrated into the fields of education and employment.



Creative Commons Social Traders

+ BIOTECHNOLOGY

Industries employing techniques based on living organisms (microorganisms, animals, plants) for the industrial production of biological and chemical compounds or for the improvement of agricultural production.

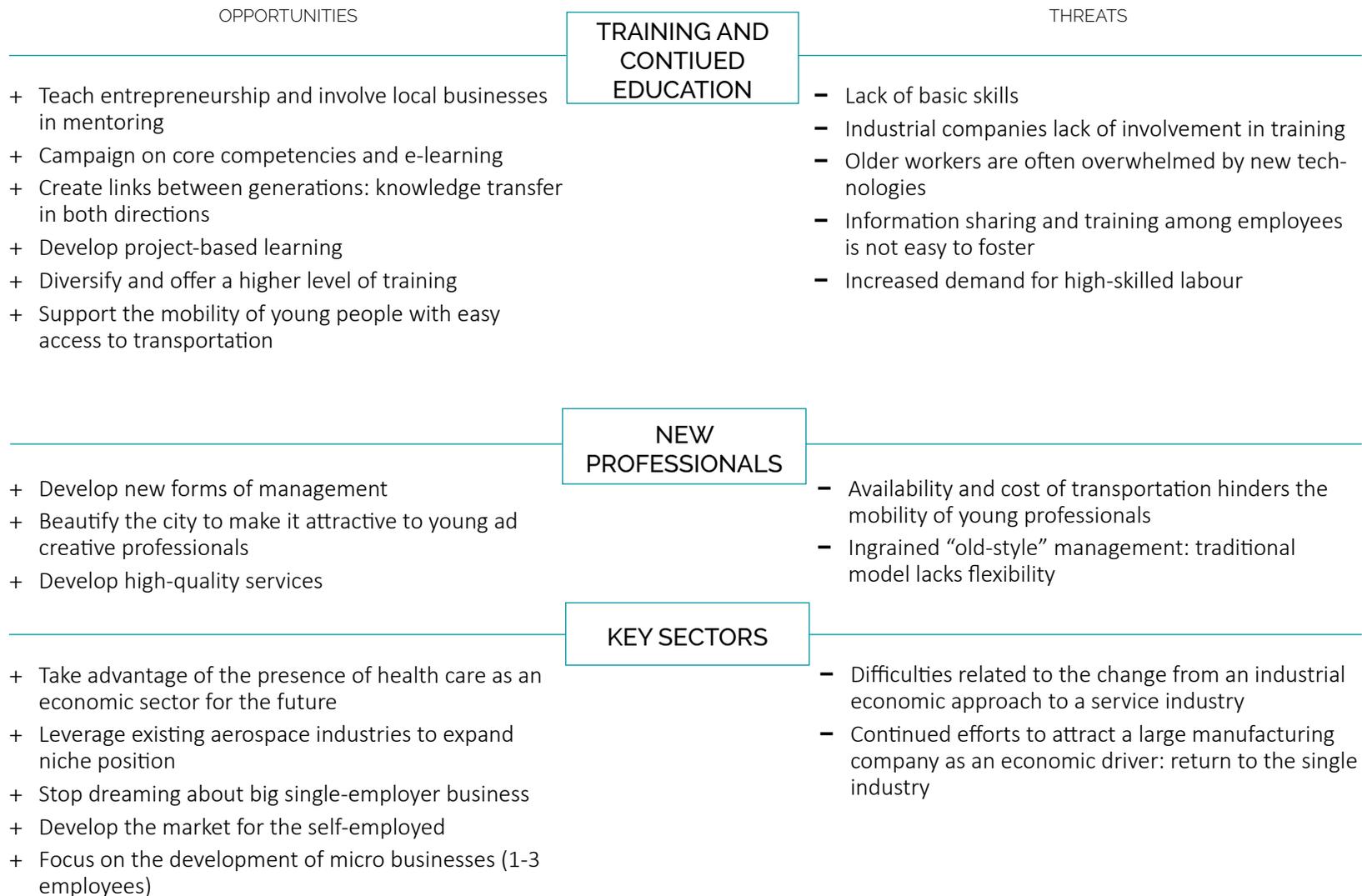
+ GREEN TECHNOLOGIES

Goods and services used to limit, prevent and measure pollution in order to improve the quality of the environment.

+ E-LEARNING

Refers to the set of solutions and resources for learning through electronic means. It allows for the provision of distance education through the use of communication and information technologies.

RESIDENTS' PERCEPTIONS ON TRAINING AND EMPLOYMENT



OUR DEVELOPMENT VISION





OUR COMMUNITY'S VALUES

When participating in a planning exercise, it is important to express and share your values with the project partners. This exercise aims to increase understanding and tolerance, and allows for the creation of identity taglines for the community.

Citizens and community stakeholders therefore had the opportunity to express the values they would like to associate with the future development of their Town. Here are the result:



OUR DEVELOPMENT VISION

OUR VISION

The first phase of this approach facilitated the community's definition of a development and planning vision based on its desire to break the status quo. Through this desire for change, the citizens have created a scenario for transformation where the future of the Town would be supported by its strength and resilience. It confirms a desire to anchored urban development in the industrial, commercial and social history of the Town.

This scenario is part of the regulatory framework for the UCPR's urban policy to favor the development of mixed-use areas and reinforces Hawkesbury as a centre of regional urban development.



IN 2030, HAWKESBURY WILL BE A SUSTAINABLE CITY THAT:

1
TURNED THE
TIDE ON YOUTH
MIGRATION

2
WELCOMES
NEWCOMERS IN
SEARCH OF AN
INCLUSIVE AND
ENGAGING LIVING
ENVIRONMENT

3
PROVIDES
A SETTING
FOR URBAN
DEVELOPMENTS
ADAPTED TO NEW
LIFESTLES

4
VALUES THE
QUALITY OF THE
ENVIRONMENT
AND LANDSCAPE
AESHETICS

5
ENCOURAGES
ECONOMIC
GROWTH BASED
ON INDUSTRIAL
AND SOCIAL
EXPERTISE

DEVELOPMENT AREAS



FIVE FOCUS AREAS FOR STRATEGIC DEVELOPMENT

In context with the development vision and in the light of anticipated changes related to demography, lifestyle, employment, training and planning, five areas of development are presented to guide the Town of Hawkesbury's strategic and sustainable

development over the next 15 years. This development must take into account the concerns at the regional level all the while affirming Hawkesbury's specific role as a regional centre.



