

**Strategic Plan**  
**for**  
**Community Social and Economic Development**

Revised April 1996

**St. Ann's Bay Development Association—SABDA**

# Contents

3	Acknowledgements
4	Mission Statement
5	Executive Summary
6	Businesses and Services Currently Available
8	Groups and Organizations in the St. Ann's Bay Area
9	Strategic Areas for Development
9	GOAL 1 To Develop Health Services
11	GOAL 2 To Enhance the Quality of Life for Our Seniors
13	GOAL 3 To Develop Programs/Activities for Youth and Families
16	GOAL 4 To Develop Education Programs
19	GOAL 5 To Maintain and Improve Existing Infrastructure: Communication, Safety, Services, and Transportation
23	GOAL 6 Employment Opportunities
25	Future Directions
26	Appendix A—Funding Avenues and Departments to Approach for Funding
28	Appendix B—Networks and Non-Governmental Organizations

## **Acknowledgements**

We are grateful for the support of the Northside Victoria Community Futures Committee, The Nova Scotia Department of Economic Renewal, and Human Resources Development Canada (formerly Employment and Immigration Canada).

*Compiled and written by:* Brenda Duchesne, Susan Matheson, and Angela Reid

*Editor:* Ruth Schneider

*Initial printing:* Ladybug Haven Marketing and Design

© **June 1994**

## **Mission Statement**

The St. Ann's Bay Development Association is a group of community volunteers whose mandate is to complete a strategic plan which establishes long and short term social and economic goals. It is understood that this plan is a living document which is to be reviewed after three years. The St. Ann's Bay Development Association will initiate action based on this plan although it is recognized that the final responsibility for implementation will rest with community members and organizations.

# **Executive Summary**

## **The Process**

The St. Ann's Bay Development Association (SABDA) began in 1992 and was incorporated in 1993. The Association includes 600 residents over a 72 kilometre area from St. Ann's Bay turn off to the foot of Cape Smokey. A survey, comprised of questions obtained from the community, was completed early in 1994. The survey was successful in providing SABDA with information on the following: small businesses existing in the area, concerns from the residents, suggestions on how to improve services, requests for new services and programs and an inventory of the St. Ann's Bay Community. The survey demonstrated that residents share a common thought: to survive the 1990s and on to the 21st century, the traditionally independent smaller communities must become one unified community with a much larger and more powerful voice. The Strategic Plan that follows is Step 2 in this process.

## **The Vision**

The vision of SABDA is to maintain and enhance the quality of life in the St. Ann's Community by encouraging action on the part of the people of all ages towards long term social and economic development using the natural resources of the community.

## **The Plan**

The plan consists of 25 projects listed under seven goals that are based on the initial survey and community discussions. Some of these goals are short term and cost little while others are long term and require a great deal of funding. Each goal is seen as a strategic area for development that is dependent on community volunteers guided by a lead person or group using this plan as an outline. Successful social and economic community development will be dependent upon the coordination and cooperation of the community and volunteers.

## **Businesses and Services Currently Available**

### **Accommodations**

Gaelic College  
C. B. Bed & Breakfast  
Murray Road B & B  
Stephens B & B  
Greer's B & B  
The Old Manse B & B  
St. Ann's Motel  
Kerr's Eat & Sleep, B & B

### **Artists & Crafts**

Knotstalgia  
Leather Works by John C. Roberts  
Sea Shanty Gift Shop  
Carol Kennedy Photography  
School on the Hill  
Wild Things Artists' Cooperative  
Shape Shift Pottery  
Goose Cove Glass  
Otis Thomas Luthier  
Iron Art  
Sew Inclined  
Jewellery at Cape North

### **Food, Grocery, Gas**

Tom's Pizza  
Piper's Trailer Court  
The Lobster Galley  
Marie's Take Out  
Wreck Cove General Store  
Greg's Fuels  
The Clucking Hen

## **Services and Trades**

Norbrook Enterprises  
Murdock MacDonald—Carpentry  
A. J. MacLeod Contracting  
Highland Graphics  
N. D. Carmichael—Contracting

## **Other**

St. Ann's Campground  
New Forest Technology  
Regal Carpet Cleaning  
Highland Blueberries Ltd.  
Cabot Trail Reproductions  
Silver Maple Productions  
Sionnach Fur Farm  
Cabot Trail Ranch  
Breton Fur Farms

Hilly Acres  
P. S. Cranford Productions  
Cabot Country  
Cape Breton's Magazine  
Nova Scotia Power, Wreck Cove  
North Shore Fisherman's Coop  
Country Cuts  
Freshway Enterprises  
K. MacLeod Marine Farming  
St. Ann's Silviculture

## Groups and Organizations in the St. Ann's Bay Area

North Shore & District Volunteer Fire Department

St. Ann's Bay Development Association (SABDA)

St. Ann's Bay Health Centre

North Shore Seniors

Home & School Association

Home & Hospital Association

St. Ann's Pastoral Charge

    United Church Women

    A Mission Service

    Youth Group

    Board of Managers

    Session

    Manse Committee

    Bible Study

    Praise Singers

North River/Goose Cove Hospital Fund Raising

Northern Trails

Community Hall Committees

    Alexander Smith Community Hall

    Indian Brook Fire Hall

    North River

North Shore Fishermen's Association

Gaelic Choir

St. Ann's Bay Players

Darts Leagues



# Strategic Areas for Development

## GOAL 1 To Develop Health Services

**Summary** To have access to health care using the trained medical persons living in this community.

**Objective 1** To create a medical/nurses' network.

- Actions**
- 1.1 Approach nurses and other medically trained people to determine if they want to be part of a medical/nurses' network.
  - 1.2 Form a committee to appoint a coordinator. Duties for this coordinator might be to:
    - i. arrange scheduling.
    - ii. determine what equipment would be needed.
    - iii. contact local hospitals and hospitals that are closing and ask for equipment to be donated.
    - iv. research new health reform and determine if laid-off nurses can be employed as community nurses.
  - 1.3 Take an inventory of community members who require the services of this network. Determine what services the medical network would offer based on this inventory.

