

2012



# Township of Stirling-Rawdon: Integrated Community Sustainability Plan

**Submitted To:**

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### ICSP SUB-COMMITTEE OF THE ECONOMIC DEVELOPMENT COMMITTEE

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- Harry Danford
- Darrin Heasman
- Gary Leonard
- Elisha Maguire
- Derrick Morgan
- Bob Mullin
- Ron Reid
- Kevin Solmes
- George Thompson
- Nicola Wand
- Joan Wilkinson

### CITIZENS AND ORGANIZATIONS OF THE TOWNSHIP OF STIRLING-RAWDON

- Thank you to all those who participated through one of the three community consultations, completed the survey, or who sent in feedback that contributed to the development of the ICSP.

### TOWNSHIP OF STIRLING-RAWDON

#### COUNCIL:

- Mayor Rodney Cooney
- Deputy Mayor Wilfred Shier
- Councillor Bob Mullin
- Councillor Grant Hagerman
- Councillor Jeremy Solmes

#### STAFF:

- Elisha Maguire, Economic Development Officer
- Kevin Heath, Clerk Administrator

#### ECONOMIC DEVELOPMENT COMMITTEE:

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- Jeremy Solmes
- Bob Mullin
- Adam Cooney
- Gary Leonard
- Ron Reid
- Joan Wilkinson
- Michael Beeston

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#### SYNERGY RESEARCH AND EVALUATION CONSULTING:

- Theresa Dostaler and Tabatha Leonard

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#### TRENVAL BUSINESS DEVELOPMENT CORPORATION

Thank you to Trenval Business Development Corporation for providing funding under the Eastern Ontario Development Fund for undertaking the Integrated Community Sustainability Plan process.

A special thank you to Elisha Maguire, Economic Development Officer of the Township of Stirling-Rawdon, for her expertise and commitment to the development of the ICSP.

## EXECUTIVE SUMMARY

Located halfway between Toronto and Ottawa about 20 minutes north of the 401, the Township of Stirling-Rawdon is both a unique destination for visitors as well as a nurturing community and home to about 2,000 urban residents. The Township of Stirling-Rawdon is renowned for its cultural and agricultural heritage, its vibrant downtown, and for being a nurturing community for the youngest and most senior residents.

Led by the Economic Development Committee, staff at the Township of Stirling-Rawdon recognized that they have something to be proud of, but that there is a need to develop an Integrated Community Sustainability Plan (ICSP) to be used to provide direction and guidance in developing a sustainable community. An (ICSP) is a long term plan based on both existing and projected needs of the community and is based on the values and goals that a community sees important, and provides a vision to work towards. An ICSP focuses on development for a sustainable future.

## THE STIRLING-RAWDON PROCESS

An ICSP looks at the vision, successes, and challenges of a community from a four pillar perspective. These pillars are outlined below:

<b>Culture</b>	The culture pillar considers arts, heritage, events and festivals, and volunteers.
<b>Economic</b>	The economic pillar considers business, industry, tourism, agriculture, employment, and jobs.
<b>Environment</b>	The Environmental pillar considers air, water, land, flora and fauna as well as the ecosystems of which we are a part.
<b>Social</b>	The Social pillar considers health and social services, housing, education, youth seniors and sports and recreation.

Developing an ICSP is a collaborative and consultative process. Typically, an ICSP is completed over a one year to two year timeframe. The Township of Stirling-Rawdon took on an ambitious task to conduct consultations and develop a plan in a timeframe of approximately 8 months. The following structures and activities were integral to the successful completion of the plan.

## TIMELINES

**Table 2: ICSP Phases, Timelines, and Activities**

Phase	Timeline	Activities
<b>Planning</b>	November - December	<ul style="list-style-type: none"> <li>Developed steering Committee</li> <li>Finalized methods/timelines</li> <li>Identified experts in each of four pillars</li> <li>Identified key informants</li> <li>Gathered relevant documents</li> <li>Finalized survey and other data gathering tools</li> </ul>



<b>Consultation</b>	January - March	<ul style="list-style-type: none"> <li>• Round one of focus groups</li> <li>• Web-based paper and pencil survey open</li> <li>• Document review continues</li> <li>• Gather information from other sources</li> </ul>
<b>Synthesis</b>	April	<ul style="list-style-type: none"> <li>• Synthesis of information from document reviews, focus groups surveys</li> <li>• Asset inventory developed</li> <li>• Round 2 of consultation meetings/focus groups</li> </ul>
<b>Consolidation</b>	April - May	<ul style="list-style-type: none"> <li>• Draft report prepared</li> <li>• consultation with Sub-Committee and full Committee</li> </ul>
<b>Report and Review</b>	June-Sept	<ul style="list-style-type: none"> <li>• Final report presented</li> <li>• Final public session</li> </ul>

The following activities and processes were utilized in the ICSP process:

**STEERING COMMITTEE:** An eleven person ICSP Steering Committee was established to assist with the ICSP planning process, and to provide feedback and input on both the ICSP process and the content of the final report. Six meetings were held over the 8 month time period.

**COMMUNITY ASSET MAPPING PROCESS:** Building on the Township of Stirling-Rawdon Community Profile (year), the Steering Committee undertook updating an existing asset map to update information, and include any missing information. Care was taken to consider and include local groups, organizations, committees and municipal services that are available to facilitate action on the recommendations identified in the ICSP.

**COMMUNICATION AND SOCIAL MEDIA:** The Township of Stirling-Rawdon website was utilized to inform residents, business owners, and organizations about the development of the ICSP, the survey, and upcoming consultation sessions. Information about the Community Consultations was shared on the website, Facebook, and Twitter pages. Participants for Community Consultations were contacted by email or by phone or through newspaper ads.

**COMMUNITY SURVEY:** The Steering Committee developed a survey that was distributed to community members both at consultations, at local events, and online. The purpose of the survey was to gather information about strengths, challenges, and needs in each of the four pillar areas, as well as to obtain suggestions for future priorities and action.

**COMMUNITY CONSULTATIONS:** Two rounds of consultations were held with the goal of gathering input, feedback, and suggestions from the community around successes, challenges, and possible action.

- **Community Consultation #1:** The first consultation consisted of two separate sessions held in the gym at Stirling Junior School. The sessions were held Monday, February 17, 2012 and Monday, March 3, 2012. Residents, business owners, and external guests were invited through ads in the paper and posts on the Stirling-Rawdon website. Key informants that had been identified by Steering Committee members or who were listed as contacts on the asset inventory were personally invited through email and/or by phone.
- **Community Consultation #2:** The second Community Consultation was held on Monday, April 30, 2012 from 6:30pm to 8:30 pm at the Emergency Services Building. The session was advertised in the local newspapers, and key informants were invited through email. Participants from Community Consultation #1 also received personal invitations to attend the second session.

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## VISION

A vision provides direction for the future. The vision for the Township of Stirling-Rawdon ICSP is:

*“Building a strong community that works together and plays together”*

This succinct vision statement was developed by the Steering Committee after getting a sense of the values and preferences of residents through the survey and consultations. The following Goals were identified to reach toward this vision. For each Goal, one or more objectives and specific actions were developed.

Culture	Economic
CU1 – Showcasing and Promoting our Cultural Identity CU2 – Celebrating and Protecting our History and Heritage CU3 – Promoting Active Citizenship/Volunteerism CU4 – Encouraging Diversity and Inclusion CU5 – Marketing and Promotion of Stirling-Rawdon CU6 – Enhancement of Township of Stirling-Rawdon Website	EC1 – Promoting Community Economic Development EC2 – Expanding and Promoting Tourism EC3 – Promoting Agriculture
Environmental	Social
EN1 – Care for and Protect our Water Sources, Air, and Soil EN2 – Responsible Solid Waste/Waste Management EN3 – Protection of Natural Areas EN4 – Responsible Land Use and Built Environment EN5- Planning for Infrastructure EN6 – Education on Environmental Issues EN7 – Reduction in Energy Use and Promotion of Alternative Energy	SO1 – Improve Physical Sense of Community SO2 – Improve Health and Wellness of Residents SO3 – Inclusion Across the Ages SO4 – Access to Education and Learning SO5 – Provision of Recreation Opportunities SO6 – Policing and Security SO7 – Community Facilities and Services SO8 – Affordable Housing SO9 – Transportation

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## IMPLEMENTING THE PLAN

The following guidelines were developed to help ensure implementation of the goals, objectives and actions within the plan:

1. The implementation of the ICSP Actions will require a commitment by the Township, and an organizing body to oversee and track progress. The Township may wish to establish a committee to oversee progress, or the Economic Development Committee could continue to follow through on actions since this group is existing and relevant and has a positive history as well as representation of all four pillars of the ICSP.
2. Many of the actions suggested by community members are actually already taking place. In such cases, where the Township is already involved in actions, communication of plans and progress it is imperative to ensure the community is already aware of the good work being done.
3. The ICSP should be considered and linked to other planning documents such as existing and revised by-laws, and any future policies and procedures to be developed.
4. The ICSP document is a living document that must be continuously reviewed, not a document that “lives on the shelf”. As such, regular reviews and updates of progress are required, and this progress should be tracked publicly on the Stirling-Rawdon website.

5. Ongoing progress updates to the Township of Stirling-Rawdon Council should be provided.
6. The ICSP has been developed with extensive feedback and contributions from members of the community. As each step of the plan is implemented, feedback and transparent communication with residents is required.
7. The Township of Stirling-Rawdon is ripe with opportunities to gather expertise, from youth to seniors to business owners. The implementation committee should continue to seek input and feedback from the wealth of information and knowledge that lives in the community.
8. The Township should continue to consider sustainability in decision making processes, for example, within infrastructure, waste and water management, maintenance of facilities, and capital purchases.
9. Within the development of the ICSP there were sometimes conflicting opinions on what would be both beneficial and sustainable for the Township of Stirling-Rawdon. It is likely that such conflicting opinions will continue to arise, and that good communication and a willingness to gather feedback and input from the community will be important to help understand and prioritize competing needs.
10. The implementation of the ICSP will require resources, both financial and human, to implement. It will be important to leverage existing groups and organizations to implement the plan.
11. Staff and council should be familiar with the plan and it should be reviewed regularly, and incorporated into future job descriptions.

## INTRODUCTION

Located halfway between Toronto and Ottawa about 20 minutes north of the 401, the Township of Stirling-Rawdon is both a unique destination for visitors as well as a nurturing community and home to about 2,000 urban residents. The Township of Stirling-Rawdon is renowned for its cultural and agricultural heritage, its vibrant downtown, and for being a nurturing community for the youngest and most senior residents.

Led by the Economic Development Committee, staff at the Township of Stirling-Rawdon recognized that though the Township of Stirling-Rawdon is already something to be proud of there is still a need to develop an Integrated Community Sustainability Plan (ICSP) to be used to provide direction and guidance in developing a sustainable community. ICSPs are being developed across Canada through community input and guidance to help determine priorities and action that can be implemented and sustained over the short and long-term.



An ICSP is about integrating the social, cultural, economic and environmental imperatives into a single plan over a long-term perspective, and requires active collaboration through participatory techniques that allow for the full involvement and engagement of the community life and natural systems upon which the community depends.<sup>1</sup> Within an ICSP, the sustainability of a community is considered through four pillars:

- **Cultural** – including arts, heritage, events and festivals, sports and recreation;
- **Economic** – including business, industry, tourism, agriculture, employment, jobs, and marketing;
- **Environmental** – including air, water, land, flora and fauna;
- **Social** – including health and social services, housing, education, youth, and volunteers.