DEVELOPMENT AREAS

1st FOCUS AREA: YOUTH AND INTERGENERATIONAL SOLIDARITY



OBJECTIVE 1 ENCOURAGE MOBILITY TO STOP MARGINALIZATION AND ISOLATION OF YOUTH AND SENIORS.

RECOMMENDED RESOURCES

- ▶ Develop a **taxibus** service connecting residential areas to the different sectors of local interest and offer competitive rates for youth and seniors.
- ▶ Improve the active transportation network (**multi-use trail**) and ensure its maintenance throughout the year.
- ▶ Create an urban setting with **adapted street furniture** to encourage youth and seniors to be more active.
- ▶ Provide an urban design that accommodates different mobility aids (wheelchair, scooter, walker, etc.).

OBJECTIVE 2 USE TRAINING TO ATTRACT AND RETAIN TALENT AND CREATE VARIOUS EDUCATION COURSES IN CONJUNCTION WITH THE COMMUNITY.

RECOMMENDED RESOURCES

- ▶ Attract postsecondary education centres (college and university) to allow for a better retention of students during their academic career.
- ▶ Develop training programs for existing and anticipated needs of local businesses.
- ▶ Develop **continuing education and training** programs to attract workers from outside the community for on-site development.

+ TAXIBUS

The public taxi is a form of public transport suitable for areas where it is not possible to establish a regular bus service.

+ MULTI-USE TRAIL

Trail reserved for the use of active transportation of all kinds (walking, cycling, rollerblading, etc.).

+ STREET FURNITURE

All objects installed in the public space of a city in order to meet the needs of users and related to a function or a service offered by the community.

+ CONTINUING EDUCATION AND TRAINING

This type of training is for people already engaged in active life. It offers an individual the opportunity to continue his/her training, improve skills and adapt to new technologies, and applied methods and practices in the workplace.

1st FOCUS AREA: YOUTH AND INTERGENERATIONAL SOLIDARITY



ENSURE RECOGNITION OF WORK VALUE AND EMPLOYMENT OPPORTUNITES THAT WILL REJUVENATE THE LABOR FORCE AND INCREASE AVERAGE INCOME. OBJECTIVE 3

RECOMMENDED RESOURCES

- ▶ Develop incentive programs to attract new businesses in the targeted niche sectors of excellence.
- ▶ Develop recognition or reward programs to recognize companies in the municipality that have demonstrated their innovative spirit.
- ▶ Promote local economic development using the new communication tools.
- ▶ Involve local entrepreneurs in training and mentoring.

CREATE MIXED MEDIUMS THAT PROMOTE INTERGENERATIONAL COHABITATION. OBJECTIVE 4

RECOMMENDED RESOURCES

- ▶ Adapt municipal regulations to encourage the development of [intergenerational homes](#).
- ▶ Provide mixed housing in residential areas to stimulate intergenerational cohabitation.
- ▶ Encourage participation ([affirmative action](#)) of youth and seniors in a variety of public, semi-public or community organizations in order to revitalize these institutions.
- ▶ Provide municipal facilities and services tailored to the needs of a diverse and multi-generational population.

+ INTERGENERATIONAL HOMES

The concept is to provide residential accommodations in a common structure, but in separate units, to members of a same family. Although the units are distinct, it is a home with one single address.

+ AFFIRMATIVE ACTION

Affirmative action is a method of differential and preferential treatment used to promote a segment of the population estimated to be systematically underrepresented or diminished by some of its own characteristics.

DEVELOPMENT AREAS

2nd FOCUS AREA: COMMUNAL LIFE AND CITIZEN COMMITMENT



OBJECTIVE 1 PROMOTE CONSULTATION AND CITIZEN PARTICIPATION THROUGH A TRANSPARENT PROCESS FRAMEWORK.

RECOMMENDED RESOURCES

- ▶ Create a citizen consultation group (citizens' committee) on the revitalization of the Town and to monitor the implementation of the strategic plan.
- ▶ Encourage a culture of citizen participation within the municipality and ensure the implementation of such an approach for the Town's planning and development projects.
- ▶ Provide training and public information sessions on the concepts of sustainable towns (environmental, economic, cultural, social aspects, etc.).
- ▶ Involvement of various school and para-public institutions in the process of training and awareness regarding the challenges faced by sustainable cities.

OBJECTIVE 2 PROMOTE INTEGRATION ORIENTATION FOR NEWCOMERS AS A KEY ELEMENT OF AN INCLUSIVE APPROACH.

RECOMMENDED RESOURCES

- ▶ Develop an immigration policy.
- ▶ Establish an organization dedicated to the welcoming and support of newcomers in order to provide the resources necessary for their integration into the community.



2nd FOCUS AREA: COMMUNAL LIFE AND CITIZEN COMMITMENT

PROMOTE CULTURAL DIVERSITY THROUGH ACTIVITIES AND ARTISTIC EXPRESSION.

OBJECTIVE 3

RECOMMENDED RESOURCES

- ▶ Promote and celebrate the fact of being bilingual and/or Franco-Ontarian.
- ▶ Create partnerships with other municipalities in the United Counties of Prescott and Russell to create a cultural and artistic discoveries trail.
- ▶ Develop a range of cultural and recreational activities associated with the Ottawa River.
- ▶ Develop a tourism niche around the gastronomic variety generated by the cultural diversity within the municipality.

DEVELOP AND PROMOTE A SENSE OF BELONGING AMONG THE POPULATION.

OBJECTIVE 4

RECOMMENDED RESOURCES

- ▶ Develop permanent consultative structures encouraging citizen participation in public debate on development and planning.
- ▶ Develop a recognition program for volunteering and community involvement.
- ▶ Develop platforms for **crowd funding** for various **public space** projects.
- ▶ Develop a strong communication strategy as a tool for dissemination and interaction with the population.

+ CROWD FUNDING

This process appeals to the public to finance projects and initiatives.

+ PUBLIC SPACE

All areas used for gathering, generally in the public domain.

3rd FOCUS AREA: SUSTAINABLE TOWN AND URBAN REVITALIZATION



OBJECTIVE 1 A HOUSING PLATFORM THAT ENCOURAGES POPULATION GROWTH AND NEW CONTEMPORARY LIFE STYLES.

RECOMMENDED RESOURCES

- ▶ Provide architectural diversity and quality of the built environment through the implementation of innovation / idea competitions, the involvement of a variety of promoters, as well as the passing of a charter for acceptable materials.
- ▶ Prioritize recycling of existing buildings.
- ▶ Use [LEED Canada NC](#) standards to develop new construction criteria for developers.
- ▶ Ensure diversity in [tenure](#) and [type of housing](#).

