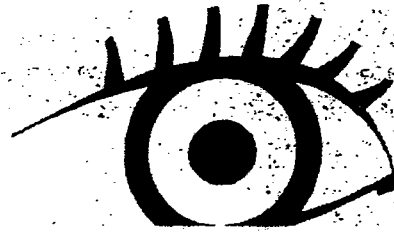


Greater  
Peterborough  
Area

G P A



**G P A 2020**

*A Vision For Our Future*

A Report prepared by the Citizens of the  
Greater Peterborough Area to Take  
Community Vision Into Action

September, 1997

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# Introduction

In 1996, City and County councils authorized the Greater Peterborough Economic Council (GPEC) to co-ordinate a community visioning exercise for the Greater Peterborough Area (GPA).



## Introduction

The impetus for this action was a growing awareness of the impact of major local and global trends on the GPA: trends which influence the socio-economic, political and environmental aspects of the community. Such trends include:

- the change in industrial activity locally and the permanent loss of many jobs
- the reality of severe fiscal restraints, including the reduction of government support for communities.
- the globalization of business and industry
- the demand for new services created by the changing demographics of the GPA
- the existence of many programs and services which overlap with little or no integration
- the history of community socio-economic development initiatives conducted independently and in isolation
- the impact of changing demographics locally and in Ontario on government spending and priorities

In March 1997, the public was formally introduced to the *GPA 2020 - A Vision For Our Future* project. The timeliness of this project became more apparent throughout the early months of 1997. During that period, major changes to municipal structures were proposed by the Provincial Government for implementation in 1998.

GPA 2020 marked the beginning of a very extensive community dialogue. Throughout the GPA 2020 process, citizens of the GPA—representing a wide diversity of interests, expertise and ideas—were given an opportunity to meet and establish a base of information. This Report is the result. It represents the dedicated work and extensive research of a large team of community leaders and volunteers. It consolidates findings, recommendations and action plans based on the input of more than 2,000 people. Unfortunately, we cannot acknowledge all of them by name in this Report. However, we can show an appreciation for their efforts by reading what they have taken the time to help deliver. This Report establishes a key set of critical principles which individuals, groups, organizations and governments are encouraged to address.



Sincerely,

*Paul Scholfield*

Paul Scholfield  
GPA 2020 Chair

Action Team Co-Chairs:

*Brian Talles*

*John H. James Donald*

*Margaret Glenn*

Margaret Glenn

*John McNutt*

John McNutt

*Lynn Hill*

Lynn Hill

*Casey Ready*

Casey Ready

*Jack Johnston*

Jack Johnston

*Tom Veitch*

Tom Veitch

*Mary Lynch-Taylor*

Mary Lynch-Taylor

*Anne Wood*

Anne Wood

# *A Community Vision Into Action*

## *Background Of Research*

### 1. COMMUNITY INVOLVEMENT



The GPA 2020 process encouraged a community-wide response using consultation across 18 different Peterborough\* community sectors. A group of community leaders selected 5 Action Teams and Co-Chairs for each. Each Action Team was assigned 3 or 4 Community Sectors and made up of 2 representatives from each of the assigned Community Sectors along with 3 Community-at-large volunteers. The result was a creative process that involved some 2,000 people directly or indirectly in the Sector Forums, expressing their views on what the Community Vision should look like. (See Appendix "A" for further details.)

Participants shared their views on what foundations the GPA should build upon, the challenges and concerns facing our community, what dreams and ambitions they have for our future, and the first steps necessary to implement our Community Vision. Their input has been condensed into this Report by the Planning Committee (Co-Chairs) who were responsible for interpreting the many excellent ideas and opinions voiced during the process.



#### **"GPA 2020—**

*A Vision for Our Future* marked the beginning of a very extensive community dialogue . . .

This Report is based on the input of more than 2,000 people."

\*Note: Throughout this Report the terms "Peterborough" and "GPA" are used interchangeably. In all cases the reference is to "Peterborough City and County"

## 2. ABOUT THE APPENDICES

During this project, citizens of our community have provided input which, when examined carefully, falls into common categories. However, these same citizens provided ideas or suggestions that were individual in nature and non-traditional in scope. It, therefore, has created an opportunity for the *GPA 2020* project facilitators to include both as a means of enriching the information being brought forward in this Report.

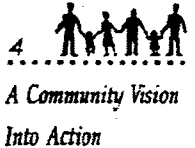
Within the text of this Report, every attempt was made to include all the individual goals or actions that our Sector Forums produced. However, due to the volume of information, it was not a manageable outcome. Therefore, it is recommended that readers who wish to view all of the input refer to the following Appendices. By viewing this extensive, raw data and the Action Team Summaries it is easy to appreciate how the diversity of thought and synergy of ideas make this project truly unique.

**Appendix "A":** A full chronicling of the project entitled "Summary of the GPA 2020 Project Process" (*summary included at the back of this Report*)

**Appendix "B":** "Sectorial Forum Raw Data Forms

**Appendix "C":** "Action Team Summary Reports"

Appendices "B" and "C" have only been included in the Master (full) Report copies due to the amount of data involved. The City and County councils, Peterborough Public Library and GPEC will each be in possession of Master Reports. The Report is on diskette and may be attained from either the City or County administrations.



## FINDINGS OVERVIEW

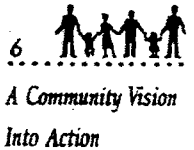
1. "Peterborough: The Natural Place to Be" \* captures the essence and spirit of what our community is and believes it should be in the year 2020. Participants at the Sector Forums identified several foundations which will effectively lead the GPA into the next century. These included: the uniqueness of our natural environment; opportunities for life-long learning; our rich cultural history; a tremendous volunteer base; a socially conscious and caring community; as well as the public will to address needs, create new ideas and develop vibrant economic growth.
2. Significant issues to be addressed emerged from this activity. While work needs to be done to determine how we attain our future community vision, it was recognized that the GPA has numerous organizations, interagency councils, local associations, etc.—all contributing greatly in their respective areas of interest. Each of these bodies includes citizens acting together for the betterment of the overall community.
3. A critical awareness is emerging that the demographics of our community can create new and exciting possibilities that will allow the GPA to flourish. It is also clear that—more than ever before—we need organizations, individuals and groups to come together to integrate services. One of the challenges is to create the means or have the political will to do so. Overall, co-operation and co-planning must take place at a level never before attempted to achieve the results of the GPA vision.