Using these four pillars to frame the discussions, the ICSP process aims to gather relevant information through document reviews, community consultations, surveys and focus groups to develop strategies to both integrate the four pillars and set in place a framework for future and long-term action. The ICSP process builds on what is valued in the Township of Stirling-Rawdon, and takes suggestion for change in order to ensure that development meets the needs of both current and future generations.

## CONTEXT

### A BRIEF HISTORY OF STIRLING-RAWDON TOWNSHIP<sup>2</sup>

Stirling is nestled in the hills of Sidney and Stirling-Rawdon Townships; as a matter of fact, Stirling's Front Street straddles the border between the two.

<sup>1</sup> Ling, C. Dale, A, and Hanna, K. (2007). Integrated Community Sustainability Tool. Retrieved June 4, 2012 from <http://crcresearch.org/sites/default/files/icsp-planning-tool.pdf>.

<sup>2</sup> "A Brief History of Stirling-Rawdon Township" prepared by Lewis Zandbergen

Our village is rich in history; it's been a settled community for almost 200 years and its residents are proud of the many historic storefronts and homes lining the streets, some virtually unchanged from the way they looked a century ago. Although there are several exceptions, many buildings in the downtown area west of North Street date to around 1883. A disastrous fire that year burned out businesses from Henry Street to Rawdon Creek and from Meiklejohn Hardware at 40 Front Street West eastward and around the corner as far as the Masonic Hall. Another fire in 1908 burned down many Mill Street buildings. The first landowners were Captain John Walden Meyers (the founder of Belleville) and John Richard Bleecker. Joseph Rosebush owned Lots 19 and 21 south along what is now Front Street West in 1806 and Samuel P. Cummings owned land surrounding the mill pond. By 1807 Samuel Rosebush had built a mill on the north side of Rawdon Creek near the present James Street bridge.

Edward Fidler was a prosperous mill owner and for a time the hamlet which sprang up around the mills was known as Fidler's Mills. Other names by which the village has been known are Seldon Mills, Rawdon Mills and Rawdon Village. Eventually it was decided to call the village Stirling because, as the story goes, the area reminded the first Scots settlers of their former home in Scotland's Stirlingshire.

During the decades to the 1830s, large numbers of Scots settlers came into the area with Edward Fidler, from the Orkney Islands, being among the earliest. His further development of the established mills in the village did much to encourage settlement. Another early Scot was Robert Parker who came from Ayr, near Stirling, Scotland. He arrived in 1821 to monitor family interests in the Marmora Mine. This necessitated travel on horseback from Marmora to Kingston a journey of some 50 miles as the crow flies but about 75 to 80 if the trails were used. However, Kingston was the location of the nearest bank in what was then Upper Canada.

After the mines proved unsuccessful, Parker became involved in the timber trade. He built a mill at Wellman's Corners, about eight miles northwest of Stirling and exported timber down the St. Lawrence River by way of the Deer and Trent Rivers. Edward Fidler's invitation to move to Stirling in the late 1830s resulted in Parker's operation of a tavern in the village. It is through the work primarily of these two men that Stirling received its name. When the name was officially adopted isn't known exactly. Stirling was incorporated as a village in 1858. Since 1858 we have gone from pioneer settlement to modern flourishing town; but we are lucky that several homes and buildings from almost any era in Stirling's history remain to remind us of our rich heritage.

Up until 1853, Stirling was known as Rawdon Village, no doubt in deference to the man after whom the township and the creek had been named, Baron Rawdon, Earl of Moira, later Governor of Bengal and Governor of Malta. The new municipality<sup>3</sup>recreated<sup>2</sup> after amalgamation in the late 1990s has been renamed Stirling-Rawdon Township, a name honouring both founding municipalities.

The first body officially to govern the area at a local level was that of Rawdon Township. The first municipal government was formed in 1850 and a town hall which also served as a church and community meeting place was erected on Village Lot 47 of Lot 10, Concession I, Rawdon Township; the lot was purchased for about sixty-one dollars. For the next eight years the village and the township affairs were run from those offices.

In 1858, Stirling was officially incorporated and declared a village. Boundaries were set and Rawdon Township had to begin a search for new offices. Stirling's second town hall is still standing although not in its former glory. It has become a seed and feed store and mill. Development of the village and township was steady; by the dawning of the 20th century Stirling had a population of about 1,000; today's population stands at about 2,000 (total of 4,500 including the former Rawdon Township population). Many of the early industries, most tied to farming, have disappeared with time and the village serves as a picturesque bedroom community for people working in Belleville and Trenton.

Today the village and the township have been reunited as a result of amalgamation effective January 1, 1998. Stirling is an enchanting village with tree-lined streets, limestone buildings, magnificent Victorian architecture and turn-of-the-century storefronts. Today boutiques and antique shops mix with the businesses to provide an eclectic shopping experience. A thriving arts community includes painters, woodworkers, writers, a flourishing theatre, and regular musical venues.

The rural area of Rawdon Ward features fine farms set amid rolling hills. Communities such as Harold, Spring Brook and Bonarlaw dot the stretch of highway between Stirling and Marmora. The Crowe River cuts a wide swath across Concessions 12, 13 and 14; many secondary creeks and streams criss cross the countryside. Miles of former railbed provide a range of winter sports opportunities. Country schools and churches still dot many of the rural corners and although the schools no longer ring with children's laughter, many have been preserved either as summer or year-round homes.

Stirling-Rawdon is a community which can provide all the amenities. There are endless opportunities for recreation with fishing, boating, golfing, swimming and hiking trails all within a few minutes' travel. Shoppers will delight in visiting the many shops in the village as well as browsing antique and specialty shops which can be found around almost any corner. Bed and breakfast establishments provide country charm with big-city convenience.

## CENSUS PROFILE

The following information about the Township of Stirling-Rawdon was compiled from the 2011 Census of Population.

**Table 1: Cited Statistics Canada, 2011 Census of Population.<sup>3</sup>**

Characteristics	Stirling-Rawdon	Hastings
Population in 2011	4978	134934
Population in 2006	4906	130474
2006 to 2011 population change (%)	1.5	3.4
Total private dwellings	1998	63014
Private dwellings occupied by usual residents	1898	55575
Population density per square kilometre	17.6	22.1
Land area (square km)	282.31	6103.48

Characteristics	Total	Male	Female	Total	Male	Female
Total population by age groups	4980	2450	2530	134935	65860	69080
0 to 4 years	240	120	120	6850	3475	3375
5 to 9 years	250	130	120	6770	3455	3315
10 to 14 years	295	160	135	7565	3860	3710
15 to 19 years	345	180	165	8980	4645	4335
15 years	75	35	40	1820	935	880
16 years	75	40	30	1780	925	855
17 years	70	35	35	1715	895	815
18 years	75	45	30	1955	1000	955

<sup>3</sup> Statistics Canada. 2012. *Stirling-Rawdon, Ontario (Code 3512020) and Hastings, Ontario (Code 3512) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released May 29, 2012.*

<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>  
(accessed May 30, 2012).

Characteristics	Total	Male	Female	Total	Male	Female
<b>19 years</b>	55	25	30	1710	890	820
<b>20 to 24 years</b>	275	145	130	7615	3885	3725
<b>25 to 29 years</b>	245	120	125	7105	3575	3530
<b>30 to 34 years</b>	265	140	125	7180	3515	3670
<b>35 to 39 years</b>	240	110	130	7250	3555	3700
<b>40 to 44 years</b>	305	150	155	8395	4085	4320
<b>45 to 49 years</b>	450	215	235	11055	5455	5605
<b>50 to 54 years</b>	450	220	230	11270	5505	5765
<b>55 to 59 years</b>	380	185	200	10130	4895	5235
<b>60 to 64 years</b>	360	195	170	9845	4805	5040
<b>65 to 69 years</b>	265	140	125	7480	3675	3805
<b>70 to 74 years</b>	210	95	110	5965	2815	3150
<b>75 to 79 years</b>	145	70	85	4730	2200	2530
<b>80 to 84 years</b>	125	55	75	3465	1480	1980
<b>85 years and over</b>	130	30	105	3285	995	2290
<b>Median age of the population</b>	45.4	44.1	46.4	44.9	43.7	45.9
<b>% of the population aged 15 and over</b>	84.3	83.3	85.4	84.3	83.6	84.9

## WHAT IS THE DEFINITION OF SUSTAINABLE DEVELOPMENT?

In 1987, the United Nations released the Bruntland Report, including in it one of the most widely used and easily interpreted definitions of sustainable development. Quite simply put:

*“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.<sup>4</sup>*

In municipal contexts, sustainable development encourages an inventory of existing assets and challenges in order to develop a realistic plan for a community. But even more than simply considering both current and future needs,

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<sup>4</sup> World Commission on Environment and Development. “Our Common Future, Chapter 2: Towards Sustainable Development”. Retrieved from <http://www.un-documents.net/ocf-02.htm> on June 26, 2012.



at the municipal level, it is recognized that the natural environment, environmental development cultural and social life are mutually dependent. Furthermore, the interactions between the environment, economic development, social and cultural life interact and contribute to the sustainability and enhancement of the quality of people's lives.<sup>5</sup>

## THE FOUR PILLARS OF INTEGRATED COMMUNITY SUSTAINABILITY PLANS

Developing an ICSP requires considering both the existing and projected needs of the community. An ICSP is based on the values and goals that a community sees important, and provides a vision to work towards. An ICSP is a long term plan which focuses on development for a sustainable future.

An ICSP looks at the vision, successes, and challenges of a community from a four pillar perspective. These pillars are outlined below:

Culture	The culture pillar considers arts, heritage, events and festivals, and volunteers.
Economic	The economic pillar considers business, industry, tourism, agriculture, employment, and jobs.
Environment	The Environmental pillar considers air, water, land, flora and fauna as well as the ecosystems of which we are a part.
Social	The Social pillar considers health and social services. housing, education, youth, and seniors, sports and recreation.

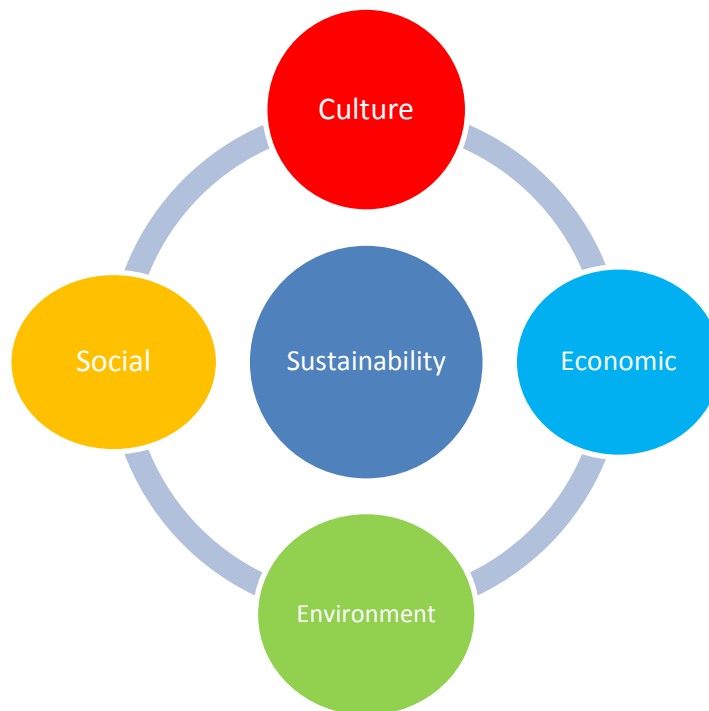
Through the lens of these four pillars the ICSP looks at strengths, areas of need and challenges and develops strategies to integrate the four pillars, leading to more effective, efficient, and sustainable development in Stirling Rawdon.