OBJECTIVE 2 DEVELOP HIGHER DENSITY ECO-NEIGHBOURHOODS TO ENCOURAGE COMMUNITY USE AND DIVERSE POPULATION.

RECOMMENDED RESOURCES

- ▶ Draw on the development of [LEED Canada ND](#) to create development criteria for potential [eco-neighbourhoods](#).
- ▶ Establish standards of [optimal densities](#) to optimize equipment, infrastructure and services without compromising the lifestyles quality.
- ▶ Review subdivision regulations in order to reduce setbacks thus ensuring better street use and continuity of the built environment.
- ▶ Encourage a zoning that will allow a mix of horizontal and vertical uses compatible with the revitalization of neighbourhoods that will ensure that essential services are within a reasonable proximity.
- ▶ Set aside land for the development of easily accessible mixed-use public spaces.
- ▶ Systematically ensure that social housing is part of development projects to promote social diversity and avoid polarization.

+ [LEED CANADA NC](#)

Assessment, certification and North American standardization system for new construction of high environmental quality.

+ [LEED CANADA ND](#)

Assessment, certification and North American standardization system for neighborhood development of high environmental quality.

3rd FOCUS AREA: SUSTAINABLE TOWN AND URBAN REVITALIZATION



USE DOWNTOWN'S REJUVENTATION AS AN INCUBATOR FOR URBAN RENEWAL, ENHANCING THE EXISTING ECO, HERITAGE AND CULTURAL IDENTITY OF THE TOWN.

OBJECTIVE 3

RECOMMENDED RESOURCES

- ▶ Develop a Community Improvement Plan for downtown.
- ▶ Enhance buildings of interest via a heritage guide / circuit that describes historical buildings.
- ▶ Develop highly attractive points of interest (destinations) within the limits of the downtown sector to encourage pedestrian movement through the area.
- ▶ Review zoning and lot division near the Chenail Blvd (south side) to encourage commercial development along that street and the animation on the block between the Main Street, Chenail Blvd and Race Street.
- ▶ Develop a strategy adapted to downtown commercial revitalization.
- ▶ Encourage cultural and recreational events to be held at Place des Pionniers.

LINK THE DEVELOPMENT AND THE BEAUTIFICATION OF THE RIVER BANK TO DOWNTOWN IN ORDER TO CREATE A WATERFRONT TOURISM DESTINATION.

OBJECTIVE 4

RECOMMENDED RESOURCES

- ▶ Create pedestrian and cycling links between the island, the waterfront and downtown.
- ▶ Create a land reserve allowing maximum access to shores via the development of recreational corridor between the west and east ends of the town.
- ▶ Develop parks and interpretive trails along the river.
- ▶ Develop access to the islands via a shuttle or a bridge.
- ▶ Dedicate a portion of the islands for the development of recreational and tourism areas and for the hosting of events.

+ LAND TENURE

All methods and procedures for the acquisition and ownership of land.

+ TYPE OF HOUSING

All forms of housing. In North America, the most common types are the bungalow, cottage, town house, the plex, the apartment building and intergenerational dwelling.

3rd FOCUS AREA: SUSTAINABLE TOWN AND URBAN REVITALIZATION



OBJECTIVE 5 DEVELOP A STRATEGY FOR THE REDEVELOPMENT OF BROWNFIELDS AND VACANT LOTS.

RECOMMENDED RESOURCES

- ▶ Develop a Community Improvement Plan for the former CIP area.
- ▶ Take advantage of financial assistance programs available through the provincial government allocated to brownfield decontamination.
- ▶ Use financial incentives to encourage and stimulate brownfield regeneration projects.
- ▶ Conduct a complete inventory of vacant lots, abandoned zones, parking spaces and remaining green spaces in order to obtain an accurate picture of the potential.
- ▶ Review the regulations and zoning to ensure the development of eco-neighbourhoods on brownfields.

OBJECTIVE 6 BUILD ON EXISTING AND PROJECTED URBAN FOCUS AREAS AS WELL AS ON THE DEVELOPMENT OF AREAS OF INTEREST AS A BASIS FOR THE IMPLEMENTATION OF AN ACTIVE AND COLLECTIVE TRANSPORTATION NETWORK CONNECTED TO THE REGIONAL NETWORK.

RECOMMENDED RESOURCES

- ▶ Connect the industrial sector and the hospital to downtown and waterfront areas through a network of multi-use trails via the old railway.
- ▶ Provide a place for active transportation networks and the construction of sidewalks in all new development projects.
- ▶ Ensure the link between the local cycling network and the regional networks of the United Counties of Prescott and Russell and of the Quebec shore.
- ▶ Ensure the maintenance of the local active transportation network during the winter season.
- ▶ Investigate the feasibility of implementing a car sharing network.

3rd FOCUS AREA: SUSTAINABLE TOWN AND URBAN REVITALIZATION



TAKE ADVANTAGE OF AGRICULTURE AS A BACKBONE ELEMENT BETWEEN THE TOWN AND ITS SUBURBS TO RECONCILE RURAL AND URBAN LIFESTYLES.

OBJECTIVE 7

RECOMMENDED RESOURCES

- ▶ Promote a public market featuring local producers in partnership with the Vankleek Hill rural market.
- ▶ Promote the development of a true agritourism circuit within the United Counties of Prescott and Russell.
- ▶ Develop a promotional and branding campaign for local products.
- ▶ Develop and accommodate community gardens in the heart of residential neighborhoods in partnership with agricultural producers in the region.

PLAN THE INDUSTRIAL DEVELOPMENT IN AN INTEGRATED WAY ACROSS THE REGION AND IN RELATION WITH THE URBAN DEVELOPMENT.

OBJECTIVE 8

RECOMMENDED RESOURCES

- ▶ Ensure an effectual connection between the industrial sector and downtown through the creation of an active transportation network.
- ▶ Provide densification of the existing industrial park rather than expanding

+ ECO-NEIGHBOURHOOD

In addition to addressing environmental concerns and high standards for the protection of the natural environment and energy efficiency, an eco-neighbourhood must also offer the most complete living environment and be as inclusive as possible in order to meet the various needs of a diverse population.

+ OPTIMAL DENSITY

In order to move towards a maximum return on the investments made in infrastructure, while ensuring the maintenance of a quality of live on a human scale, the optimal density of a dynamic sector should generally be found between 40 and 60 dwellings per hectare.