A Community Vision  
Into Action

\* Note: This statement was identified during the Action Team's closing summary meeting and recognized to represent what they were hearing or feeling about the GPA based on the input from the Sector Forums. It is important to point out that those present were unaware at the time of the two current slogans the City and County use to promote the area.

4. Since a significant number of citizens were consulted (*Appendix "A"*), a common set of factors emerged. They have been woven together to create a multi-faceted community vision representative of the information gleaned from this project. We have been able to create a foundation and Community Vision which will lead us into the future, recognizing that this vision will be dynamic rather than static as we continue to learn and adjust/create change.
5. It remains our desire to maintain a separate and distinct identity for Peterborough and its surrounding municipalities and not reshape the GPA into something citizens do not want it to be. Both rural and urban residents clearly indicated that there is a shared pride in the name "Peterborough."
6. It is recognized that we have in the GPA a remarkable ability to address issues. It is also recognized that much has been done already by existing organizations and record numbers of volunteers. However, there is a belief that much more can be accomplished if, as a community, we take the initiative of adopting a vision for the GPA.





# Community Vision Statement

As a result of the GPA 2020 process, the following community vision is presented as a foundation upon which a set of key principles and recommended areas for action are identified.



*A Community  
Vision Into  
Action*

## GREATER PETERBOROUGH AREA (GPA) COMMUNITY VISION

We believe the following Vision Statement ensures GPA citizens a secure social and economic future which will foster an enhanced quality of life, economic well-being, a healthy environment and a strong community for everyone.



### Vision Statement:

*By the year 2020, the GPA will be sought out by many, and admired worldwide. as a uniquely healthy, diverse, enriched community which balances and promotes vibrant economic and employment opportunities while honouring the natural environment and valuing its cultural heritage.*

# *Peterborough: The Natural Place To Be*

## *Key Principles*

**I**n order to build a GPA Vision based on the information gathered, a decision was made to establish **Key Principles for Putting A Community Vision Into Action**. These principles are generic, common denominators which, when accepted and adopted, can apply to everyone. Once accepted, they allow people greater freedom to act wisely and in the best interest of the community at large.

What follows are the Key Principles flowing out of the Community Vision. They are based upon the information gathered during the public Sector Forums. These principles represent the common filters which members of our community will be encouraged to consider when planning any action which impacts on the whole community or, at least, a significant part of the community.

### **KEY PRINCIPLES:**

- **Community-wide Co-operation & Planning**
- **Social / Economic Sustainability**
- **Responsible GPA Growth & Development**
- **Appreciation of Diversity of People, Skills & Thought**
- **Environmental Integrity**
- **Universal Access to Services & Opportunities**
- **Excellence in All We Do**



8  
*Peterborough:  
The Natural Place  
To Be*

## Applying The Key Principles

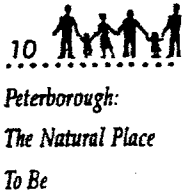


Peterborough:  
The Natural Place  
To Be

1. By focusing the efforts of our community around a set of common principles, we create a fundamental means of effectively living together in a positive and healthy social, economic and moral environment. A common set of principles—along with the adoption of strongly-held community goals and expectations, e.g. belief statements—provides the filter through which action steps must be taken to realize our Vision.
2. As business, industry and community leaders plan for the future, it is recommended that they adapt their decisions for action and change in order to be consistent with the common set of Key Principles. If this approach is used by different groups and organizations, there will be a cumulative strategic impact in terms of community planning and funding initiatives.
3. Throughout the public Sector Forums, many references were made to past discussions, position papers and planning documents that pointed to the need for interdependence and co-planning. However, there was consensus that well-intended plans have not always attained the success desired. It is intended that this Report and the Key Principles will be able to bring these efforts to fruition.
4. Using agreed-upon Key Principles, a strong and healthy social/economic base which enhanced levels of accountability through the efforts to attain community ownership of these principles. Individual citizens, groups, organizations and elected officials can all participate in ensuring higher-level decision making occurs—largely because there is a commonly-published, accepted and understood set of Key Principles guiding the future direction of the GPA.
5. Decisions and decision-makers supporting the Key Principles define how we accomplish new strategies: The result is community ownership and a better and more sustainable standard of living for everyone. With this accomplished, the GPA will become “the natural place to be.”

# GPA 2020 Belief Statements

**B**uilding upon the Key Principles, the citizens of our community have identified a set of common beliefs. These beliefs address, more precisely, areas with the greatest challenges and concerns. They also address the community's greatest dreams and opportunities. The major recommendations and areas of action outlined in this Report are connected to these belief statements. However, packaged together with previous reports and studies, as well as the Community Vision and Key Principles, the GPA 2020 study has the potential to achieve real change.



## IN THE GREATER PETERBOROUGH AREA WE BELIEVE:

- that through the SYNERGY of community-wide planning and wide-spread integration of services and co-operation, this area will flourish
- in a UNIQUE IDENTITY which provides for strong social and economic development into the 21st Century
- by having VIBRANT ECONOMIC GROWTH all community members will be effectively served
- the characteristics of a HEALTHY COMMUNITY will be of benefit to
- by HONOURING THE ENVIRONMENT long-term sustainability will be a reality
- LIFE-LONG LEARNING is the foundation upon which change will effectively and creatively contribute to the well-being of all citizens

# Taking Action

## Making Peterborough The Natural Place To Be



Taking Action

**W**orking with the information and ideas from the Sector Forums, the Action Team members came together in meetings to extract recommendations and actions. It should be stated that we realize in making recommendations for action we may well parallel those of others which may be taking place or are about to take place. However, what differentiates the *GPA 2020* vision is its community-wide base, strong set of principles and partnerships, and the emergence of a common community purpose supported by a real passion to have the contents of the Report acted upon.

It became apparent from the citizens who participated in this process, that the *GPA* has reached a crucial point in its history. Therefore, it is vital that the political leadership at all three levels of government realize the importance of the adoption of the *GPA 2020* vision.

The following areas of action are expanded on in the remaining pages of this Report. Each action area contains findings and recommendations evolving from the *GPA 2020* vision process.\*

1. Community-wide Planning
2. Community Leadership
3. Economic Development & Employment
4. Community Marketing & Tourism
5. Building A Healthy Community
6. The Environment
7. Agriculture & Food
8. Education & Training
9. Housing
10. Regional Transportation
11. Arts, Culture & Heritage
12. Community Youth

\*Note: Except for Community-wide Planning, the categories above are essentially randomly listed.