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<sup>5</sup> "Defining Sustainability – A Hundred Perspectives" emrgnc, 2003. Retrieved from <http://www.emrgnc.com.au/SustainabilityDefinitions.pdf> on June 26, 2012.

Figure 1: The Four Pillars of an Integrated Community Sustainability Plan



Communities across Canada are developing ICSPs in order to identify and implement actions to lead them towards a sustainable future while meeting the needs of the present. The process is consultative and depends largely on engaging residents in determining a long term vision for the community. So much work has already been completed in the Township of Stirling-Rawdon, and the ICSP is an opportunity to review that work and update the overall vision. The ICSP will be used as a planning tool by both Economic Development Committee and Council to demonstrate commitment towards the community's vision as well as towards the goal of sustainability.

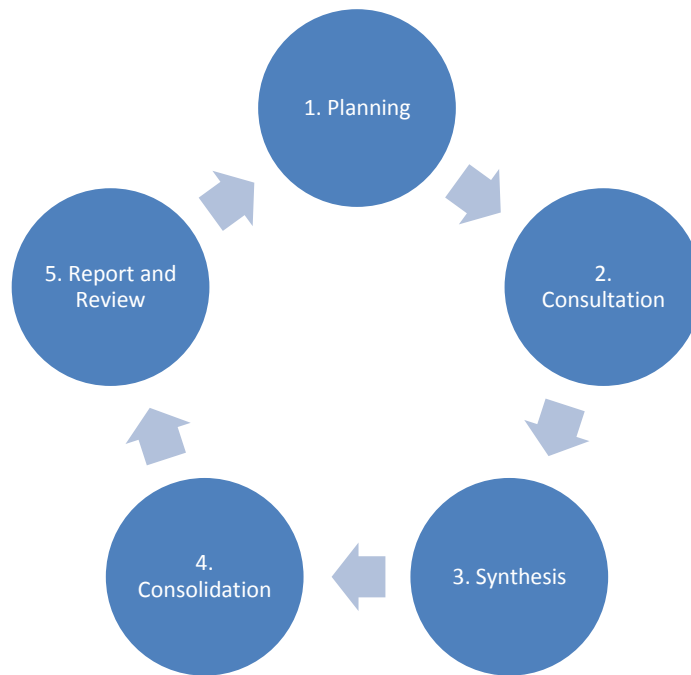
## DEVELOPING THE PLAN

### THE STIRLING-RAWDON PROCESS

Early in 2011, the Township of Stirling-Rawdon Economic Development Committee investigated the possibility of completing an ICSP. After a Request for Proposals was completed Synergy Research and Evaluation Consulting was hired to assist with the process.

The first meeting of the Economic Development Committee and the consultant was held in November 2011. From there, a plan was established whereby a Steering Committee of residents and individuals with expertise in the four pillar areas was assembled. The ICSP Steering Committee held its first meeting in December 2011, and met monthly from that time until the completion of the project in June 2012. Together with the consultants, the Steering Committee developed a plan that reflected the five stages of the ICSP process.

Figure 2: The ICSP Cycle



## PROJECT PLAN AND TIMELINES

The Steering Committee approved a tight schedule for implementation of the five stages at the outset of the process. For the most part, these timelines were met through the process. There was one timeframe in April where timelines were shifted slightly to accommodate for the time commitments of key players to the Kraft Hockeyville Campaign. This resulted in the Report and Review phase being slightly delayed, and it was determined that the public release of the full report would be delayed until September, 2012.

**Table 2: ICSP Phases, Timelines, and Activities**

Phase	Timeline	Activities
<b>Planning</b>	November - December	<ul style="list-style-type: none"> <li>Developed steering Committee</li> <li>Finalized methods/timelines</li> <li>Identified experts in each of four pillars</li> <li>Identified key informants</li> <li>Gathered relevant documents</li> <li>Finalized survey and other data gathering tools</li> </ul>
<b>Consultation</b>	January - March	<ul style="list-style-type: none"> <li>Round one of focus groups</li> <li>Web-based paper and pencil survey open</li> <li>Document review continued</li> <li>Gather information from other sources</li> </ul>
<b>Synthesis</b>	April	<ul style="list-style-type: none"> <li>Synthesis of information from document reviews, focus groups surveys</li> <li>Asset inventory developed</li> </ul>

Phase	Timeline	Activities
Consolidation	April - May	<ul style="list-style-type: none"> <li>Round 2 of consultation meetings/focus groups</li> <li>Draft report prepared</li> </ul>
		<ul style="list-style-type: none"> <li>Second consultation with Sub-Committee and full Committee</li> </ul>
Report and Review	June - Sept	<ul style="list-style-type: none"> <li>Final report presented</li> <li>Final public session</li> </ul>

## ENGAGING THE COMMUNITY IN THE ICSP PROCESS

An ICSP is a collaborative and consultative process. Typically, an ICSP is completed over a one or two year timeframe. The Township of Stirling-Rawdon took on an ambitious task to conduct consultations and develop a plan in a timeframe of approximately 8 months. The following structures and activities were integral to the successful completion of the plan.

### STEERING COMMITTEE

An eleven person ICSP Steering Committee was established to assist with the ICSP planning process, and to provide feedback and input on both the ICSP process and the content of the final report. Meetings were held on the following dates:

- Meeting #1 – December 12, 2011
- Meeting #2 – January 9<sup>th</sup>, 2012
- Meeting #3 – January 30<sup>th</sup>, 2012
- Meeting #4 – April 16, 2012
- Meeting #5 – June 11, 2012



### COMMUNITY ASSET MAPPING PROCESS

Building on the Township of Stirling-Rawdon Community Profile (2011), the Steering Committee undertook updating an existing asset map to update information, and include any missing information. Care was taken to consider and include local groups, organizations, committees and municipal services that are available to facilitate action on the recommendations identified in the ICSP. The Community Asset Map has been included as an addendum to this report.

### COMMUNICATION AND SOCIAL MEDIA

The Township of Stirling-Rawdon website was utilized to inform residents, business owners, and organizations about the development of the ICSP, the survey, and upcoming consultation sessions. Information about the Community Consultations was shared on the website, Facebook, and Twitter pages. Participants for Community Consultations were contacted by email or by phone. In addition to communicating about upcoming events through electronic and social media, advertisements were purchased in local newspapers prior to each consultation.

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## COMMUNITY SURVEY

The Steering Committee developed a survey that was distributed to community members both at consultations, at local events, and online. The purpose of the survey was to gather information about strengths, challenges, and needs in each of the four pillar areas, as well as to obtain suggestions for future priorities and action. The survey was available for completion (both hardcopy and online) between February 1, 2012 and March 15, 2012. A copy of the survey can be found in Appendix A.

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## COMMUNITY CONSULTATIONS

Two rounds of consultations were held with the goal of gathering input, feedback, and suggestions from the community around successes, challenges, and possible action.

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### COMMUNITY CONSULTATION #1

The first consultation consisted of two separate sessions held in the gym at Stirling Junior School. The sessions were held Monday, February 17, 2012 and Monday, March 3, 2012. Residents, business owners, and external guests were invited through ads in the paper (See Appendix B), and posts on the Stirling-Rawdon website. Key informants that had been identified by Steering Committee members or who were listed as contacts on the asset inventory were personally invited through email and/or by phone.

The objectives of the first round of consultations were to:

- Inform the community about the ICSP process
- Engage the community in visioning the future of the Township of Stirling-Rawdon
- Gathering input and feedback that could be incorporated into the ICSP.

The gym at the Stirling Junior School was divided into four stations, each station representing a pillar. Participants were divided into four groups, each group starting at one station/pillar and rotating to the next pillar after approximately 25 minutes. Steering Committee members acted as facilitators and recorders at each pillar.



The following four questions were asked at each station:

1. **What do you value most about the Township of Stirling-Rawdon today?**
2. **What do you find most challenging about the Township of Stirling-Rawdon today?**
3. **What goals and objectives should we move towards in our vision for the future?**
4. **What specific actions or ideas do you have for achieving these goals?**

Sixty-one participants attended the first set of consultations. Responses were transcribed and analyzed and used to guide the second Community Consultation.

## COMMUNITY CONSULTATION #2

The second Community Consultation was held on Monday, April 30, 2012 from 6:30pm to 8:30 pm at the Emergency Services Building. The session was advertised in the local newspapers, and key informants were invited through email. Participants from Community Consultation #1 also received personal invitations to attend the second session.

The objective of Community Consultation #2 was to review feedback from Community Consultation #1. The room was again divided into four stations, and with the guidance of Steering Committee members who facilitated the discussions, feedback was sought on the goals, objectives, and actions that had been identified in Community Consultation #1. Participants were also asked to prioritize potential actions in each pillar. The comment form used to gather information from participants at Community Consultation #2 can be found in Appendix C.

## THE ICSP FRAMEWORK – UNDERSTANDING OUR VISION AND VALUES

The ICSP Steering Committee was integral in interpreting, consolidating, and presenting the information from each community consultation. The Steering Committee worked together to consolidate information from the initial Community Survey results and information gathered from Community Consultation #1 into vision, goals, objectives, and action, which were defined as:

**Vision** – *presents a timeless, inspirational view for the ideal future of the Township of Stirling-Rawdon.*

**Goals** – *qualitative statements to highlight overarching issues identified during the ICSP process.*

**Objectives** – *more specific statements describing how the goal will be achieved.*

**Actions** – *refers to specific tasks that need to be taken to achieve the objective.*



## WHAT IS OUR VISION?

A vision provides direction for the future. The vision for the Township of Stirling-Rawdon ICSP is:

*“Building a strong community that works together and plays together”*

This succinct vision statement was developed by the Steering Committee after getting a sense of the values and preferences of residents through the survey and consultations. It was identified that goals, objectives, and actions were developed keeping this vision in mind, and striving to reach towards this vision.

## WHAT DO WE VALUE?

Community members were asked to identify what they valued about the Township of Stirling-Rawdon both at Community Consultations and on the Community Survey. Table 3 contains a summary of responses from both the Initial Consultations and Community Survey.