4th FOCUS AREA: ENVIRONMENT AND LANDSCAPE



OBJECTIVE 1 PRESERVE NATURAL AREAS OF INTEREST AND DELICATE ENVIRONMENTS

RECOMMENDED RESOURCES

- ▶ Ensure the conservation of a portion of the islands.
- ▶ Systematically prohibit construction in wetlands.
- ▶ Perform the restoration, protection and enhancement of the Chenail stream.
- ▶ Adopt measures for the protection and consolidation of shoreline areas to prevent erosion and limit potential flood areas.

OBJECTIVE 2 DEVELOPMENT OF LANDSCAPES OF INTEREST AT THE LOCAL AND REGIONAL LEVEL

RECOMMENDED RESOURCES

- ▶ Proceed with the identification and characterization of [enhanced landscapes](#) in partnership with the United Counties of Prescott and Russell.
- ▶ Adopt a chart for the protection and enhancement of the landscape.
- ▶ Develop and adopt regulatory instruments to protect enhanced landscapes in the municipality's territory.
- ▶ Develop strategies for enhancing the landscape through an approach focused on ecotourism.

+ LANDSCAPE OF INTEREST

The landscape of interest corresponds to an appreciation of the territory by a community on the basis of shared values and practices. The appreciation of the interest is manifested by attachment or BY social and cultural development.



4th FOCUS AREA: ENVIRONMENT AND LANDSCAPE

OBJECTIVE 3

PROMOTE THE MAINTENANCE AND DEVELOPMENT OF THE FOREST COVER AND GREEN SPACES.

RECOMMENDED RESOURCES

- ▶ Adopt a tree policy.
- ▶ Develop green spaces with an educational component in parks and public spaces.
- ▶ Adopt a greening of the parking spaces and [urban heat island](#) program.
- ▶ Conduct annual planting of trees on public property.
- ▶ Develop an annual program for the free distribution of trees to the population.

+ URBAN HEAT ISLAND

Heat islands are artificial microclimates characterized by a localized rise in temperature. They are mainly generated by human activity, urbanization, decrease in forest cover and the installation of waterproof and concrete surfaces.

DEVELOPMENT AREAS

5th FOCUS AREA: NICHEs OF EXCELLENCE



OBJECTIVE 1 DEVELOP INCENTIVES TO PROMOTE ENTREPRENEURSHIP AND LOCAL CONDITIONS OF ENDOGENOUS GROWTH

RECOMMENDED RESOURCES

- ▶ Develop tax incentives dedicated to different types of businesses to attract them to Hawkesbury.
- ▶ Establish a [business incubator](#) dedicated to assist new businesses in their start-up project.
- ▶ Reward a company's innovation, dynamism and community involvement.
- ▶ Create an inventory of development-ready land that can accommodate new businesses.

OBJECTIVE 2 DEVELOP THE KNOWLEDGE-BASED ECONOMY AND SECONDARY EDUCATION

RECOMMENDED RESOURCES

- ▶ Develop post-secondary education in the health and personal care field to meet anticipated labour needs resulting from the expansion of the Hawkesbury General Hospital.
- ▶ Develop partnerships between the Town and regional research centres allowing for the integration of expertise networks.
- ▶ Develop a partnership with the Faculty of Medicine at the University of Ottawa in order to have the Hawkesbury General Hospital declared as an affiliated institution.
- ▶ Develop an e-learning platform in partnership with post-secondary academic institutions.

+ ENDOGENOUS GROWTH

Theory that explains economic growth by internal factors such as the development of human capital, know-how, technological progress, etc.

+ BUSINESS INCUBATOR

Accompanying structure to provide support in the form of accommodation, counseling and/or funding of business creation projects.

5TH FOCUS AREA: NICHE OF EXCELLENCE



ENCOURAGE AND PROMOTE THE DEVELOPMENT OF GREEN INDUSTRY AS PART OF THE DEVELOPMENT STRATEGY FOR AN INDUSTRIAL ECOLOGY NETWORK. **OBJECTIVE 3**

RECOMMENDED RESOURCES

- ▶ Perform analysis of material and energy flows for all businesses in Hawkesbury and in the region to develop industrial ecology connexions. would be key factors in the development of Hawkesbury as a sustainable town and an industrial centre renowned for its avant-garde green sector.
- ▶ Adopt green standards to mitigate the environmental and visual impacts generated by the development of certain industrial sites.
- ▶ Develop a marketing campaign to attract green industries that

SUPPORT DEVELOPMENT OF KEY SECTORS AS DEFINED BY THE ONTARIO GOVERNMENT **OBJECTIVE 4**

RECOMMENDED RESOURCES

- ▶ Use funding provided through the Eastern Ontario Development Fund. ▶ Explore associated niche markets surrounding aerospace such as security and defense.
- ▶ Leverage existing aerospace businesses to penetrate aerospace markets.

+ **INDUSTRIAL ECOLOGY**

Practice designed to limit the impact of industry on the environment through an analysis of flows of matter and energy. It offers a global approach of the industrial system by seeking to recover the waste of a sector as a resource for the same sector, or another sector, so that there is only a minimal quantity of final waste.

RECOMMENDATIONS
FOR THE
IMPLEMENTATION OF
THE STRATEGIC PLAN

ANIMATION

TRANSPOSITION

COMMUNICATION

**A COMMITMENT
TO ACTION
AND TOWARDS
IMPLEMENTATION**



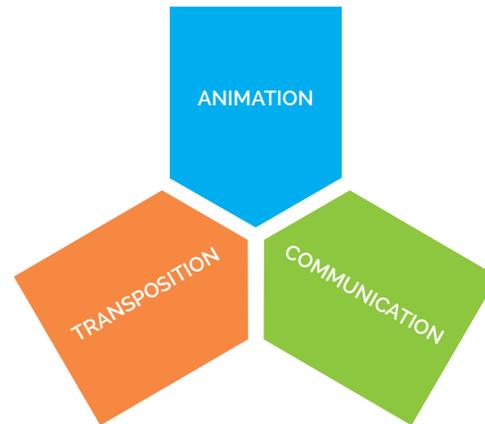
RECOMMENDATIONS FOR IMPLEMENTING THE STRATEGIC PLAN

The implementation of the strategic plan requires a continued commitment from local political forces, administrators and citizens to migrate from intentions to the implementation of practical and necessary changes for the Town.

The approach for a successful implementation builds on easy and timely attainable objectives that result in a series of small

accomplishments which in turn will drive momentum and enthusiasm for change.

Recommendations for taking action revolve around methodological components that make up a three-way process to facilitate the effective implementation of the future scenario.