# Key Findings & Recommendations

## 1. Community-wide Planning

### FINDINGS

*Since the GPA has:*

- been impacted significantly by the downloading of services from the Provincial Government (and will continue to be impacted upon in the future)
- an inventory of valuable economic and social planning studies and reports done over several years (many of merit, but largely not acted upon)
- many independent councils and organizations addressing key issues in the community
- expressed, in the GPA 2020 public Sector Forums, an overwhelming need for community-wide integration and networking of all our growth and development efforts
- a well-organized, mobilized and skilled volunteer force that has multi-sectorial representation and a renowned record for involvement and commitment
- reached a point in time where a centralized means is required to facilitate discussions on community priorities and to provide a linkage between the GPA 2020 recommendations, government actions, and doing more ourselves.



## RECOMMENDATIONS

*It is strongly recommended that:*

- 1.1 *The City and County councils consider creation of the Greater Peterborough Area "Community Partnership Network" (CPN).*



The CPN would be a dynamic, responsive and evolving collection of expertise and information drawn from existing councils, groups, and community organizations. Essentially a volunteer organization, its purpose would be to facilitate forums and venues for partners (councils, citizens, etc.), to form linkages, and to define opportunities and priorities for achieving the Community Vision. The primary responsibility of the CPN would be to pursue the first GPA 2020 Key Principle of Community-wide Co-operation & Planning.

The CPN would be accountable to City and County councils for promoting and supporting those actions and activities which would fulfill our set of beliefs; it would be the critical screen for new ideas and Peterborough's action organization for the new millennium.

It is important that the CPN role be focused on filling the co-ordination gap emphasized in the Sector Forums—e.g. The CPN should exist to provide a more strategic model for decision making that supports grass roots and volunteer initiatives of the public and private sectors, local governments, and residents of the GPA.

1.2 *The GPA 2020 Steering Committee, along with the appropriate City and County appointments, develop a proposal around the potential scope and mandate of the CPN which would be brought forward to councils in early 1998.*

GPEC is an incorporated body of both the City and County councils, and is thus an appropriate vehicle to address issues covering the entire GPA as the Community Partnership Network. Since the CPN will have a more comprehensive and community-wide role, it is proposed that GPEC's current mandate (advice on longer-range trends) be implemented by a subcommittee of the CPN.

It is envisioned that the CPN will make maximum use of *existing resources* of local government and community-based agencies and volunteers to:

- establish a primary connection between our local governments and community action
- recognize the special needs of the reorganized rural municipalities
- develop the commitment for issues and programs that are relevant and consistent with the GPA key principles and strategies
- define the action steps and responsibilities of each of the GPA "Action Areas"
- integrate existing studies/reports into new actions
- create a "welcoming network"
- network and integrate the activities of existing sectorial councils and organizations
- establish community-wide priorities for private sector, charitable funding
- facilitate organization of tasks, workshops, initiatives coming out of the GPA 2020 study
- address the "gap" issues from the GPA 2020 and make recommendations for action
- become the focal point for GPA voluntarism
- ensure the communication and celebration of our successes.





## ACTION STEP(S)

- Create a Community Partnership Network (CPN) mandated to pursue the key *GPA 2020* principle and belief that community-wide integration of effort is necessary to fully realize the potential of the GPA. Request the *GPA 2020* Steering Committee to bring forward a proposal to fundamentally change the GPEC mandate and replace itself through the creation of the CPN. The proposal will address the issues of scope, funding needs, membership, operating mode and any changes needed in City/County operating plans and policies (or those of other organizations as well). It is important that as part of the review of the CPN mandate, consideration be given to examining what existing organizations/agencies/individuals may be appropriate to work with CPN.



## RESPONSIBILITIES (FOR TAKING ACTION)

- GPEC Board and *GPA 2020* Steering Committee
- City and County councils (or delegated departments)



The CPN will play an integral role in ensuring that steps are taken concerning the following areas for action and recommendations. It is important to recognize, though, that these ideas and recommendations need to be addressed for the betterment of the GPA regardless of what happens concerning the formation of the CPN."

## 2. Community Leadership

### FINDINGS

#### *The GPA has:*

- a significant desire among its citizens to have political leaders who are effective change-agents, and can focus on vision and principles
- a growing need, expressed by its citizens, to have elected officials committed to strategic planning practices, and who possess strategic leadership skills
- an awareness that certain qualities of alternate budgeting models have some attractiveness and potential for creating unique business opportunities
- a wealth of progressive and forward-thinking leaders who are willing to volunteer their services for the betterment of the community as a whole.

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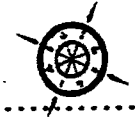
Community  
Leadership

## RECOMMENDATIONS

*It is recommended that:*

- 2.1 *This Report be actively shared/presented to all current and intended politicians (at all levels) and to all community leaders within the GPA.*

Through a series of activities co-ordinated by the CPN, the GPA 2020 Report and its recommendations would be presented to all GPA political and community leaders.



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Community  
Leadership

This could occur through such initiatives as:

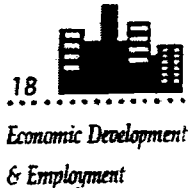
- a one-on-one campaign to share/discuss the Report with community organizations and their leaders (e.g. area Chamber of Commerce organizations, various community and professional associations, etc.)
- presentations to all municipal councils
- media coverage
- the delivery of open Community Leadership Workshops, in conjunction with educational institutions and community leaders. These workshops would focus on the key elements of strategic leadership including strategic planning, sustainable community economic development, implementation of Community Vision supporting policies and practices, etc.
- the development of an orientation process for all newly-elected political officials. This process would promote the Community Vision and GPA 2020 recommendations.

### 3. Economic Development & Employment

#### FINDINGS

*Since the GPA has:*

- a unique demographic profile, with a larger proportion of seniors/retirees than the rest of Ontario
- identified a need to augment traditional manufacturing business and industry opportunities with industries related to information technology and service industries
- an environmental awareness that is consistent with "clean" industries and the potential to cluster environmentally-oriented businesses capable of being an engine for economic growth
- knowledgeable and highly-skilled human resources in the information technology field
- a need to work with local business to increase economic activity as well as support them when looking for supplies including food products
- many new and exciting approaches to community economic development
- an increasing number of successful home-based businesses and micro-enterprises which are rapidly becoming the backbone of local economies
- research
- a Tourism industry recognized as a significant economic driver with tremendous potential for expansion including the promotion of Eco-Tourism
- the potential for other sectors (besides tourism) to boost the local economy. Examples include: recreation, high-tech manufacturing, food processing and cultural industries
- an ideal location, i.e. a short distance from two of Canada's major urban cities (Toronto and Ottawa)
- identified an above-average rate of unemployment and under-employment
- an expressed need for expanding apprenticeship programs
- identified job-sharing as a way and means for creating sustainable employment for more people
- a strong need to identify employment opportunities for young people and persons with disabilities with a wide range of skills, talents and education
- an increasing number of citizens who are displaced, mature workers.