**Table 3 What do you value most about the Township of Stirling-Rawdon?**

Pillar	What do we value?
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Family-friendly community, knowing your neighbour</li> <li>• Small-town feel</li> <li>• Focus on children</li> <li>• Strong agricultural culture</li> <li>• Country feel</li> <li>• Deep roots – some families have been here for generations</li> <li>• The history of our town – living history for those who have lived here for generations</li> <li>• Rural feel</li> <li>• Beautiful scenery, historical homes</li> <li>• Volunteer spirit</li> <li>• Public participation in cultural events</li> <li>• The number of cultural activities offered</li> <li>• Stirling Theatre</li> <li>• Agricultural Museum</li> <li>• Railway Station</li> <li>• Hockeyville</li> <li>• Local publications such as Country Roads</li> <li>• Truck Show</li> <li>• Water Buffalo festival</li> <li>• Beer Festival</li> <li>• Arena</li> <li>• Service Clubs</li> <li>• The various activities that are offered by our community including the fair, 150<sup>th</sup> Anniversary, Pond Hockey,</li> <li>• Great community events such as Hockeyville</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Attractive downtown/main street</li> <li>• The side range of businesses</li> <li>• Wide variety of restaurants</li> <li>• Generally affordable</li> <li>• Our Geography, we are close to Belleville, Trenton, and other major centres</li> <li>• Value the farmer's market and farming community</li> <li>• Dairy industry</li> <li>• Opportunity to attract business through tourism and culture, such as those visiting the Theatre</li> <li>• Support that is available through the economic committee</li> <li>• Ability to be mainly independent in Stirling and not rely on travel to other centres</li> <li>• Affordable housing</li> </ul>

Pillar	What do we value?
Environment	<ul style="list-style-type: none"> <li>• The quality of air, soil, and water</li> <li>• The woodlands and wildlife</li> <li>• Limited noise in our community</li> <li>• Great trails</li> <li>• Hunting opportunities</li> <li>• The sewer system in town</li> <li>• The recycling program</li> <li>• Hazardous waste/electronics disposal opportunities</li> <li>• The farmland</li> <li>• Access to locally grown food due to agriculture</li> <li>• The green space and community space</li> <li>• The Mill Pond</li> <li>• Lack of heavy industry</li> <li>• Pedestrian friendly town</li> <li>• Low density population</li> <li>• Row maintenance</li> </ul>
Social	<ul style="list-style-type: none"> <li>• Sense of community and neighbours</li> <li>• Safe area for children and families</li> <li>• Volunteer Fire Department</li> <li>• Police Department</li> <li>• Youth Action Centre</li> <li>• Schools</li> <li>• Availability of doctors and dentists</li> <li>• Food bank</li> <li>• Municipal website</li> <li>• Clubs and organizations</li> <li>• Senior residences/long term care facilities</li> <li>• Sporting Opportunities</li> <li>• Sports facilities (Arena, Ball Diamond, Soccer fields)</li> </ul>

## WHAT ARE OUR CHALLENGES?

Community members were also asked to identify what they find the most challenging in the Township of Stirling-Rawdon both at the Community Consultations and on the Community Survey. Table 4 contains a summary of responses from both initial consultations and the Community Survey.

**Table 4 What do you find most challenging in the Township of Stirling-Rawdon?**

Pillar	What do you find most challenging?
Culture	<ul style="list-style-type: none"> <li>• Parking is limited downtown</li> <li>• Traffic (pedestrian traffic flow is a challenge at the lights), speeding</li> <li>• Public transportation options are limited/not available</li> <li>• Communication and information for new or existing residents</li> <li>• Need for central “welcome centre”</li> <li>• Marketing of community/cultural events</li> <li>• Affordable housing</li> </ul>



Pillar	What do you find most challenging?
	<ul style="list-style-type: none"> <li>• Venders to farmers markets</li> <li>• Residence, accessibility</li> <li>• Lack of cultural plan</li> <li>• Recreation opportunities limited</li> <li>• Lack of funding for organizations</li> <li>• Engaging younger generation</li> <li>• Lack of information about the new school</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• Lack of consistent hours</li> <li>• Some key businesses missing (e.g. clothing stores, shoes, electronics, sports)</li> <li>• Branding (or lack thereof)</li> <li>• Lack of volume downtown, Lack of foot traffic</li> <li>• Parking</li> <li>• Lack of industry</li> <li>• No taxi's</li> <li>• Business development/support</li> <li>• Lack of coordination in business marketing (cooperation between businesses)</li> <li>• Cost of living (property cost, high taxes)</li> <li>• Lack of affordable housing</li> <li>• Lack of residential development</li> <li>• Lack of information on services</li> <li>• Traffic/speeding downtown</li> <li>• Proximity to larger centres</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• Water and sewer</li> <li>• Infrastructure</li> <li>• Unknowns - waste capacity</li> <li>• Lagoon – is it at capacity? Unknown</li> <li>• Residential growth – unknown plan</li> <li>• No regular maintenance plan</li> <li>• Aging buildings</li> <li>• Buildings around town need work</li> <li>• Logging trucks – hard on roads</li> <li>• Drainage of groundwater</li> <li>• Surface water protection</li> <li>• Need for a traffic plan</li> <li>• Maintenance of some roads</li> <li>• Sidewalk maintenance</li> <li>• By-law enforcement</li> <li>• Flood plan</li> <li>• Communication/planning – what are the plans?</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>• Senior's Housing Options</li> <li>• Affordable Housing</li> <li>• Programming for Seniors</li> <li>• Programming for children and youth</li> <li>• Cost of services (e.g. fire/police)</li> <li>• Cost of living</li> <li>• Communication – lack of transparency</li> <li>• No new development</li> </ul>

Pillar	What do you find most challenging?
	<ul style="list-style-type: none"> <li>• Lack of people to be involved/small population</li> <li>• Limited internet access in some areas</li> <li>• Inconsistent hours for businesses/services</li> <li>• Lack of centrally located post office</li> <li>• Limited social/recreational activities</li> <li>• Lack of facilities for gathering</li> </ul>

## WHAT IS OUR ACTION PLAN? GOALS, OBJECTIVES AND ACTIONS

The Community Consultations provided opportunities for participants to suggest areas of need, strengths, objectives and actions to resolve ongoing challenges and work towards the vision of “Building a strong community where we work together and play together”. The Action Plan outlined below presents highlights of each pillar as well as the goals, objectives and actions that were identified through the ICSP consultation process.

When refining the action plan of goals, objectives, and actions, the Steering Committee was aware that some of the actions identified may be outside of the scope of the Township, or that work may already be underway towards some of these goals. However, it was the desire of the Steering Committee in these cases and for the purpose of this report to leave in the items so that there was assurance that information from the Community Consultations made it forward to the final report without being discounted as “unimportant” or “unobtainable”.

## CULTURE PILLAR

*“The culture pillar considers arts, heritage, events and festivals, and volunteers.”*

## CULTURE HIGHLIGHTS

The Township of Stirling-Rawdon has a strong sense of cultural identity and heritage and is considered a vibrant community. Currently, the Township of Stirling-Rawdon is participating in the Cultural Plan for Hastings County and Quinte Region in order to develop strategic directions for Hastings County. Information about the attractions in the Township of Stirling-Rawdon as well as upcoming festivals and local events are available on the [Township of Stirling-Rawdon](#) website.

The history and heritage of Stirling-Rawdon is documented and preserved by the local Heritage Society, currently located at the Stirling Heritage Railway Station. The Stirling Heritage Railway Station was originally part of the Grand Trunk Railway until 1968. Relocated by the Stirling Rotary Club and Historical Society, the station has been refurbished and now acts as a



seasonal tourist Information Centre and Community Hall. The Tourist Information Centre is currently staffed by volunteers on weekends from July 1<sup>st</sup> to Labour Day weekend. It is the intent to expand hours and obtain funding for paid summer staff.

When many residents or non-residents think of Stirling-Rawdon, they think of the [Stirling Festival Theatre](#), a municipally owned theatre built in 1927. The building, once slated for demolition, was preserved with the assistance of several dedicated Stirling Citizens and has been providing professional productions since 1996.



[Farmtown Park](#) (recently renamed from the Hastings County Museum of Agricultural Heritage) was opened in 1997 by a group of volunteers who wanted to preserve the agricultural heritage in Hastings County. The museum is open from Victoria Day weekend to the end of September and preserves and celebrates the culture of rural Ontario with events, music, demonstrations and displays.

The Township of Stirling-Rawdon hosts several annual events for local residents and non-residents alike. The *Mill Pond Hockey Tournament* sees teams playing pond hockey on the Mill Pond with funds raised from this event going towards Stirling Minor Hockey and maintenance of the Mill Pond.



The Stirling Groundhog fest takes place annually during the last weekend of January and includes many family activities including public skating, village power walk, and Murder Mystery dinner theatre. This event is organized by the Stirling & District Lion's Club.

During the first weekend of May, the Antique Car Show and Flea Market is hosted at the fairgrounds for the weekend which attracts approximately 10,000 people annually. Yard sales are held throughout the village on this weekend.

The Farmer's Market Kick-Off takes place at the beginning of the market season. This event welcomes new vendors and promotes agricultural products.

Canada Day celebrations are held at the Stirling Fairgrounds the Saturday prior to July 1<sup>st</sup>, where council provides a BBQ, local entertainment takes place, and fireworks are on display.

Stirling has also earned the right to proclaim itself "Kraft Hockeyville 2012". Through the formation of a local committee who rallied the community for fundraising and to participate in local events, Stirling-Rawdon received enough support from voters to become Kraft Hockeyville and receive 100,000 towards renovations to the arena.

The unique sense of community, culture, and heritage in Stirling-Rawdon contributes to the overall well-being of the residents, and makes many things possible.

Table5 below demonstrates the proposed goals, objectives, and actions for the Culture Pillar.

Goal	Objective	Action
CU1- Showcasing and Promoting our Cultural Identify	A. Provide inviting and accurate information for families looking to move to the area.	1. Work with Council, and Real Estate agents to promote the cultural identity of the area through print and electronic materials and information; develop a “welcome” or information/package for new residents or those looking to move to Stirling-Rawdon that would also be available on the Stirling-Rawdon website or at local Real Estate offices.
	B. Establish a cultural plan	2. Continue to work with the County to develop the Hastings County Cultural Plan that encompasses the joint promotion of cultural hotspots, (i.e. the Agricultural Museum and the Theatre). This plan is expected to be completed by the end of 2012 and represents Hastings County, as well as the cities of Belleville and Quinte West.
	C. Promote the Theatre and other local attractions through joint marketing opportunities.	3. Continue joint marketing/promotion of the Theatre, Museum, and other “hotspots” in Stirling-Rawdon through the Stirling-Rawdon Collaborative Marketing campaign that targets the Quinte region and with The Bay of Quinte Tourist Council which focuses on marketing outside of the region. Develop an official marketing plan based on current Stirling-Rawdon Collaborative campaign and with Bay of Quinte Tourist Council. Ensure that marketing materials for Stirling-Rawdon are personal and engaging for users. 4. Develop and maintain a tourist trail or circuit that packages Agricultural experiences and products in Stirling-Rawdon. Develop strong packages that partner tourism experiences including dining, accommodation and entertainment which are available online and effectively promoted by participants and Tourism Organizations. 5. Investigate the feasibility by offering alternative activities and/or theme nights at the Theatre (e.g. movie night) for different ages as well as the use of the Theatre by different groups such as school groups.