ANIMATION

The animation portion of the strategic plan “gives life” to the Hawkesbury Vision 2030 plan through the implementation of projects that will bring about change. As part of this vision, the Town must focus on guiding change, anticipating resistance and promoting collective and systematic involvement in effecting this plan. Emphasis should therefore be placed on the methods used to guide and manage the strategic plan, on project training, and citizen workshops.

TRANSPOSITION

The transformation of the Town falls within the territorial regulatory frameworks of land use involving several different levels of governance and regulations. The goal is to increase the knowledge of elected officials and citizens regarding administrative criteria that must be met in order to future projects

COMMUNICATION

The communication portion of the future scenario involves “sharing” the vision of change. Sharing is a key factor in the Town’s transformation to ensure the mobilization and involvement of people and territorial development stakeholders. At this point, we will focus on communicating and promoting the strategic plan through corporate communications. Importance will also be given to interacting with the population; that is to communicate ownership of the stakes involved in the Hawkesbury Vision 2030 plan.

ANIMATION

THE STEERING OF THE STRATEGIC PLAN

ACTION ITEM

- ▶ Reconcile the social and the economic approach
- ▶ Empower elected officials on an area of development of their choice
- ▶ Ensure better interaction between elected officials, citizens and the technical services of the Town
- ▶ Value the involvement of citizen work groups

RECOMMENDATIONS

Recruit a coordinator for the strategic plan

- ▶ Organize and coordinate citizen work groups.
- ▶ Transposition of the focus areas in socio-economic project mode.
- ▶ Animate steering committees of the strategic plan.
- ▶ Monitor project with each steering committee.
- ▶ Act as Interface between elected officials, concerned citizens and professionals.

Establish steering committees by area of development

- ▶ Consists of at least one elected official, a technical services manager and eventually one or more associated experts.
- ▶ Powered by the coordinator of the strategic plan.
- ▶ Monitor and guide the implementation of the strategic plan axes.
- ▶ Hold an annual review session and prioritize future interventions.
- ▶ Ensure that there is a benchmarking mechanism in order to measure results during the implementation of the plan.
- ▶ Disclose and describe each steering committee member's role on the Town's website.
- ▶ The Town Council follows the progress of each committee's projects of and informs citizens.

ANIMATION

THE CITIZEN WORKSHOPS

ACTION ITEM

- ▶ Participants in the initial work groups wish to continue their involvement in the implementation
- ▶ Citizen buy-in on the Town’s transformation will be increased through participation
- ▶ Participants representing each sector of development (health, industry, primary & higher education) will greatly add to each citizen workshop (health, industry, primary and higher education, etc.)
- ▶ Citizen groups may have their own agendas

RECOMMENDATIONS

Organize advisory citizen work groups

- ▶ Is an added consultative value for elected officials and professionals involved in land development.
- ▶ Council retains rights for decision
- ▶ Citizen representation must encompass the economic and social issues of the Town.
- ▶ Citizens collectively develop a charter of values that responds to the general interests of communities on the territory and not to the special interests of a group of influence.

Communicate and promote the efforts of citizen work groups

- ▶ Coordinator communicates regular work progress to the steering committees.
- ▶ Their actions are reported on the Town’s website.
- ▶ Organize an annual strategic plan forum.

ANIMATION

TRAINING IN THE PROJECT MODE

ACTION ITEM

- ▶ Rely on methodology, tools and language that refers to steps, necessary means and expected results on the implementation of a project.
- ▶ Ensures consistency in the implementation of the strategic plan structured along the areas of development as embodied through specific projects.
- ▶ Include an organizational component (technical and time management for the project) and a human assets (to facilitate the managing and completion of the project).
- ▶ Is a prerequisite to be able to recognize the value of the efforts of citizen work groups.

RECOMMENDATIONS

Establish a project culture and methodology in the Town's services

- ▶ Step that requires individuals to incorporate a collaborative approach in the course of their regular duties in combination with a culture of change and in coordination with a project manager.
- ▶ Requires methodological training and ownership of stakes associated with projects.
- ▶ Evaluation of the required level of autonomy and responsiveness prior to be done prior to the involvement of professionals.
- ▶ Implement a timeline to guide the project's goals and deadlines.
- ▶ Review the missions and responsibilities in the relevant departments.

Establish a project culture and methodology among citizens and elected officials

- ▶ Participation provides expert insights and identifies issues of importance for the citizens.
- ▶ Offers a final operational project work plan for the managers and elected officials.
- ▶ The methodological support should be facilitated by the strategic plan's coordinator.
- ▶ Facilitate the communication and implementation of citizens efforts in the operational project.

+ PROJECT MODE

Relying on a methodology and a human organization that values teamwork, the organization on project mode on a territory indicates the desire to transform in a limited time an initial situation deemed unsatisfactory in a dream situation.



TRANSPOSITION

KNOWLEDGE OF REGULATORY FRAMEWORK

ACTION ITEM

- ▶ The strategic plan needs to respect regulatory frameworks.
- ▶ The strategic plan must be integrated into infrastructure and other related plans.
- ▶ The regulatory framework involves multiple levels: federal, provincial and local.
- ▶ Knowledge of the regulatory field is a key leverage for the planning and development of the territory.

RECOMMENDATIONS

- ▶ **The Town’s services must master the regulatory procedures that will determine the fields of action for the implementation of the transformation scenario.**
- ▶ **The Town’s services must anticipate the regulatory operating margins and potential stumbling blocks to facilitate the processing of projects.**
- ▶ **The community improvement plan can be used as a lever for the implementation of the strategic plan.**

THE TRANSFER OF REGULATORY FRAMEWORKS INFORMATION

ACTION ITEM

- ▶ Citizens and electorate are misinformed on regulatory procedures.
- ▶ The different regulatory levels offer little information on the cohesiveness of development policies and planning.
- ▶ Local understanding of development and urban planning is weak in a regulatory environment that is difficult to comprehend and may not be representative of the reality: youth, newcomers, representatives of microenterprises.

RECOMMENDATIONS

- ▶ **The Town should be provided with technical support from the United Counties to facilitate the transition to action.**
- ▶ **Ownership of the strategic plan by the electorate must be strengthened at the Town and United Counties level.**
- ▶ **The technical services managers must be able to map out the legal procedures and provide guidance on the regulatory pathway for the implementation of the strategic plan to elected officials and the population.**

COMMUNICATION

CORPORATE COMMUNICATIONS

ACTION ITEM

- ▶ The Town has little outside support for its transformation process.
- ▶ The Town's website does not provide information on its expertise and direction for the future.
- ▶ The Town's image is not representative of its potential and fields of activity.