*3.2 All existing employment-related agencies form a closer liaison or partnership which can determine and respond to the employment needs of all GPA citizens.*

This approach would include the examination of ways and means to create sustainable employment opportunities. It would also encourage policies that promote increased levels of employment, while continuing to provide education, training, dependent care, affordable housing and emotional supports for the unemployed.

There is no expectation of new resources to supplement employment initiatives. Therefore, the existing agencies or networks will require the leadership and direction from such key organizations as Human Resources Development Canada; Kawartha Lakes, Northumberland, Haliburton Training Board; Employment Planning Centre; City of Peterborough Employment Services; private sector employment agencies; and business leadership from organizations such as the Chamber of Commerce and others to spearhead the review of the GPA's employment needs.

This liaison should provide the opportunity for community leaders to develop innovative growth plans which provide jobs for youth, persons with disabilities and displaced, mature workers. This would serve to eliminate any gaps created by current legislative restrictions regarding eligibility for training and/or experience.

## 4. Community Marketing & Tourism

### FINDINGS

*Since the GPA has:*

- identified a desire to maintain a community image of having a small town/ rural character with city amenities
- the potential for a healthy mix of business and industries which build on existing world-class companies such as Milltronics, Fisher Gauge, Lakefield Research, Labotix, General Electric, Quaker Oats, etc. and to develop new, high-technology industries
- a unique topographical make-up in which we are fortunate to have multi-faceted environments which provide for a wide range of outdoor and recreational experiences
- a desire to achieve mutual respect and blending of the rural and urban economies
- a well-established full spectrum of tourist attractions and festivals and opportunity for capitalizing on the accessibility of the Trent-Severn Waterway
- the potential to develop a major conference centre in the Peterborough area which attracts delegates and can contribute in a positive manner economically
- a rich rural and urban heritage
- a base of positive initiatives to market Peterborough as a destination of choice for business, tourists, recreational visitors, etc.
- a rich and diverse cultural heritage, including the First Nation communities and settlement history.



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Community  
Marketing & Tourism

## RECOMMENDATIONS

*It is recommended that:*

3.1 *An economic development marketing plan be created with a strong global focus:  
A plan focusing on such areas as environmental technologies and services, services and products for the retiree/senior population, cottage industry, high-tech and tourism/resort development.*

Specific actions should be taken to evaluate:

- establishing a "welcome to the GPA" network (of a comprehensive nature, including representation from the rural and agricultural base) which will provide one-stop shopping for anything a new investor needs when either evaluating or relocating to the GPA. (This will formalize what occurs today on a somewhat ad hoc basis.)
- making Peterborough an "Environmental Research Park." Earlier reviews and studies have already been conducted on this topic (e.g. 1995 Chait Report)
- promoting the GPA as a "model" community for retiree/senior product and services test marketing—a return to our earlier roots as a test market.
- encouraging GPA businesses to seek global quality standards, giving them an international standard with which to compete, and making them attractive to foreign markets
- encouraging senior levels of government to examine global taxation and the impact that corporate taxes in competing countries are having on Canada and Peterborough industries as they attempt to compete in the global marketplace
- using these activities as multi-media opportunities to highlight success stories
- working with organizations that promote services that bus people, particularly seniors, to the area
- encouraging knowledge-based industries to locate in the GPA
- promoting small businesses and micro-enterprises so they continue to be created, and they develop and prosper throughout the GPA community.



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Economic Development  
& Employment

## RECOMMENDATIONS

*It is recommended that:*

### *4.1 A GPA world-class marketing plan be developed and implemented.*

Such a plan would be created through co-operative partnerships and have focus messages for both tourists and future employers. It should highlight the commitment to the *GPA 2020 Community Vision and Belief Statements*. To create an effective plan, partnerships should include the Tourism and Convention Bureau, area Chamber of Commerce offices, Downtown BIA, East City BIA, City and County Economic Development organizations and other appropriate groups who would be brought together in an actual or virtual organization of common direction and strength.

It would be recommended that such a plan, when implemented, would have multi-media applications. All businesses and organizations with global connections would be requested to distribute materials when travelling in order to promote the GPA. An appropriate website would be developed to support this plan.

The plan would incorporate opportunities for GPA citizens to celebrate their uniqueness and successes, both within our community (local media opportunities)

The marketing plan should promote the GPA as an area for potential site development of tourism-related businesses including resorts.





# 5. Building A Healthy Community

## FINDINGS

Since the GPA has:

- a wide range of health programs/services, facilities and medical specialties
- an existing system of health and social service planning for all age groups which is collaborative, community-based, socially conscious and people-centred
- a positive community identity/image as a safe and caring community
- a need for greater emphasis on wellness and prevention
- limitations in access to treatment and support services
- the reality of poverty, hunger, domestic violence, unstable housing and many other social problems which are not effectively being fully addressed
- experienced a decline in prosperity in certain sectors, which detracts from the ability of some area residents to achieve optimum health, (in that income is a significant determinant of health )
- a higher-than-average proportion of senior citizens
- a need for a health service model which provides recognition and mutual respect between health professionals and consumers
- the recognition that a Healthy Community is safe and secure and is comprised of Healthy Neighbourhoods
- the knowledge that accurate information is needed to make decisions.



**"The World Health Organization  
definition of health is:**

**The fundamental conditions and  
resources for health are peace,  
shelter, education, food, income,  
a stable ecosystem, sustainable  
resources, social justice  
and equity.' "**

## RECOMMENDATIONS

*It is recommended that:*

- 5.1 *Appropriate partners be brought together to co-ordinate the establishment of an integrated delivery model to serve as a focal point for all citizens to access a range of prevention, health promotion and primary treatment services. There should be an emphasis on ensuring delivery of services to seniors, those living in poverty, and those living in rural communities.*
- 5.2 *The GPA be promoted and recognized as a Regional Health Centre.*
- 5.3 *All interested parties co-ordinate and integrate to make the GPA a violence-free community.*
- 5.4 *A communications strategy be developed for the community and its leaders. This strategy should raise awareness about the need for well-informed participation in the political process, inequities in our society, the value of diversity, as well as the economic advantages of prevention.*
- 5.5 *The creation of "neighbourhood friendly" policies be supported by all levels of government. (e.g. streetscapes and building designs which complement social interchange and neighbourliness, i.e. front porches).*
- 5.6 *A comprehensive community profile data base for effective planning and decision making be established.*
- 5.7 *Representation from the health and social development sectors be included at the CPN table, and that the implementation process promote integration between and among various sectors of the community. For example, health and social development participation will complement recommendations which speak to economic development related to services and products for the retiree/senior population.*