Goal	Objective	Action
	D. Identify and Support our Local Artists and Organizations	6. Continue to promote the Hastings County Arts Routes and further that will further develop, publicize, and maintain an inventory of local artists and organizations. Utilize local artists for festivals and activities.
CU2 - Celebrating and Protecting our History and Heritage	<p>A. Make Stirling-Rawdon's History more Accessible.</p> <p>B. Maintain the heritage/Victorian feel downtown.</p>	<p>1. Continue to develop, make accessible, and better publicize historic Stirling-Rawdon information by developing an inventory of historical assets.</p> <p>2. Build upon historical work already completed by identifying additional local historians to contribute stories behind landmarks and buildings in Stirling-Rawdon.</p> <p>3. Establish a campaign where "History of Stirling-Rawdon" information is captured in the papers.</p> <p>4. Develop the Train Station with tourist information and the history of the Township of Stirling-Rawdon.</p> <p>5. Work with the historical society to develop a sustainable plan for keeping the train station open through the tourist season.</p> <p>6. Continue the beautification process of central village.</p> <p>7. Maintain Victorian feel downtown and provide/ add to existing plaques as markers for historical buildings.</p> <p>8. Protect and maintain historical buildings (i.e. churches) and continue to provide assistance for groups/organizations trying to sustain the buildings.</p> <p>9. Enforce the yard clean up by-law currently under revision to help beautify Stirling-Rawdon and maintain and enforce property standards for upkeep.</p>
CU3- Promoting Active Citizenship/ Volunteerism	A. Celebrate, promote, and encourage volunteerism in Stirling-Rawdon;	<p>1. Develop a volunteer registry that contains information on potential volunteers along with their qualifications.</p> <p>2. Link with Volunteer Information Quinte or another organization who would be able to assist with the maintenance of the volunteer registry as well as potential volunteer opportunities.</p> <p>3. Continue to support and recognize volunteers in our community through annual celebrations and volunteer's recognition night (e.g. Volunteers recognized on Canada Day); combine with celebrating achievements of other organizations.</p>

Goal	Objective	Action
	B. Create a structure to match volunteers with opportunities.	<ol style="list-style-type: none"> <li>4. Advertise opportunities for volunteers on the Stirling-Rawdon website and link volunteers with groups or opportunities of interest.</li> <li>5. Establish a volunteer incentive program for established groups like the Horticultural/Lions/Agricultural museum.</li> </ol>
CU 4 Encouraging Diversity and Inclusion	<ol style="list-style-type: none"> <li>A. Encourage and celebrate diversity through arts, food, and people.</li> <li>B. Provide an inclusive community by offering diverse cultural experiences and opportunities for residents of all ages to engage.</li> </ol>	<ol style="list-style-type: none"> <li>1. Encourage diversity through art, culture, and cuisine by exploring opportunities and hold more culturally diversified events (by age, ethnicity, religion, history, interests) such as the Water Buffalo Food Festival and Farmers' Market; develop a niche market for cultural events.</li> <li>2. Ensure cultural plans include and engage residents from all age groups (from youth to seniors).</li> <li>3. Provide opportunities for residents of various ages to have input into planning by using the revised asset map; make concerted efforts to ensure all age demographics are represented through public consultations.</li> <li>4. Seek the lived experience and expertise of seniors to help make decisions on local problems.</li> <li>5. Ensure that the information for improving accessibility according to the province's plan is followed and the community is made aware of progress and updates.</li> <li>6. Focus on developing activities for seniors, such as a senior's club.</li> <li>7. Use email lists or social media to engage youth and the community. Continue to liaise with the Youth Centre and other local organizations</li> </ol>
CU 5 Marketing and Promotion of Stirling-Rawdon	A. Celebrate and promote Stirling-Rawdon's strong cultural identity.	<ol style="list-style-type: none"> <li>1. Erect a signboard with upcoming cultural events in the downtown core and/or at Gateway, or make better and more effective use of the Lion's sign at the Creamery in order to minimize signage in the area.</li> <li>2. Develop a unified promotion marketing strategy by grouping events together (e.g. Theatre and museum for school) and integrate events (e.g. Harvest Hastings with other agricultural events).</li> <li>3. Partner with other communities and build on best practices, partnerships</li> </ol>

Goal	Objective	Action
		<p>could include Bay of Quinte Comfort Country /Hastings County, Prince Edward County.</p> <ol style="list-style-type: none"> <li>4. Focus on cooperation and communication (e.g. Town hall meetings) and ensure that meetings are held and publicized on important topics.</li> <li>5. Develop a “business concierge” program for tourism, whereby tourists can visit one of the business locations to gain more information on local attractions and cultural activities.</li> <li>6. Train staff, reception, and volunteers at businesses or local attractions to promote other cultural opportunities in our area. Ensure that businesses have information to share about other businesses, and that owners are aware of local attractions, events, and promotions and where to access information.</li> <li>7. Continue linkages to the “Food and Beverage” website to promote events and restaurants in Stirling-Rawdon and ensure that anyone who qualifies is listed on the website.</li> </ol>
CU 6 Enhancement of Township of Stirling-Rawdon Website	A. Website becomes one stop shop for information on Stirling-Rawdon	<ol style="list-style-type: none"> <li>1. Complete a website overhaul and investigate how to use technology such as iPhone apps and Q-R codes to share information and promote Stirling-Rawdon. The new website will be the “go to” option for everything.</li> <li>2. Secure human and financial resources to assist with both the development and maintenance of the website. Investigate the potential to hire a student over the summer or a co-op student for assistance with the website and with future development/maintenance.</li> <li>3. Ensure all cultural activities and facilities continue to be highlighted on the website, as well as a calendar for coming events, restaurants, and accommodations, hot topics, business links, environmental, cultural, economic, and social updates.</li> <li>4. Post information to educate and communicate on major projects (e.g. Lagoons/wetlands) and have steps on the website.</li> <li>5. Continue to promote the website and brand all marketing with the website.</li> <li>6. Have a “complaint” form on the website where residents can express concerns or suggestions.</li> </ol>

## ECONOMIC PILLAR

*The economic pillar considers business, industry, tourism, agriculture, employment, and jobs.*

### ECONOMIC HIGHLIGHTS

With a strong agricultural history, sense of culture and heritage and a strong downtown core, the Township of Stirling-Rawdon is in a position to be able to capitalize on all of these assets in an economic sense. Local events and attractions, and the Victorian feel to the downtown all attract tourists, and recreational and social opportunities contribute to the draw of the Township of Stirling-Rawdon. The Economic Development Committee of the Township of Stirling-Rawdon is highly active in the community, adding to the success of many small businesses in the area.

The location and access to both Highway 401 and Highway #7 provide access and opportunities to residents of the Township of Stirling-Rawdon, and also to those wishing to travel to the area. This easy access has been seen as both an asset and a challenge in the Township of Stirling-Rawdon.

The Township of Stirling-Rawdon offers a mix of professional services, retail, dining, recreation and entertainment. Rawdon Township offers primarily agri-based services with the agricultural sector being the primary business sector. An inventory of available businesses is available on a searchable database on [Ontario Rural Routes](#), and the Township of Stirling-Rawdon website also provides [Business Directory](#) listing businesses, attractions, facilities and recreation by topic.

A [Community Improvement Plan \(CIP\)](#) was developed in 2006 and establishes a framework for the Township's strategy to encourage the maintenance and rehabilitation of commercial buildings and their façades. The goal is to enhance the role of the downtown as a commercial and cultural centre as well as a Vintage Village, and to address underutilized and/or contaminated properties.

The Economic Development Committee has developed a [Downtown Information Package](#) to promote the downtown area and business opportunities that are available in order to attract investment to the area. This Business Information Package contains information on demographics, market strengths and trends, business opportunities, , promotion calendars, business regulations and incentives, building profiles and contact information. The Economic Development Committee also created a Façade and Signage Improvement Area Commercial Property Improvement Grant/Load program and has approved approximately 20 Grant/Load applications to increase the appearance of the downtown area.





The [Business Improvement Association](#) meets monthly and assists member businesses through advertising, promotion, beautification and revitalization with a goal of enhancing Stirling-Rawdon as a destination community. The BIA addresses projects such as the Spring Flower Baskets, and winter greenery/lighting. Annual events organized or sponsored by the BIA include the Stirling-Rawdon Farmer's Market, Street Dances, Water Buffalo Food Festival, Village Christmas, and Santa Clause Parade.

Stirling-Rawdon participates in [Comfort Country](#), an award winning partnership between the Main Street Revitalization Initiative, Hastings County, and Community Futures Development Corporation that encourages visitors to "Explore the Four" villages of Madoc, Marmora, Tweed, and Stirling.

The Township of Stirling-Rawdon also participates in [Communities with Opportunities](#), a program initiated by Hastings County. This initiative aims to attract investors and new businesses to Hastings County.

Recently, the Township of Stirling-Rawdon joined [Bay of Quinte Tourism Council](#) in order to capitalize on marketing opportunities with Belleville, Quinte West, Deseronto, Tyendinaga, and partnered with Prince Edward County, Brighton, and Napanee.

In order to support its agricultural sector, the Township of Stirling-Rawdon also participates in [Harvest Hastings](#), an organization that promotes sustainable agriculture, local food and other products through celebration, education, marketing and networking initiatives.



Table 6 below demonstrates the proposed goals, objectives, and actions for the Economic Pillar.

Goal	Objective	Action
EC 1 Promoting Community Economic Development	A. Maintain and improve shopping experience downtown for customers.	<ol style="list-style-type: none"> <li>1. Encourage consistent hours in downtown businesses and/or consider incentive programs for business hour consistency.</li> <li>2. Continue to promote small, unique business as opposed to box store. Develop as a “niche” market and attract for unique services or products such as butter, water buffalo, cheese, bio essentials farms (e.g. Agriculture Investment.)</li> <li>4. Fill vacant storefronts to look attractive. Develop a program for property owners for window displays while stores are vacant.</li> <li>5. Investigate parking options downtown to ensure convenient parking is available for shoppers.</li> </ol>
	B. Ensure Economic Growth and Local Employment	<ol style="list-style-type: none"> <li>6. Support local businesses through “Buy Local” Campaigning.</li> <li>7. Improve access to high speed internet; publicize timelines as provided by the Eastern Ontario Regional Network for areas of Stirling-Rawdon still without high speed <a href="http://www.eorn.ca/">http://www.eorn.ca/</a></li> <li>8. Update the needs assessment completed by Economic Development for “missing” businesses as well as for retail “what does consumer want” or top 5 businesses wanted (e.g. General Store)</li> <li>9. Review taxation rates and policies to ensure they are comparable to other municipalities “high compared to whom” and the services that are being offered ensure that commercial taxes are consistent with encouraging sustainable economic development.</li> </ol>
	C. Improved marketing and promotion	<ol style="list-style-type: none"> <li>10. Continue to implement Business Improvement Initiatives (BIA).</li> <li>11. Continue to involve the local population (e.g. seniors, seasonal/tourists) in planning for economic development.</li> </ol>