RECOMMENDATIONS

Anchor the strategic plan through support at the regional political level

- ▶ The implementation of the strategic plan should be part of a development policy negotiated with the United Counties.
- ▶ The development of inter-municipal projects enhances the development of the region.

Communicate the ongoing changes on the Town's website

- ▶ Communicate the guiding principles and stakes involved as well as what is being worked on.
- ▶ Report on citizen efforts to change the Town.
- ▶ Make a distinction between the skills available at the Town and those at the United Counties.
- ▶ Educate people on opportunities and activities.
- ▶ Designate individual responsible for the updating of the website.
- ▶ Hold an annual forum on citizen work groups.

Twin with another industrial town that is engaged in a similar transformation process

- ▶ Garner inspiration from the successes and experiences of other cities.
- ▶ Exchange information on the challenges linked to the implementation projects.



COMMUNICATION

CITIZEN COMMUNICATIONS

ACTION ITEM

- ▶ Existing associations share little about their activities.
- ▶ Groups of influence don't follow or fall under regulatory frameworks.
- ▶ Past work group participants wish to be involved in the implementation of the strategic plan.
- ▶ The general population is not informed on the stakes, challenges and risks associated with development projects and urban development.
- ▶ Certain categories of populations are not very present in the debates: youth, newcomers, representatives of microenterprises.

RECOMMENDATIONS

Mobilize populations around a landmark project to launch the strategic plan

- ▶ Emphasize on an easy project that is representative of the Town's transformation.
- ▶ Organize a citizen work group that will determine the project.

Implement a campaign for education at large on sustainable development issues

- ▶ Organize a conference and debates.
- ▶ Create activities with school.
- ▶ Initiate ideas competitions.

Ensure position of associations in the context of the strategic plan

- ▶ State the regulatory framework that relates to this association.
- ▶ Ensure visibility of associated activity.

Design the Town of tomorrow

- ▶ Launch a regional competition (colleges and secondary education) by themes: shoreline development, the house of tomorrow, services, associations, mobility, etc.

A RETURN TO
THE PROCESS:
HAWKESBURY'S
PILLARS

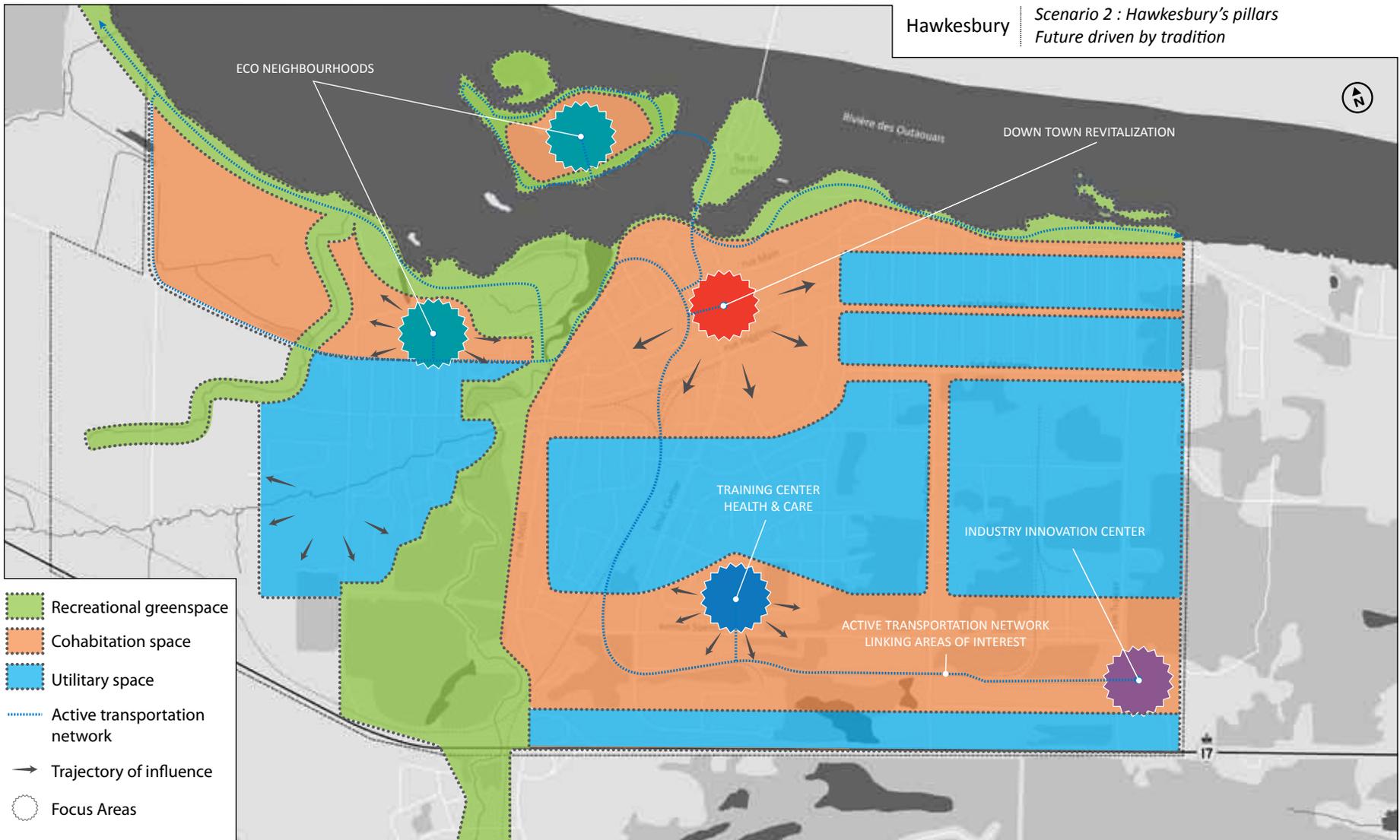
CENTRE FOR
EXCELLENCE FOR THE
REVITALIZATION OF
ENTREPRENARIALSHIP

TOURISTISM
DESTINATION
AND CULTURAL
WATERFRONT

ECO-
NEIGHBOURHOODS
MODELS

EXAMPLES OF PROMISING PROJECTS

A STEP BACK ON THE APPROACH: HAWKESBURY'S PILLARS



A STEP BACK ON THE APPROACH: HAWKESBURY'S PILLARS

At the end of the analysis conducted in 2012, participants voted on a development scenario and ideal design for their city. This scenario entitled "Hawkesbury's pillars - Future driven by tradition" is the result of citizens' desire to position Hawkesbury as a sustainable industrial town through the enhancement of its social and industrial expertise in conjunction with an aesthetic living environment that is adapted to the realities of the 21st century.