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Building A Healthy  
Community

## 6. The Environment

### FINDINGS

*Since the GPA has:*

- identified a need for responsible, environmental decision making and planning in all matters relating to our community's future
- the understanding that measures to protect the environment are often perceived to conflict with economic development initiatives
- identified the natural environment (inclusive of lakes, rivers, streams, wetlands, countryside, forests and near wilderness) as our region's single most significant feature
- been selected by the Trans Canada Trail Foundation as the best possible route for the Trans Canada Trail through south central Ontario
- a strong desire to maintain and improve the quality of our region's abundant fresh water resource, and probably the next century's most valuable global resource
- a wish to become a world-renowned centre for environmental excellence
- a province-wide leadership role and a proven track record in waste reduction and diversion, wetlands preservation, energy efficiency, natural heritage protection, and land and resource stewardship
- a rich and long-standing tradition of recreation and tourism, based on the beauty of the region's natural setting
- the recognition of the need for greenway and wildlife corridors, linking natural areas and natural waterways, and adapted to human use by bike paths, pedestrian walkways and special motorless waterways
- an understanding of the importance of learning about all aspects of our environment. It has a number of educational institutions and other organizations and groups with expertise and leadership experience
- access to the traditional knowledge base of Aboriginal peoples and their respect for Mother Earth.



## RECOMMENDATIONS

*It is recommended that:*

- 6.1 *There be strong representation from the environmental sector at the CPN table. This will be indispensable in the development of the centre of environmental excellence focus of the Economic Development and Employment, and Community Marketing and Tourism sections of the Report.*
- 6.2 *The numerous environmental and natural resources management agencies, non-governmental organizations and educational institutions be co-ordinated in order that these groups work together to develop and implement a strategy to improve our region's surface and ground water quality.*
- 6.3 *A framework for resolving potential conflict between environmental and economic development or other interests be developed that will be inclusive, proactive and nonconfrontational.*
- 6.4 *Efforts be taken to co-ordinate the variety of interest groups necessary to create and preserve linked area green spaces in the GPA with the completion of the Trans Canada*



**"These recommendations  
recognize synergy as a core  
community value."**

## 7. Agriculture & Food

### FINDINGS

*Since the GPA has:*

- historically had a vibrant agriculture and food sector
- good soil and varied topography, with ample space, affordable prices and environmentally responsible land ownership
- an agricultural community that receives lower than warranted profile within the GPA
- rural and farm residents who play an important role shaping regional identity and culture
- many communities and small towns contributing to the diversity of the region in such areas as architectural heritage, history, traditions and lifestyle opportunities
- the recognition that the family farm is an economical and socially valuable unit of agricultural production, and the GPA has a contingent of stable, strong family farms proud to support their community
- an understanding of the importance of protecting farmland for future generations, as well as an understanding of the linkage between a viable farm economy and farmland preservation
- a local agricultural community and economy that is under increasing pressure from a global commodities market operating in a free trade environment
- the reality of increasing cutbacks in public funding for the agricultural research and development that would enable this sector to compete globally
- highly-developed food processing sector (e.g. Quaker Oats, Ragu, Baskin Robbins, etc.)
- a diverse range of high-quality agricultural commodities.



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Agriculture & Food

## RECOMMENDATIONS

*It is recommended that:*

- 7.1 The industry, producer groups, governments and academic institutions be co-ordinated in order to achieve status for Peterborough as a regional centre for agri-food research and development. This should include new product innovation, specialty crop development, and strategies for developing alternative/productive use of abandoned/marginal farmlands, including possible reforestation.*
- 7.2 The enhancement of local processing capacities be supported to maximize employment opportunities, develop products to replace imported food and increase exports of unique Kawartha products.*
- 7.3 We do our utmost to encourage greater awareness of the fundamental importance of the agricultural sector to the social, economic and environmental health of the region, and that a strategy be developed to foster greater public awareness and understanding of this community. This strategy might include components such as festivals on local farms and the development of a demonstration farm.*



## 8. Education & Training

### FINDINGS

*Since the GPA has:*

- first-class education institutions and systems within the region
- an excellent linkage involving area training and adjustment services through the Kawartha Lakes, Northumberland, Haliburton Training Board. This linkage is effectively supported by business, labour and key government institutions
- the need to strengthen ties between educational institutions, the community and business to ensure relevant training is available
- the need to develop a multi-faceted plan which will promote and enhance the development of and access to a full range of skills, knowledge and career training (from high-tech to people skills)
- identified the desire to support ongoing education related to social inequities, positive community/civic values, as well as visionary and thinking skills, particularly in the area of...

## RECOMMENDATIONS

*It is recommended that:*

*8.1 An education and training task force be established that focuses on the current and future educational, skills, knowledge and training needs and which establishes the required partnerships / linkages to address them. That this focus also explore the increasing need for and access to information technology/use of the Internet.*

It would be expected that all education and training institutional leaders be brought together to form a partnership based on networking and increased communications. This would include promoting the development of attitudes and actions towards a socially and economically viable community.

Under the co-leadership of members of the education and training leadership ranks, this partnership would share in all opportunities created by business and industry. It would be a major resource for sharing of knowledge and skills required to take advantage of local, provincial or global situations. It could also address the potential of creating new programs to help complement the research and development opportunities in the GPA.

This approach would serve as a key instrument to focus on achieving the *GPA 2020* Belief Statement that Life-long Learning is the foundation upon which change will effectively and creatively contribute to the well-being of all citizens.

Unique and contemporary ideas like a forum using cyberspace should be explored in order to bring together great minds to find solutions to community issues/concerns.



## 9. Housing

### FINDINGS

*Since the GPA has:*

- the need to address the significant government decisions around social housing and its impact on the people who need access to safe, healthy, stable and affordable rental accommodations
- identified a continual need for a wide spectrum of housing for citizens throughout the community, including alternative housing for seniors
- identified the community need for affordable housing, including emergency, temporary and permanent living arrangements for displaced youth, and single men and women with and without children
- a solid base of expert housing developers
- a strong base of socially-conscious volunteers related to housing
- social and service agencies which dedicate time and effort to the housing
- a significantly large number of citizens, including seniors, who have transportation needs from their homes to services
- local building contractors responsive to looking at alternative housing models.