Goal	Objective	Action
	D. Increased Tax Base	<p>12. Actively promote opportunities to attract developers to raise the tax base in Stirling-Rawdon; and develop a package for developers with facts and information for those who may be interested in building/constructing senior's housing in Stirling-Rawdon.</p> <p>13. Promote a taxi service in Stirling-Rawdon and assist with the licensing process currently managed by the Stirling-Rawdon Police Services.</p> <p>14. Continue to encourage and provide opportunities for businesses supporting business through increased promotion, and support.</p> <p>15. Maintain and enhance information tools Stirling-Rawdon has developed to assist with the attraction of local businesses, (e.g. develop an agriculture Investment Package.)</p> <p>16. Promote courses and resources offered through Trenval and the Small Business Centre that demonstrates "Gold Standards" in marketing/packaging for local businesses to help business owners with marketing ideas.</p> <p>17. Promote local businesses on Heritage trails (e.g. Restaurants, shops, Bed and Breakfast's) Look at connections to trails - where does signage makes sense.</p> <p>18. Create an annual fee for Rawdon businesses similar to Village businesses BIA annual levy so that main street projects can take place.</p> <p>19. Plan and effectively promote residential development to increase the tax base for Stirling-Rawdon.</p> <p>20. Develop a marketing plan to target families/retirees to move to the area. Target marketing around investment/assets. (I.e. new school/Police/families and empty nesters).</p>
EC 2 Expanding and Promoting Tourism	A. Promote Stirling-Rawdon as a destination for tourists.	<p>1. Develop a central depository or welcome area for tourists that are also promoted on the website. (E.g. Gateway project.)</p> <p>2. Continue to investigate funding sources for Stirling Gateway Development Project.</p>

Goal	Objective	Action
		<ol style="list-style-type: none"> <li>3. Conduct a survey with residents and tourists to determine the best location for public washroom facilities.</li> <li>4. Focus on making Stirling-Rawdon a “destination” for tourists, and shoppers (e.g. like the St. Jacobs community)</li> <li>5. Continue to develop print materials (e.g. brochures) and web-materials for walking/driving tours of the area for both residents and local visitors, keep billboards updated and current.</li> <li>6. Continue participation in Bay of Quinte, and other related tourism marketing initiatives such as Hastings County Opportunities in Tourism (HOT Group), OHTO and Comfort Country.</li> <li>7. Explore the possibility of new tourism attractions in the Township of Stirling-Rawdon</li> </ol>
EC 3 Promoting Agriculture.	A. Improve access and opportunities for local food supply.	<ol style="list-style-type: none"> <li>1. Build on the success of the Farmer’s market; encourage vendors including the Amish community to participate in the farmer’s market. Investigate how to attract the Amish community.</li> <li>2. Promote “buying local” and continue to expand local food supply through the farmer’s market and work closely with Farm Gate and Harvest Hastings.</li> <li>3. Continue to balance development with protection and the needs of Stirling-Rawdon by lobbying the County for appropriate changes.</li> </ol>

## ENVIRONMENTAL PILLAR

*The Environmental pillar considers air, water, land, flora and fauna as well as the ecosystems of which we are a part.*

### ENVIRONMENTAL HIGHLIGHTS

The Township of Stirling-Rawdon is largely an agricultural community with an abundance of farms and farmland especially in Rawdon. The Village of Stirling hosts the downtown core as well as more highly populated residential areas.

The Township of Stirling-Rawdon Environmental Committee oversees environmental related issues in the area such as the landfill assessments, lagoon upgrades, wetland protection, and source water protection. The Environmental Committee works with several partners such as the Lower Trent Conservation Authority to implement various plans, such as the Source Protection Plan and Clean Water Act as implemented by the Ministry of the Environment. Stirling-Rawdon is in a unique position where it has regions in three Conservation Areas. The majority of the township is under the jurisdiction of the Lower Trent Conservation Area, but also has land that falls under the Quinte Conservation Authority and Crowe Lake Conservation Authority. The Township of Stirling-Rawdon owns the lagoons and wetlands and all items require certificates from the Ministry of Environment to get required approval for any work done on wetlands or lagoons. By-laws for sewer and water exist and are currently being revised to bring them up to date, as is a water use by-law to address water conservation.

The Township of Stirling-Rawdon is currently undergoing the process for residential development on two main sites. The Township of Stirling-Rawdon works with Hastings County on such development, as the zoning by-law in Stirling-Rawdon is superseded by the Hastings County Official Plan.

There are two landfill sites in the Township of Stirling-Rawdon, one in Rawdon on Springbrook Road (recently been reclaimed) with ample useful life left, and the landfill in Stirling on Fairgrounds road with adequate capacity available.

The Township of Stirling-Rawdon hosts access to three main trail systems. The Trans Canada Trail and Hastings Heritage Trail are available for multi use recreational vehicles and maintained by the [Eastern Ontario Trails Alliance](#), however, the urban portion of the trail is owned and maintained by the Township of Stirling-Rawdon. The Stirling Green Roots Trail is maintained by the municipality and provides residents with an opportunity to enjoy designated green spaces within the community, and also improves access to trails and facilities. Downtown, the Mill Pond is the location of the [Mill Pond Hockey Tournament](#) and has much potential with a plan for beautification to be a more visual attraction and green space in warmer months.

Table 7 below demonstrates the proposed goals, objectives, and actions for the Environment Pillar.

Goal	Objective	Action
EN 1 Care for and protect our Water Sources, Air, and Soil	A. Protection of ground and surface water.	<ol style="list-style-type: none"> <li>1. Develop a communication plan around surface water protection legislation.</li> <li>2. Continue to partner with Quinte Waste Solutions and Trent conservation to educate residents about what they can do to reduce waste.</li> <li>3. Investigate who would be responsible for developing a drainage plan, and the process for developing a plan to prevent flooding in Stirling-Rawdon.</li> </ol>
	B. Protection of clean air.	<ol style="list-style-type: none"> <li>1. Educate municipal workers on methods to maintain clean air in our community as per the Provincial Energy act 2012<sup>6</sup>.</li> <li>2. Investigate the possibility and practicality of a no-idling by-law.</li> <li>3. Consider environmental repercussions when replacing municipal vehicles and balance cost with environmental responsibility.</li> </ol>
	C. Maintain quality soil.	<ol style="list-style-type: none"> <li>1. Deal with identified issues of contamination, such as Brown's shoes.</li> <li>2. Continue to investigate opportunities for "Brown fields" clean up.</li> </ol>
EN 2 Responsible Solid Waste/ Waste Management	A. Promote Responsible solid/waste management	<ol style="list-style-type: none"> <li>1. Implement consistent waste solutions for the entire municipality including rural areas.</li> <li>2. Provide residents with accurate and timely information on lagoon issues.</li> <li>3. Implement long range plans for solid waste disposal (landfill sites). Establish direction beyond the existing 20 year and investigate the option of incineration of garbage.</li> <li>4. Continue to investigate opportunities to partner with municipalities and Quinte Waste around waste reduction opportunities.</li> </ol>

<sup>6</sup> Provincial Energy Act (2012)

Goal	Objective	Action
		<ol style="list-style-type: none"> <li>Investigate the logistics and success of other communities in implementing a clear bag policy in order to reduce recyclable materials in landfills.</li> <li>Consider methods to eliminate bags of garbage on the streets on Sundays such as change of garbage pick-up date, by-law preventing garbage on the streets two days in advance of garbage pick-up, or other options.</li> <li>Investigate the logistics of composting programs being conducted in urban municipalities; investigate the benefits and barriers of implementing a composting program in Stirling-Rawdon.</li> <li>Continue to promote the Spring Trash Bash that takes place in the village and promoted to Rawdon residents; in addition to the current fall waste pick-up implement a spring pick-up.</li> <li>Include horses in waste pick-up bylaws.</li> </ol>
EN 3 Protection of Natural Areas	A. Protect and nurture our natural areas.	<ol style="list-style-type: none"> <li>Following the province's workplan, develop a "green" plan that focuses on maintaining parks and clean spaces.</li> <li>In conjunction with the Eastern Ontario Trails Alliance, develop a plan for heritage rails to improve and maintain rather than respond to complaints.</li> <li>Consider establishing a dog park or rezoning sections of existing parks for a dog park.</li> <li>Continue to support the Hastings Country Tree Stewardship program.</li> <li>Develop a plan for sustaining the mill pond as an attraction in the winter; investigate liability and safety issues and costs associated to safety measures; develop a plan to cover costs (i.e. fee for use/mill pond fundraiser, etc); provide lighting seating for winter activities and landscaping to beautify the area in the summer.</li> <li>Re-establish a plan for maintaining the current gardens through public works and the horticultural society.</li> </ol>
EN 4 Responsible Land Use and Built Environment	A. Practice responsible and sustainable development.	<ol style="list-style-type: none"> <li>Review and publicize a municipal plan for development and how the 2012 Official Plan for Hastings County impacts on Stirling-Rawdon.</li> <li>Establish a long-term plan for utilizing the mill pond and developing the East End of Mill Street as a more attractive area for business/residents.</li> <li>Revise the existing yard-clean up by-law into a property standards bylaw</li> </ol>

Goal	Objective	Action
		that will be enforced.
EN 5 Planning for Infrastructure	A. Practice responsible planning for infrastructure development/maintenance.	<ol style="list-style-type: none"> <li>1. Develop long range infrastructure maintenance plans for water, sewer, traffic, waste, and roads that focus on prevention and prioritize needs.</li> <li>2. Promote the responsible stewardship of resources through staff, for example, one trip/plan ahead.</li> </ol>
EN 6 Education on Environmental Issues	A. Improve awareness on environmental issues.	<ol style="list-style-type: none"> <li>1. Communicate existing plans in various areas above (updates on water/waste, ongoing programs and plans)</li> <li>2. Investigate opportunities for alternate energy sources such as solar power, wind turbines, geothermal, etc.</li> <li>3. Consider alternative options to using plastic bags for businesses, such as branding through cloth bag use.</li> </ol>
EN 7 Reduction in energy use and promotion of alternative energy	A. Reduce energy use.	<ol style="list-style-type: none"> <li>1. Publicize the results and recommendations from the energy audit currently being conducted as per provincial requirements, with aims to reduce consumption including buildings like the arena, and library.</li> <li>2. Based on the energy consumption audit, develop an action plan for improvement over time.</li> </ol>



## SOCIAL PILLAR

*The Social pillar considers health and social services, housing, education, youth, and seniors, sports and recreation.*

### SOCIAL HIGHLIGHTS

The Township of Stirling-Rawdon has many social opportunities, facilities, and services available to its residents and visitors. In 2006, a Community Profile was developed and later updated in 2011. This profile outlines a comprehensive list of services available in the community.<sup>7</sup>



Stirling-Rawdon boasts its own municipal police station with nine officers and one Chief of Police who is responsible for day to day operations. The Police Services Board oversees the policing and policing issues in the community.

The Township of Stirling-Rawdon operates a fire department and two stations, one in the village of Stirling and one in the hamlet of Springbrook. Approximately 38 volunteers serve both stations.

The Township of Stirling-Rawdon currently offers a unique schooling system, with Stirling Primary Junior School housing students from Kindergarten to grade five in two separate buildings (primary and junior), and Stirling Senior Public School for students in grades six to eight. These three schools are going to be consolidated into a new, state-of-the-art Kindergarten to grade eight school projected to open

at the beginning of the 2013-2014 school year. The existing Stirling Senior Public School will be demolished while the Stirling Primary & Junior School buildings will be sold by Hastings and Prince Edward District School Board as per protocol.