- ▶ The creation of an innovation centre dedicated to the development of economic drivers. Located in the industrial area and close to the hospital, this centre offers a cluster structure that combines research and business development tools. The result is an innovation centre that focuses on skills development for the industrial and health/personal care sectors.
- ▶ The creation of eco-neighbourhoods along the site of the CIP, and Hamilton Island. These sites must be innovative in terms of ecological urban development all while valuing the industrial past of the Town and promoting a sense of community within the neighbourhood.
- ▶ The "aestheticization" of the river with enhanced pedestrian and cycling amenities connected, via the old railway, to the south and west part of the Town.
- ▶ Strengthening of the Town's cultural and tourism activities through a cultural project on Chenail Island and recreational tourism developments on Hamilton Island.

Hawkesbury is a vibrant town that attracts students, skilled workers and active retirees. It offers a multitude of services, specialized shops, an innovative housing in a landscaped setting that promotes active travel and tourism activities. Hawkesbury is the new destination for an urban lifestyle close to nature. Its vigour and the renewal of its attractiveness create business opportunities and stimulate entrepreneurship-related services as well as the green economy.

This scenario favours the creation of mixed-use areas and proposes a strategy for securing economic development approaches to sustainable urban development.

This vision of development is based on four main interventions:

It is with this scenario in mind that the prospective work group participants were asked to structure projects that fit into this vision. It was considered fitting that these projects be part of this strategic planning exercise and hope that they will inspire leaders and local stakeholders in their thoughts and in the plan's implementation.

CENTRE OF EXCELLENCE FOR REVITALIZATION AND ENTREPRENEURSHIP

LOCATION



● Incubateur d'entreprises et centres de production ● Centre administratif de l'organisme (bureau des comités)

BRIEF DESCRIPTION

Make Hawkesbury a centre of excellence for the local economy through the establishment of an organization dedicated to recruiting, hosting and supporting entrepreneurs. This organization would also be dedicated to promoting the development of new businesses by creating an incubator specifically targeting companies in the field of environment-friendly products and high-tech equipment.

PARTENERS AND STRUCTURES INVOLVED

Attractions and development committee

- » Director / promoter for economic development
- » Prescott-Russell Community Development Corporation (PRCDC)
- » Industrial Investment Association Hawkesbury (HIIA)
- » Communications firm
- » Ministry of Economic Development, Trade and Employment

Host and integration committee

- » Prescott-Russell Employment Services Centre (PRESC)
- » Prescott-Russell Community Development Corporation (PRCDC)
- » Training centres (educational institutions)
- » Ministry of Training, Colleges and Universities (MTCU)
- » Host committee (Human Resources, physical and logistical resources)

Support committee

- » Ministry of Economic Development, Trade and Employment
- » Ministry of Training, Colleges and Universities (MTCU)
- » Hawkesbury Chamber of Commerce
- » Prescott-Russell Employment Services Centre (PRESC)
- » Prescott-Russell Community Development Corporation (PRCDC)
- » Excellence in Manufacturing Consortium (EMC)
- » Industry Canada

Growth committee

- » Ministry of Economic Development, Trade and Employment
- » Industrial Association
- » Prescott-Russell Community Development Corporation (PRCDC)
- » Prescott-Russell Employment Services Centre (PRESC)
- » Different government groups
- » Educational institutions

CENTRE OF EXCELLENCE FOR REVITALIZATION AND ENTREPRENEURSHIP

STRUCTURES, EQUIPEMENT OR ORGANIZATIONS CREATED

- » Establish a «TEAM Hawkesbury»
- » Proactive committee (a true leader of the project)
- » Hire an Economic Development Director

KEYS TO SUCCESS

- » The commitment of a project leader (Economic Development Director).
- » Actions that are Specific, Measurable, Attainable, Realistic and Timely (S.M.A.R.T objectives and indicators).
- » Participates in both the reinforcement and the revitalization of downtown as an employment centre and the concentration of production activities in the south-east.
- » Construction of the business incubator building should present a neat and distinctive architecture to mark the entrance to the southeast part of the Town and offer a picture of a dynamic and innovative city. This is an opportunity to review the structure of this site often negatively perceived by the public.

EXAMPLES AND INSPIRATIONS



Calgary Economic Development

<http://www.calgaryeconomicdevelopment.com/>

The Calgary Economic Development organization's mission is to promote business development and develop potential business opportunity for the town and its region. Its mandate is to work with business, the government, and various community partners to position Calgary as an attractive destination of choice for investment, skills development and labour.



Team Cornwall

<http://www.teamcornwall.com>

Team Cornwall is an association of business people that's mission is to promote the benefits of the City of Cornwall has to settle, live and grow a business.



Ideahub

<http://www.myideahub.ca/en/>

The Ideahub is an incubator whose mission is to promote the growth of new businesses in order to lay the foundation for a strong economy for the future of the Municipality of Port Hope.



Sault Ste. Marie Innovation Centre

<http://www.ssmic.com/>

Established in 1999, the Sault Ste. Marie Innovation Centre acts as a catalyst for economic forces in the areas of information technology and the knowledge economy. It pursues a vision as a hub for the development / generation of knowledge and innovation for science and technology.

CULTURAL WATERFRONT DESTINATION

LOCATION



BRIEF DESCRIPTION

Make Hawkesbury a cultural and tourism hub centered around the theme of water. Access to the river and islands as well as the development of a regional cultural programming are the key elements of such a project. Equipment and facilities must showcase Hawkesbury as a regional tourism and cultural centre. This initiative improves with services such as hotels, health and wellness services, a variety of dining options, as well as cultural and sports activities relating to local assets. The creation of a “destination” allows Hawkesbury to initiate a transformation of the downtown core.