## RECOMMENDATIONS

*It is recommended that:*

- 9.1 *The Peterborough Housing Advisory Committee (PHAC) explore how to effectively meet the community housing needs involving such areas as access to affordable housing, social housing, alternative housing for seniors, planning and development strategies, etc.*



It would be expected that all housing organizations, developers, contractors, City and County planning experts, etc. would join forces to examine housing needs. The PHAC would work closely with both local and provincial government representatives in an effort to develop workable, efficient housing alternatives so that all people in the GPA will have a decent home.

The restoration of the Housing Resource Centre may be an appropriate action step. There is a need for ongoing data collection and monitoring services as well as the requirement for a strong housing voice responsible for mediating conflicts related to housing.

# 10. Regional Transportation

## FINDINGS

*The GPA has:*

- identified the need to bring new industries into the GPA
- an opportunity to create an efficient, and yet creative, transportation system. This system would include the development of a regional transportation hub for buses, transport trucks and trains that reconnect the GPA with Toronto. It would also include a reconfiguration of space in the downtown area to create pedestrian malls by eliminating vehicle traffic
- an airport with the potential to provide comprehensive air service that would be inviting to international employers
- expressed a desire to look at community transportation models to provide efficient and affordable services to assist youth, seniors and persons with disabilities in the GPA
- recognized the need, through past initiatives, that attention must be given to such transportation-related matters as cycling, sidewalks, traffic calming, walking, inter-nodal transportation, school busing, transportation links, decreasing of CO<sub>2</sub> emissions, etc.

## RECOMMENDATIONS

*It is recommended that:*

*10.1 A GPA regional transportation plan be developed to achieve this potential.*

This plan would take into consideration all the economic, environmental and social benefits of reconfiguration. It would also provide a new progressive community model which would be attractive to business, industry and residents.



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*Regional  
Transportation*

# 11. Arts, Culture & Heritage

## FINDINGS

*Since the GPA has:*

- more than 140 loosely linked arts, culture and heritage organizations, some of which have national prominence
- a history of unique cultural initiatives
- a history of successful summer theatre activities throughout the GPA
- an increasing number of persons employed in this sector
- a legacy of rich Native and Early Canadian heritages
- the potential for its canoe museum to become a world-class attraction
- an established reputation as a major Ontario tourist destination
- recognized the importance of maintaining public support for the arts and cultural organizations. It has increasingly realized that cultural industries can impact a local economy
- the potential, through cultural tourism, to be as popular as a Stratford or Niagara-on-the-Lake if appropriate linkages are established among our broad spectrum of cultural attractions.



## RECOMMENDATIONS

*It is recommended that:*

- 11.1 *Through existing cultural councils that a structure be established that creates a greater opportunity for artists, cultural and heritage organizations to network and co-operate.*
- 11.2 *A linkage be established among GPA arts, culture and heritage interests and specific thrusts for economic development :*

**Some potential initiatives could include:**

- summer educational programs linked to the area's cultural events and other tourist interests
- the development of a conference centre based upon culture and heritage preservation as a predominant theme (perhaps housing the canoe and other heritage museums)—possibly located where it would evolve into a common daily meeting place for all citizens (restaurants, outdoor noon-time theatre, etc.)

## 12. Community Youth

### FINDINGS

*Since the GPA has:*

- an awareness of a growing need to develop youth programs that are available within neighbourhoods, including rural areas, as well as those offered by organized groups
- youth who are beginning to sense their minority position within the demographics of our community
- identified a willingness, as well as a need, to develop enhanced levels of inter-generational programs
- an awareness of the need for easy-access transportation systems so rural youth can access the urban area
- a lack of non-alcoholic venues for young people to gather and socialize
- youth who have demonstrated the interest and capability of being consulted on how to shape the future of our community

### RECOMMENDATIONS

*It is recommended that:*

*12.1 A task force be established in co-operation with youth and their community organizations that examines the challenges facing the GPA youth. This Task Force should formulate the appropriate actions necessary to resolve these issues.*

It is expected that significant input will be obtained from community youth leaders and the social, recreational and educational service providers, and spiritual organizations, who are impacting, or can impact, on the future of our youth. This would include examining the co-ordination of resources for youth recreational services.

It would be expected that the results or recommended plan would work in concert with the CPN services in order to maximize opportunities that may arise, also where possible, to mobilize satellite activities for youth when transportation to activities is not feasible.



# Conclusion

## Making The Vision Reality

The GPA 2020 project has involved a significant number of people who have contributed generous amounts of time and energy on behalf of their community's future. The leadership and commitment they have all demonstrated has been astonishing. The manner in which they embraced this Project, and worked together to deliver the results, shows that the GPA has a tremendous base of community volunteers and members who have a strong desire to see future change occur through strategic leadership.

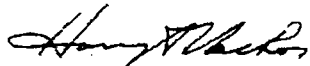
Those who had the insight to recommend and support this Project deserve a great deal of credit. The idea and confirmation of the need for a visioning process germinated as far back as 1993. It has been the persistence of GPEC and its members, along with the support of the City and County councils, that has ensured the opportunity and success of this grass roots driven process. Financial support from the Project's federal and provincial government partners—and contributions from local corporations—further supported the ability to deliver a Community Vision and strategy.

Perhaps the single most important element of the GPA 2020 process was the willingness of citizens of the Greater Peterborough Area to step forward and share their views of the future. Their recommendations, identified in this Report, have provided the support needed to take action for the future. Many eyes are now cast on GPA 2020 as we approach another opportunity for electing the community leadership necessary for the 21st Century.

We are strongly convinced that the GPA 2020 process is the beginning of an exciting and new adventure for the Greater Peterborough Area. Many more ideas beyond those detailed in this Report are out in our community waiting to be heard and acted upon. Our citizens have shown they are ready for change, and that they are willing to work together at all levels, in order to meet the challenges ahead. They want to celebrate our accomplishments along the way and make Peterborough the natural place to be.

Due to the messages and the momentum generated by GPA 2020, we are excited about the prospects for our future. We now look forward to seeing community-wide leadership from all sectors help us move together in making the vision reality.