Stirling-Rawdon is home to three main seniors and retirement homes where residents from Stirling and surrounding areas are provided with care. Several health care professionals and offices are also available, including the Stirling Health Centre, home to three doctors, chiropractic services, a natural healing centre, and a dental centre.

There are numerous facilities available for recreation and community gatherings in the Township of Stirling-Rawdon, including a Community Building (located above the Stirling Festival Theater), the Public Library Board Room, the Legion, the



<sup>7</sup> Stirling-Rawdon Community Profile (2011). Township of Stirling-Rawdon. [www.stirling-rawdon.com](http://www.stirling-rawdon.com)

Train Station Rotary Hall and the Lions Club. Many sports facilities exist including the Stirling Curling Club, Stirling-Rawdon and District Recreation Centre (Arena), Baseball fields, Bowling Lanes, Golf Club, Fitness Centre, Tennis Courts, Skateboard Park, and neighborhood playgrounds. Sports teams and associations are active in Stirling-Rawdon, and include Stirling Minor Soccer, Stirling Minor Hockey Association, Stirling Curling Club, and the Stirling Figure Skating Club among others.

Several organizations and societies also operate including Community Partners for Success, the Stirling Community Cupboard, and the Friends of Stirling.

2011/12 saw an exciting community project take place with the Hockeyville Committee running for, and winning a national campaign to become Kraft Hockeyville, 2012. The efforts of the community to rally around this project has resulted in \$100,000 being presented by Kraft for arena upgrades as well as an NHL game taking place in a local arena.



Table 8 below demonstrates the proposed goals, objectives, and actions for the Social Pillar.

Goal	Objective	Action
SO 1 Improve Physical Sense of Community	A. Develop and maintain community meeting spots.	<ol style="list-style-type: none"> <li>1. Investigate the viability of developing a community centre as a place for all people to go with consideration given to one of the schools slated for closure as a community centre/community hub.</li> <li>2. Investigate the cost of sustaining and maintaining a pool for Stirling-Rawdon and/or the possibility of consolidating other recreation options (i.e. splash pads); learn how other communities sustain their facilities).</li> </ol>
SO 2 Improve Health and Wellness of Residents	A. Promote healthy active lifestyles.	<ol style="list-style-type: none"> <li>1. Look at the possibility of hiring a parks and recreation coordinator to develop a recreation plan for the community and develop non-sports activities for various age groups.</li> <li>2. Ensure a well represented and active parks and recreation committee including members with diverse ages (e.g. youth and seniors).</li> </ol>
SO 3 Inclusion Across the Ages	A. Promote an engaging and engaged community.	<ol style="list-style-type: none"> <li>1. Build relationships/programming linkages between existing organizations and needs across the ages. (I.e. utilize the existing Youth Action Centre in Stirling-Rawdon for input on decisions and partner with this group for events.)</li> <li>2. Study and identify senior's needs especially for recreation and accommodation.</li> <li>3. Continue partnering with secondary/post secondary schools on key projects where Stirling-Rawdon does not have resources. Students could provide resources and knowledge and can be encouraged to volunteer in order to obtain community hours in local events or services.</li> </ol>
SO 4 Access to Education and Learning	A. Promote and offer opportunities for life-long learning.	<ol style="list-style-type: none"> <li>1. Continue to follow the plan to enhance the library infrastructure. Retain youth in the area by ensuring opportunities for distance education including online education opportunities.</li> <li>2. Promote ongoing education by providing information on existing resources as well as opportunities or gaps that exist in the community that might be able to be filled directly</li> </ol>

Goal	Objective	Action
SO 5 Provision of Recreation Opportunities	A. Promote active healthy lifestyles in Stirling-Rawdon.	<ol style="list-style-type: none"> <li>1. Continue to support organized and non-organized recreation in Stirling-Rawdon by identifying needs in recreational activities (i.e. tennis court upgrade).</li> <li>2. Maintain and improve the existing trails through the Eastern Ontario Trail Association and provide financial support; promote alternate transit (e.g. cycling on bike trails) by maintaining trails to keep them accessible.</li> <li>3. Consider methods to overcome barriers to children's activities, such as subsidies. Investigate how recreational subsidies are maintained and operated in other communities.</li> <li>4. Continue to highlight active lifestyles or individuals who have had success in the paper and on the website. Investigate opportunities for maintenance for the Mill Pond for summer events and for skating/Pond hockey and other events in the winter.</li> <li>5. Examine signage plan with Eastern Ontario Trails Alliance and partner for parking signs as well as signs for businesses and local attractions.</li> </ol>
SO 6 Policing and Security	A. Promote positive relationships with Police	<ol style="list-style-type: none"> <li>1. Enforce existing by-laws and review bylaws that are not enforceable.</li> <li>2. Ensure there is Police presence downtown or in the new school to make youth connections.</li> </ol>
SO 7 Community Facilities and Services	<p>A. Use school closure as an opportunity to enhance community services</p> <p>B. Maintain and enhance existing services.</p>	<ol style="list-style-type: none"> <li>1. Investigate the potential community use of schools; educate and communicate options for school use with the public with respect to plans for the schools that will be closed (e.g. senior's housing, community centre, etc.)</li> <li>2. Continue to work with local organizations to leverage funding (e.g. modern upgrades to community facilities, sustainability planning, and improving accessibility to the Lion's Hall etc.)</li> </ol>

Goal	Objective	Action
SO8 Affordable Housing	A. Meeting the Housing Needs in the Community	1. Ensure that there is an adequate supply of housing opportunities to meet the needs of existing and future residents (e.g. families, seniors, range of incomes, accessible, etc.)
SO9 Transportation	A. Meet the transportation needs of residents	1. Investigate/initiate opportunities for public transportation/transit Promote the marketing and use of Central Hastings Transit and opportunities for funding.

## IMPLEMENTATION OF AN ICSP

Using a consultative and collaborative method, the Township of Stirling-Rawdon has developed an ICSP that provides goals, objectives, and action to develop a sustainable community. This plan cannot be implemented overnight, and must be considered in conjunction with other plans and goals for the Township of Stirling-Rawdon. Additionally, for the plan to be implemented effectively and successfully, just as the plan was developed with community input and feedback, the Township of Stirling-Rawdon will need to continue with transparent communication, opportunities for input from residents and in partnership with local organizations.

Within the ICSP, there are a total of 122 proposed actions, with 40 under the Cultural Pillar, 29 Under the Economic Pillar, 33 under the Environmental Pillar, and 20 under the Social Pillar. Each action will require further thought and investigation, and possibly the formation of work-groups or committees. When possible, the asset inventory can be accessed to help access expertise or willing participants for these committees.

Many of the suggested actions in the ICSP are in-line with existing work underway for the Township of Stirling-Rawdon. Some of the actions may require changes in municipal policy, many of the actions have already been undertaken by local municipalities and much can be gained by learning from their experiences. Progress on the ICSP can be tracked and monitored to ensure that the public understands the intentions and actions of Stirling-Rawdon.

Though a prioritizing exercise was undertaken at Community Consultation #2 and several council were in attendance, priorities for the proposed Action Items were not agreed upon. A summary of priority items that were identified by participants at Consultation #2 is available in Appendix D.

## GUIDING PRINCIPLES FOR IMPLEMENTING THE TOWNSHIP OF STIRLING-RAWDON ICSP

1. The implementation of the ICSP Actions will require a commitment by the Township, and an organizing body to oversee and track progress. The Township may wish to establish a committee to oversee progress, or the Economic Development Committee could continue to follow through on actions since this group is existing and relevant and has a positive history as well as representation of all four pillars of the ICSP.
2. Many of the actions suggested by community members are actually already taking place. In such cases, where the Township is already involved in actions, communication of plans and progress is imperative to ensure the community is already aware of the good work being done.
3. The ICSP should be considered and linked to other planning documents such as existing and revised by-laws, and any future policies and procedures to be developed.
4. The ICSP document is a living document that must be continuously reviewed, not a document that “lives on the shelf”. As such, regular reviews and updates of progress are required, and this progress should be tracked publicly on the Stirling-Rawdon website.
5. Ongoing progress updates to the Township of Stirling-Rawdon Council should be provided.
6. The ICSP has been developed with extensive feedback and contributions from members of the community. As each step of the plan is implemented, feedback and transparent communication with residents is required.

7. The Township of Stirling-Rawdon is ripe with opportunities to gather expertise, from youth to seniors to business owners. The implementation committee should continue to seek input and feedback from the wealth of information and knowledge that lives in the community.
8. The Township should continue to consider sustainability in decision making processes, for example, within infrastructure, waste and water management, maintenance of facilities, and capital purchases.
9. Within the development of the ICSP there were sometimes conflicting opinions on what would be both beneficial and sustainable for the Township of Stirling-Rawdon. It is likely that such conflicting opinions will continue to arise, and that good communication and a willingness to gather feedback and input from the community will be important to help understand and prioritize competing needs.
10. The implementation of the ICSP will require resources, both financial and human, to implement. It will be important to leverage existing groups and organizations to implement the plan.
11. Staff and council should be familiar with the plan and it should be reviewed regularly, and incorporated into future job descriptions.

## APPENDIX A – COPY OF COMMUNITY SURVEY

## Stirling-Rawdon ICSP

The Township of Stirling-Rawdon is currently in the process of developing an Integrated Community Sustainability Plan (ICSP) in 2011-2012. An ICSP is a long-term plan for a community developed in consultation with community members! By gathering feedback from community members like you, we hope to provide direction and objectives in four areas:

- Environmental
- Cultural
- Social
- Economic

In order to gather input from as many community members as possible, we are gathering information several ways, including:

- 1) A brief survey
- 2) By talking to area "experts"
- 3) Through community forums with community members.

At this time, we are asking you to please take a few moments to complete this brief survey. The survey is intended to gather valuable feedback to get the discussion started! At the end of the survey, you will also be asked to provide contact information in case you are interested and willing to participate in a community forum, or if you are interested in having your name entered to win \$100 in Stirling-Rawdon bucks. You are not required to provide contact information and any and all input is welcome!