EQUIPEMENT AND FACILITIES

- » Waterfront promenade with active transportation trails and fishing sites
- » Terraces on pillars
- » Marina with limited services
- » Campsites
- » Convention Centre

- » Link between the islands and downtown (ex. Pedestrian bridge, cable ferry)
- » Market connected to the marina and downtown
- » Hotel, catering, health and wellness services
- » Major cultural event (summer theater, festival, outdoor concert)

POTENTIAL PARTNERS

- » Recreation and cultural services
- » Prescott Russell Tourism
- » Ministry of Tourism, Culture and Sport
- » Ministry of Economic Development, Trade and Employment
- » Prescott-Russell Community Development Corporation (PRCDC)

- » Hawkesbury Chamber of Commerce
- » Known artistic and cultural promoters
- » Known tourism promoters
- » Restaurateurs
- » Hotel chains

CULTURAL WATERFRONT DESTINATION

KEYS TO SUCCESS

- » Develop a common vision with all stakeholders, focusing on the potential and the limits of such a project and its social, economic and environmental impacts
- » Involving local resources and also external specialized professionals to achieve the best possible results
- » Develop clear timelines with a funding strategy, considering action priorities
- » Develop a communication and marketing strategy to attract investors, developers and visitors
- » Visit other corporations and be inspired by their winning formulas
- » Thinking activities for four seasons
- » Develop a leading cultural event as a unifying element

EXAMPLES AND INSPIRATIONS



Destination Sherbrooke

<http://www.destinationsherbrooke.com>

Destination Sherbrooke is an agency of sustainable recreation and tourism development of the city of Sherbrooke. Using events and promotional activities, the organization helps to establish conditions conducive to the growth of the tourism industry and the enhancement of the City of Sherbrooke.



City of Belfast, Maine Belfast Creative Coalition

<http://belfastcreativecoalition.org/>

The city of Belfast, Maine initiated a process of economic and urban regeneration to redirect its destiny of a mono-industrial city to a more diversified and sustainable economy. The recreational space facilities (pedestrian bridge, parks), tourism ("Come boating") and cultural events ("Art Walk", "Eco-Motion street art") were among the key interventions



Parc de l'île Saint-Quentin, Québec

<http://www.ilesaintquentin.com>

Located at the confluence of the Saint-Maurice River and the St. Lawrence River in the city of Trois-Rivières, the park on the «Île Saint-Quentin» is a popular tourism and recreation destination for locals. The facilities on the island include a bikeway network, an interpretive trail, a campground and a marina. Besides these facilities, the park serves as a location for activities and festivals.



Festirame, Alma

<http://www.festirame.com>

The Alma «Festirame» is a water sports event in the Saguenay-Lac-Saint-Jean region. For nine days, the site hosts, in addition to sporting events, a program for entertainment and quality activities for the whole family. Over the years, the «Festirame» became a key event in the region and attracts many visitors from the rest of Quebec and abroad.

EXAMPLES OF PROMISING PROJECTS

AN EXAMPLE FOR ECO-NEIGHBOURHOODS

LOCATION



Ecoquartier modèle (mixité résidentielle, industrielle, commerciale et récréative)

BRIEF DESCRIPTION

The C.I.P. factory is a prime example for the redevelopment of an abandoned industrial wasteland into an eco-neighbourhood. Use the C.I.P. factory site as a laboratory to provide an innovative approach in the development of a new district of the Town. From the planning of the area to the construction of buildings, including the decontamination of the industrial site, this eco-neighbourhood becomes the symbol of the commitment and expertise of Hawkesbury's community. It will be a model that allows for the export of this acquired expertise to other communities. The goal of this approach, other than to create a new neighbourhood, is to stimulate the development of skills in environmental sciences and implement a knowledge-based economy in Hawkesbury.

EQUIPEMENT AND FACILITIES

- » Mixed-used community: residential, knowledge-based industry, commercial, recreational, etc.
- » Green spaces, community gardens and greenhouses
- » Recycling infrastructures (snow recycling, use of recycled materials for construction)

- » Environmental education
- » Pedestrian and cycling infrastructure with link to downtown
- » Integration of an alternative transportation system within the neighbourhood

PARTNERS AND INVOLVED STRUCTURES

- » Ministry of Municipal Affairs and Housing
- » Ministry of Environment
- » Ministry of Economic Development, Trade and Employment
- » Ottawa University (architecture, urban planning, agronomy, environmental engineering)

- » Federation of Canadian municipalities: Green Municipal Fund
- » Canadian Green Building Council
- » David Suzuki Foundation

AN EXAMPLE FOR ECO-NEIGHBOURHOODS

KEYS TO SUCCESS

- » Equal implication of all players: citizens, the municipality, and other public and private actors
- » Staying on course of the major elements of the project
- » Promoting environmental technologies as well as alternative / renewable energy
- » Involvement of university services in the design and implementation of the project

EXAMPLES AND INSPIRATIONS



Port of Bellingham, Washington
<http://www.portofbellingham.com>

Located between the major urban centres of Vancouver and Seattle on the west coast, the City of Bellingham is in the process of an urban transformation. In 2005, marked by its industrial past mining, the city began the project to revitalize its urban centre and port wastelands following the principles of eco-neighbourhoods to create new living spaces and revitalize the economy with jobs in new technologies.



Hammarby Sjöstad, Stockholm (Suède)
<http://www.hammarbysjostad.se>

Hammarby Sjöstad, a district of the city of Stockholm, Sweden, was created according to sustainable development requirements, with a particular attention to the different levels of recycling involving urban space as a whole. The Hammarby development has attracted much interest and is modelled by Scandinavian cities wishing to develop sustainable neighbourhoods



BEDZED, Londres (Angleterre)
<http://www.peabody.org.uk/media-centre/case-studies/bedzed.aspx>

BedZED (Beddington Zero Energy Development) is the first large-scale eco-neighbourhood in England. While emphasizing multiple uses within the neighbourhood, BedZed gave birth to 82 housing units incorporating innovative approaches to energy efficiency and sustainable development. The recycling and reuse of construction materials and the use of biodegradable materials are prioritized during construction. The layout is designed with an emphasis on walking, cycling and the use of public transport.



Rieselfeld, Freiburg-im-Breisgau (Allemagne)
http://www.fwtm.freiburg.de/servlet/PB/menu/1174687_12/index.html

The Rieselfeld eco-neighbourhood was built on a former landfill after applying different remediation measures. The concept of planning and development is based on strict standards to achieve the environmental objectives. The municipality was a major player in the financing structure, having assumed the bulk of the costs for planning and development.



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Comtés unis de Prescott et Russell: <http://www.prescott-russell.on.ca>

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Hammarby Sjöstad: <http://www.hammarbysjostad.se>

Industrie Canada: <http://www.ic.gc.ca/Intro.html>

Ministère des Affaires municipales et du Logement: <http://www.mah.gov.on.ca>

Ministère des Finances: <http://www.fin.gov.on.ca>

Ministère de l'Emploi, de la Formation, des Collèges et Universités: <http://www.tcu.gov.on.ca>

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