Sincerely,



Harry T. Vlachos

GPA 2020 Project Facilitator



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Conclusion

# Acknowledgements

There are a vast number of individuals who have played a significant role in bringing the GPA 2020 project and this final report to fruition. As Project Facilitator, I wish to acknowledge the contributions of these people who helped ensure our process was a success. They include:



Conclusion

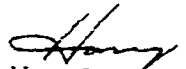
- The **GPA 2020 Steering Committee** who have met for over 18 months. By envisioning a community-wide consultation process they brought this idea to life with the support and assistance of Vic Henderson and the Greater Peterborough Economic Council Board of Directors
- Special efforts of the **Selection Task Force members** who put the major pieces of the process together, including the selection of Action Team participants and Co-Chairs
- **5 Action Teams and their members** who volunteered their time and efforts. During the Sector Forums they embraced the truly hands-on experience of collecting the input of our citizens regarding the Community Vision
- **City and County administrations**, and in particular, the administrative assistance from Lynn Clark (County), RoseMary Reid and Doris Newfeld (City), and Tammy Robinson (Kawartha Lakes, Northumberland, Haliburton Training Board)
- **Haliburton, Kawartha, Pineridge District Health Council** for the use of a phone line to receive messages concerning our March 6th Public Meeting. Also for co-ordinating the Youth Health Council Forum facilitated by Barbara Moffat and Dawn Berry-Merriam
- **Jacqueline Powell, Peterborough Social Planning Council; Don Fise, Chamber of Commerce; and Jim Bottomley, Jim Bottomley and Associates** for their excellent presentations and forward-thinking viewpoints at the March Public Meeting. Also thanks to the approximately 200 citizens who attended, including video camera volunteer Bill Durant
- **Downtown Business Improvement Area office** for creating a website on the Internet. This allowed input from those wishing to send comments on their vision for our future via cyberspace
- **Greater Peterborough and District Chamber of Commerce** for the frequent use of the Station Board Room for the many meetings that occurred
- **Jean Burkholder and the Senior Citizens Council of Peterborough** (serving County and City) for coordinating participants for the special Seniors Forum held in Norwood
- **Robert Lockhart, Re-think Group**, for his invaluable assistance with the Seniors Forum, and more importantly for his advice and guidance around the process facilitation of the Sector Forums

- Herb Wiseman for taking the initiative to bring the *GPA 2020* process to two classes of high school students at St. Peter's High School. Thanks to the students for sharing their visions with us
- media support along the way, and particularly at the beginning when the process was being introduced to the community
- all the wonderful people who attended our Sector Forums and shared their views for our future and Rocky Ridge for their water/dispenser donations

Special recognition is extended to:

- Heather Starke, Heather Starke Communications Unlimited, and graphic designer Kirk Doughty for their exceptional work in taking the Report and transforming it into the professional looking document it is now
- all the organizations who provided funding for *GPA 2020*, i.e. City and County councils, Human Resource Development Canada's Industrial Adjustment Service (federal) and Ministry of Education and Training's Adjustment Advisory Program (provincial) and finally to Fisher Gauge Ltd., Milltronics Ltd. and Johnson & Johnson for their important financial contributions
- Cora Whittington, Whittington and Associates, who acted as Process Facilitator and through her insightfulness assisted the Co-Chairs, Action Teams and, in particular, this writer in helping the *GPA 2020* process bring forward the many important ideas and views of its citizens
- Tom Cookson, Andy Rothfischer and Bob Cheetham, Steering Committee members, who each offered additional time and guidance on the process
- the Co-Chairs who bargained for a shorter time period of involvement, but like most other people associated with the entire process, developed a passion for ensuring a professional and realistic document resulted reflecting community opinion for our future that will be acted upon
- June Moncrief, Project Administrative Assistant, who provided the incredible co-ordination of so many details that were necessary over the past year and which are too numerous to recall let alone report on. Also thanks to her husband Robert, and father Alex Ellis—both supported us in various ways along the road
- Paul Scholfield, GPEC and Steering Committee Chair. His tireless efforts and the wisdom he exhibited through his leadership, advice and participation from day one exemplify what every project co-ordinator could only wish for.
- and finally, my very special gratitude to my wife Sheila and daughter Brooke who have had to cope with my 80 hour work weeks resulting from *GPA 2020* and my other business activities

Thank you,

  
Harry T. Vlachos



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Conclusion



## APPENDIX "A"

# Summary Of The GPA 2020 Project Process

### HISTORY AND BACKGROUND

In 1996, the Greater Peterborough Economic Council (GPEC) made presentations to City and County councils. These presentations recommended that a strategic vision for the socio-economic development of the Greater Peterborough Area (GPA) was needed. GPEC received endorsement and financial support from both local governments, as well as the Industrial Adjustment Service (federal) and Adjustment Advisory Program (provincial).

At a later stage in the process three local corporations (Fisher Gauge Ltd., Milltronics Ltd., and Johnson & Johnson Medical Products) also came forward with further financial help.

### PROCESS STAGES

The GPA 2020 Process Stages are depicted in the graphic contained within this Appendix which outlines the various project phases leading to a final report and the implementation or action stage. A Steering Committee was formed comprised of members from GPEC and the community at large. Mr. Harry Vlachos, Vlachos Human Resource Services Inc., was hired as Project Facilitator in August 1996. He began researching past efforts and interviewed key community leaders in an effort to identify the most suitable process for the GPA.

In early January 1997, Mr. Paul Scholfield, GPEC and Steering Committee Chair along with Mr. Vlachos presented the "GPA 2020 A Vision for our Future" process to both councils.

The process was designed to be as transparent as possible and community driven. As a result, the Steering Committee acted as the overseer and empowered the various task forces, action teams, committees, etc. to carry out the primary responsibilities of consulting with the community. The volunteer leaders who played a significant role in the GPA 2020 process are also listed in this Appendix.

their Co-Chairs. This group also helped organize the March public meeting which introduced the process to the community. Interested GPA residents were invited to submit their names for membership on one of the Action Teams who would carry out the community consultations.

The Action Teams were formed in early April with the Sector Forums held in May. Each Action Team was responsible for consulting 3 or 4 sectors. A team was comprised of 2 representatives from each of the sectors they were consulting along with 2 or 3 community at large members interested in the process.

Ms. Cora Whittington, Process Facilitator, introduced a creative process that actively involved Action Team members in the collection of data. It was estimated some 2,000 people were directly or indirectly involved in expressing their views on what the Community Vision should look like. Action Teams prepared Summary Reports based on the thousands of raw data facts/findings from the 18 Sector Forums and which were summarized by Ms. June Moncrief, Project Administrative Assistant. Special Dialogue Sessions were held in June so all Action Teams could share their findings with each other.

The Planning Committee (Action Team Co-Chairs) was then responsible for condensing this tremendous volume of excellent ideas and opinions voiced during the project. This group of dedicated individuals spent the summer of 1997 shaping the GPA 2020 Final Report and preparing it for presentation to City and County councils in September.