## Valuing your community

Every community has positive aspects and features, and areas that can be improved. Please answer the next questions by telling us what you value MOST about Stirling-Rawdon in the following areas:

### 1. The TOP THREE things I value MOST in our community around CULTURE (e.g. Arts, Heritage, Sports, Recreation, Youth, etc), are (check 3):

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Agricultural Museum | <input type="checkbox"/> Farmers market   | <input type="checkbox"/> Local publications (e.g., Country roads)                                     |
| <input type="checkbox"/> Theatre             | <input type="checkbox"/> Organized sports (e.g., hockey, soccer, figure skating)    | <input type="checkbox"/> Shows and festivals (e.g. Truck show, Water Buffalo Festival, Beer Festival) |
| <input type="checkbox"/> Railway station     | <input type="checkbox"/> Sporting facilities (e.g. arena, soccer fields)            | <input type="checkbox"/> Heritage buildings/ Heritage trail   |
| <input type="checkbox"/> Downtown village    | <input type="checkbox"/> Hockeyville campaign                                       | <input type="checkbox"/> Library  |
| <input type="checkbox"/> Stirling fair       | <input type="checkbox"/> Community organizations (e.g. Rotary, Legion, Masons etc.) |   |

Other (please specify)



## Stirling-Rawdon ICSP

### 2. I have attended or used the following in the past year (check all that apply):

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Agricultural Museum | <input type="checkbox"/> Farmers market   | <input type="checkbox"/> Local publications (e.g., Country roads) |
| <input type="checkbox"/> Theatre             | <input type="checkbox"/> Organized sports (e.g., hockey, soccer, figure skating)    | <input type="checkbox"/> Truck show                               |
| <input type="checkbox"/> Railway station     | <input type="checkbox"/> Sporting facilities (e.g. arena, soccer fields)            | <input type="checkbox"/> Water Buffalo Festival                   |
| <input type="checkbox"/> Downtown village    | <input type="checkbox"/> Hockeyville campaign                                       | <input type="checkbox"/> Beer Festival                            |
| <input type="checkbox"/> Stirling fair       | <input type="checkbox"/> Community organizations (e.g. Rotary, Legion, Masons etc.) | <input type="checkbox"/> Heritage buildings/ Heritage trail       |

Other (please specify)

### 3. The TOP THREE things I value MOST in our community around ECONOMICS (e.g. Commerce/Retail, Tourism, Resource Based Industry, etc) are (check three):

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Vibrant downtown   | <input type="checkbox"/> Required services are available | <input type="checkbox"/> Availability of professional services (doctors etc.) |
| <input type="checkbox"/> Proximity to larger centers such as Belleville and Trenton | <input type="checkbox"/> Proximity to 401                | <input type="checkbox"/> Affordable housing                                   |
| <input type="checkbox"/> Potential for development                                  | <input type="checkbox"/> Reasonable tax regime           |   |

Other (please specify)

### 4. The TOP THREE things I value MOST in our community around the ENVIRONMENT (e.g. Water, Land/Ecosystems, Air, Energy, Waste, etc.) are (check three):

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Water/ sewage development | <input type="checkbox"/> Soil quality                | <input type="checkbox"/> Quality of water supply |
| <input type="checkbox"/> Air quality               | <input type="checkbox"/> Supply of development land  | <input type="checkbox"/> Hunting                 |
| <input type="checkbox"/> Limited Noise             | <input type="checkbox"/> Use of wood lots and fields |  |

Other (please specify)

### 5. The TOP THREE things I value MOST in our community around SOCIAL aspects(e.g. Municipal Council, Policing and Security, Community Facilities and Services, Housing, Schools, Health and Wellness, etc.) are (check three):

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Schools                       | <input type="checkbox"/> Policing and Security             | <input type="checkbox"/> Youth action centre |
| <input type="checkbox"/> Seniors/retirement residences | <input type="checkbox"/> Community Facilities and Services | <input type="checkbox"/> Volunteers          |
| <input type="checkbox"/> Churches                      | <input type="checkbox"/> Housing                           | <input type="checkbox"/> Health and Wellness |
| <input type="checkbox"/> Municipal Council             | <input type="checkbox"/> Service clubs                     |  |

Other (please specify)

## Stirling-Rawdon ICSP

### Community Improvement and Suggestions

Now let's think about where there could be improvement in the following areas.

**6. The things that require the most attention in our community around CULTURE (e.g. Arts, Heritage, Sports, Recreation, Youth, etc), are:**

**7. What actions or ideas can you suggest to improve CULTURE in Stirling-Rawdon? (e.g. Arts, Heritage, Sports, Recreation, Youth, etc):**

**8. The things that require the most attention in our community around ECONOMICS (e.g. Commerce/Retail, Tourism, Resource Based Industry, etc) are:**

**9. What actions or ideas can you suggest to improve ECONOMICS in Stirling-Rawdon? (e.g. Commerce/Retail, Tourism, Resource Based Industry, etc.):**

**10. The things that require the most attention in our community around the ENVIRONMENT (e.g. Water, Land/Ecosystems, Air, Energy, Waste, etc.) are:**

**11. What actions or ideas can you suggest to improve the ENVIRONMENT in Stirling-Rawdon? (e.g. Water, Land/Ecosystems, Air, Energy, Waste, etc.)**

## **Stirling-Rawdon ICSP**

**12. The things that require the most attention in our community around SOCIAL aspects (e.g. Municipal Council, Policing and Security, Community Facilities and Services, Housing, Schools, Health and Wellness, etc.) are:**

**13. What actions or ideas can you suggest to improve SOCIAL aspects in Stirling-Rawdon?(e.g. Municipal Council, Policing and Security, Community Facilities and Services, Housing, Schools, Health and Wellness, etc.)**

## **Planning for the Future**

**14. Who should be involved in planning for the future for Stirling-Rawdon? Include people, organizations, and initiatives.**

**15. Many people and organizations are already doing great things that contribute to a sustainable future in the Stirling-Rawdon community. Please identify activities that you are aware of by people, organizations, or the Municipality that are important to you in moving forward.**

**16. Please add any other comments you feel are relevant to building a sustainable future in Stirling-Rawdon.**

## **Demographics**

Now we have just a few additional questions for you to help us understand the needs of our community.

## Stirling-Rawdon ICSP

**17. Do you live in Stirling-Rawdon?**

☐ Yes

☐ No

**18. Do you work in Stirling-Rawdon?**

☐ Yes

☐ No

**19. Do you pay taxes in Stirling-Rawdon?**

☐ Yes

☐ No

**20. Are you male or female?**

☐ Male

☐ Female

**21. What is your age range? Please check one.**

☐ 15 to 19

☐ 45 to 54

☐ 75 to 84

☐ 20 to 24

☐ 55 to 64

☐ 85 and over

☐ 25 to 44

☐ 65 to 74

**22. Are you currently providing care or housing for one or more children at home (check all that apply):**

☐ Under 1 year

☐ 5 to 14

☐ 20 to 24

☐ 1 to 4

☐ 15 to 19

☐ I do not currently provide care or housing for any children.

**23. Are you a business owner in Stirling-Rawdon?**

☐ Yes

☐ No

**24. If you are a business owner, what type of business do you own?**

☐ Agriculture

☐ Commercial

☐ Industrial

Other (please specify)

**Thank you!**

Thank you for taking the time to complete this survey. Your feedback is important and will ensure that the Integrated Community Sustainability Plan represents the views and goals of people in the Stirling-Rawdon community.

## Stirling-Rawdon ICSP

**25. There will be more opportunities to contribute to the development of the ICSP. Please indicate if you would be interested in the following opportunities.**

- ☐ I would like to be entered in the draw for \$100 in Stirling-Rawdon Bucks
- ☐ I would be interested in attending a Community Forum on either Monday, February 27th from 6:30 to 8:30, or Monday, March 5th from 6:30 to 8:30 at the Stirling Primary School.
- ☐ I would like to receive more information on the project as we move forward. Please add me to the email distribution list to receive periodic updates.

**26. I am interesting in learning more or being involved. My contact information is:**

Name

Phone

Number

Email

Address

APPENDIX B – SAMPLE AD FOR COMMUNITY CONSULTATION #1



### **Leading Today for Tomorrow**

Help Shape the Future for Stirling-Rawdon! The Township of Stirling-Rawdon is conducting an Integrated Community Sustainability Plan (ICSP) in 2012. Municipalities across Ontario are developing ICSPs in order to help shape the future for their communities.

An ICSP is a long-term plan developed in consultation with community members. It provides direction for the community to achieve sustainability and enhanced well-being by developing objectives and goals for economic, cultural, social, and environmental aspects of the community. The development of an ICSP will guide the community into the future by identifying immediate and long-term actions and plans to meet goals.

The ICSP Steering Committee is asking individuals within Stirling-Rawdon to help contribute to the plan by being an active part in this process. There are two main ways you can be involved:

1) Public consultations: all individuals are invited to attend a public consultation **Monday, February 27th from 6:30pm to 8:30pm**. A second consultation will be held **Monday, March 5th from 6:30pm to 8:30pm**. Both consultations will take place in the gymnasium of Stirling Primary School, 40 Church Street, Stirling. Please RSVP at [stirlingrawdonicsp@gmail.com](mailto:stirlingrawdonicsp@gmail.com).

2) All individuals are asked to complete a survey asking about strengths, weaknesses, and suggestions for change in the four areas (economic, cultural, social, and environmental). The survey can be completed online at [www.stirling-rawdon.com](http://www.stirling-rawdon.com), or hardcopies can be obtained at Municipal facilities, as well from multiple businesses in the community. Those who choose will be entered into a draw for \$100 Stirling-Rawdon Bucks.

**For more information, please contact Elisha Maguire at [edo@stirling-rawdon.com](mailto:edo@stirling-rawdon.com) or at 613-395-3341.**

## APPENDIX C - CONSULTATION #2 – FEEDBACK FORM

### FEEDBACK FORM (TICKET OUT THE DOOR)

**What information/events/places HAVE to be included in the final report?**

1.

2.

3.

4.

5.

**Do you have any other suggestions or actions for Stirling-Rawdon that were not mentioned tonight?**

**Culture**

**Economic**

**Environment**

**Social**



## APPENDIX D – SUMMARY OF ACTION ITEMS PRIORITIZED

Participants at Community Consultation #2 were each provided with three dots for each pillar, then asked to place their dots next to the Action Items that they felt needed to be implemented right away, or in the near future. The following list summarizes the results of those exercises, and the priorities suggested by participants. *These results have NOT been approved or agreed upon by Council, and although the spirit of the recommendations below remain in the Goals, Objections, Actions, the wording of actions have changed since Community Consultation #2.*

Pillar	Highest Prioritized Actions
Culture	<ol style="list-style-type: none"> <li>1. Focus efforts and resources on the municipal website and signboard.</li> <li>2. Develop “welcome” information for new residents or those looking to move to Stirling-Rawdon.</li> <li>3. Develop a Cultural Plan for Stirling-Rawdon that encompasses the joint promotion of cultural hotspots, including the Museum, Theatre, etc.</li> <li>4. Determine the best location for more event signage.</li> <li>5. Develop the train station with historical and tourist information.</li> </ol>
Economic	<ol style="list-style-type: none"> <li>1. Unified promotion – group events together (e.g. Theatre and museum for schools)</li> <li>2. Develop a more interactive website and drive people to the website.</li> <li>3. Promote buy local campaigns/encourage vendors to participate in farmer’s market and continue success.</li> <li>4. Niche market to target butter, water buffalo, cheese, bio essentials, farms, etc.</li> <li>5. Increase tax base.</li> </ol>
Environment	<ol style="list-style-type: none"> <li>1. Provide education and communication of major projects (i.e. lagoons, wetlands, steps in the project) on the website.</li> <li>2. Develop a long term infrastructure plan (e.g. traffic plan, ring road, etc.)</li> <li>3. Develop a long term plan for utilizing the mill pond/developing the East End.</li> <li>4. Promote local businesses on heritage trails (e.g. restaurants, shops, B &amp; B’s)</li> <li>5. Drive people to the website.</li> </ol>
Social	<ol style="list-style-type: none"> <li>1. Promote opportunities to attract developers interested in building/constructing senior’s housing.</li> <li>2. Educate the public with respect to plans for the schools that will be closed.</li> <li>3. Investigate the potential use of schools for seniors housing, community centre.</li> <li>4. Maintain a calendar of events on the website.</li> <li>5. Build relationships/programming linkages between existing organizations and needs across the ages, include individuals from all age brackets in the planning of recreation and social services.</li> </ol>