The overall process has been an outstanding community development effort that has attempted to seek as many voices and views as possible around a Community Vision for all GPA residents.



Appendix "A"

# GPA 2020 Participants

## STEERING COMMITTEE (Appointed by Greater Peterborough Economic Council)

- Paul Scholfield, Chair
- Roy Wood, City Alderman
- Ron Chittick, City CAO
- Casey Ready
- Bob Cheetham
- Andrew Rothfischer (provincial)
- Secretarial Support from RoseMary Reid (City) & Lynn Clark (County)
- Vic Henderson, Secretary/Treasurer
- Ross Jamieson, County Councillor
- Joe Tiernay, County CAO
- Bill Durant
- Tom Cookson (federal)
- Harry Vlachos, Project Facilitator



Appendix "A"

## SELECTION TASK FORCE (Appointed by Steering Committee)

- Don Frise, Chamber of Commerce
- Jackie Powell, Social Planning Council
- Bill Astell, Peterborough Labour Council
- David Nichols, Chartered Accountant
- Paul Scholfield, Steering Committee Rep.
- June Moncrief, Administrative Asst.
- Patti Irwin, Irwin's Inn
- John McNutt, Businessman / LTAB
- Sheila Wood, D.B.I.A.
- Dawn Berry-Merriam, District Health Council
- Harry Vlachos, Project Facilitator

## ACTION TEAMS (Appointed by Selection Task Force)

### Team # 1 - Sectors: Construction/Development/Housing, Media/

- Casey Ready & Tom Veitch - Co-Chairs

#### Members:

Construction/Development/Housing - Pat Cleary & Guy Bonneville  
Media/Marketing - Jim Ambrose & Janice Green  
Transportation - Evan Meyers & Shawn Berry  
Community at Large - T.K. Jones, Gary Lounsbury & Elizabeth Clarkson

### Team # 2 - Sectors: Environment, Health/Wellness, Social and Community Development

- Margaret Glenn & John MacDonald - Co-Chairs

#### Members:

Environment - Margeree Edwards & Dan White  
Health & Wellness - Barb Moffat & Garry Humphries/Anne Keyes  
Social & Community Development - Gillian Sandeman & Barb Lillico  
Community at Large - David Swales, Marilyn Mumby & John Martyn

**Team # 3 - Sectors: Agriculture, Education & Training, Tourism**

- Lynn Hill & Jack Johnston - Co-Chairs

**Members:**

- Agriculture - Chuck Lamers & Scott Stewart
- Education & Training - Kate Kincaid & Vito Barbuto
- Tourism - Allen Morrison & Tony Kenny
- Community at Large - Kathy Neill, Fred Anderson & Kevin Leahy



Appendix "A"

**Team # 4 - Sectors: Culture/Recreation, Labour, Science & Research,  
Retail/Small Business**

- Mary Lynch-Taylor & Brian Fallis - Co-Chairs

**Members:**

- Culture & Recreation - Bill Kimball & Herb Wiseman
- Labour - John Wales & Bill Astell
- Retail & Small Business - Jim Bottomley & Sophie Cousins
- Science & Research - Mike Lord & Bob Johnston
- Community at Large - Ken Doherty & Barb Rimmer

**Team # 5 - Sectors: Finance, Government, Industry & Manufacturing**

- Anne Wood & John McNutt - Co-Chairs

**Members:**

- Finance - Glynis Smerhy & David Graham
- Government - Robert Lake & Doug Pearcy
- Industry & Manufacturing - Lloyd George & Fred Murphy
- Community at Large - Yvette Hurley & Bill Szulga

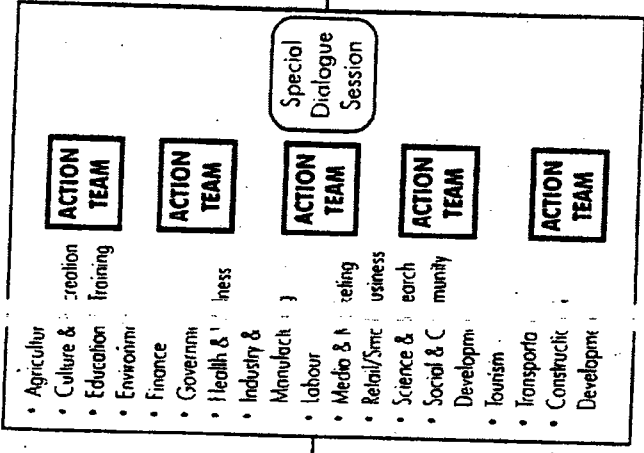
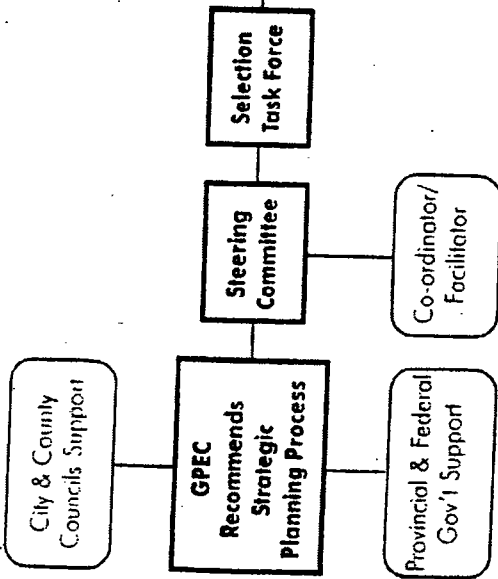
**Process Facilitator - Cora Whittington**

**Project Facilitator - Harry Vlachos**

**Administrative Assistant - June Moncrief**

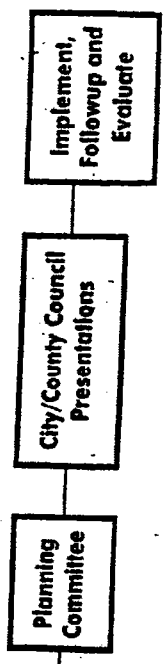
# Process Stages For Developing A Community Economic Development Plan

## Planning Phase



## Consolidating Plan

## Presentation To Councils and Community Response



- Idea & Government Endorsement**
- Finalize and Monitor Process**
- Select Action Teams**
- 8/10 Cross Sectorial Rep's/Team**
- Consult 1 Community Sectors**
- Community wide Large Participation**
- Special Meeting to Review All Action Teams Reports**
- Finalize Strategic Plan**
- Seek Gov't Support and Establish a Community Action Plan**