**Objective 2** To improve emergency service in the area.

- Actions**
- 2.1 Provide a detailed map of area to all ambulance drivers serving our area. Include a directory of house numbers with this map. (All households should have a house number for the 911 system.)
  - 2.2 Approach and meet with local ambulance companies to gather suggestions for improving service.
  - 2.3 Approach nurses' network to determine if they would like to assist with ambulance service and the directory.
  - 2.4 Compile a directory of nurses, medically trained people and volunteers in the community. Distribute this directory to all community members. Utilize resources such as Home Care, VON, etc. to assist with their clients from our community.

**Objective 3** To open a community medical clinic.

- Actions**
- 3.1 Establish funding to support community medical programs.
  - 3.2 If an existing building is to be used, research locations, get permission, and determine extent and cost of renovations.
  - 3.3 Research Whycocomagh Medical Clinic and other community clinics to learn how they got started.
  - 3.4 Determine personnel and equipment required.
  - 3.5 Work with and get information from nurses' network in community and Baddeck.
  - 3.6 Contact local doctors to determine their support for the clinic. Invite them to community meeting.
  - 3.7 Set up a medical care committee (or utilize the medical/nurses' network coordinator) which might:
    - i. determine how often the clinic would be open.
    - ii. set up appointments.
    - iii. if necessary, request files to be brought with the Doctor from the main clinic in Baddeck.

## **GOAL 2      To Enhance the Quality of Life for Our Seniors**

**Summary**      To provide short and long term services for our seniors to make their lives more comfortable and enable them to remain in their own community.

**Objective 1**      To establish services for seniors through a support network.

- Actions**
- 1.1 Examine the needs for the seniors and list them according to funding requirements and the time required to implement them.
  - 1.2 Organize a volunteer network responsible for attending to basic needs such as shovelling, checkin service, transportation, etc. which might allow the senior to stay in his / her home in the community rather than leaving during the winter months.
  - 1.3 Organize a visiting program and a telephone checkin service.
  - 1.4 Research the Medical Alert Beeper System.

**Objective 2**      To establish a seniors' facility.

- Actions**
- 2.1 Determine whether there is a need for year-round care in a seniors' facility or just during the winter months.
  - 2.2 If the need is seasonal, examine possible uses for the building in the other months (Bed & Breakfast, house-keeping cottages, etc.).
  - 2.3 Research possible locations and buildings for a seniors' facility.

- 2.4 Determine what type of facility (i.e., one house, nanny huts, etc.) is preferred by the seniors and appropriate for the community.
- 2.5 Explore all avenues of funding for such a facility including establishing a community fundraising venture which might be affiliated with other community organizations and groups.
- 2.6 Research other similar communities that have built such a facility.
- 2.7 Examine the feasibility of a connection between the day care and a seniors' facility.

### **GOAL 3      To Develop Programs/Activities for Youth and Families**

**Summary**      To enhance family togetherness by creating activities in which whole families may be involved.

**Objective 1**      To organize regular events for families.

- Actions**
- 1.1 Organize a group of volunteers to direct and plan Family Day activities. Suggestions include: Games, meals, entertainment, movie nights, crosscountry & downhill skiing and skating parties, tobogganing, swimming parties, barbecues, corn and lobster boils, bonfires on the beach, picnics, etc.
  - 1.2 Utilize the community halls for Family Day activities.

**Objective 2**      To assist with the organization of existing activities.

- Actions**
- 2.1 Set up programs for children in an area separate from the adults at already existing events (i.e., boat races, etc.).

**Objective 3** To develop and further enhance walking, hiking, cycling, crosscountry skiing and snowmobile trails in the area.

**Actions**

- 3.1 Locate labour available and potential funding. Determine whether this will be done by volunteers.
- 3.2 Assess areas that were suggested by the community, such as unpaved roads.
- 3.3 Designate and develop the area(s) into a walking track and/or trail.
- 3.4 Determine what equipment is needed to develop this walking track.
- 3.5 Develop cycling trails so cyclists do not have to travel with the traffic.
  - i. Form a Cycling Trail Committee.
- 3.6 Assist the Northern Trails Committee
  - i. Examine the work already completed on the trails.
  - ii. Determine where further development is needed.
  - iii. Assist with funding process and applications.
  - iv. Promote trails with special events (Event Marketing):
    - Victoria County Winter Games
    - Snowmobile races
    - Crosscountry Ski Days

**Objective 4** To provide opportunity for instruction in recreation and nature activities which are otherwise unavailable in the community.

**Actions** 4.1 Work with the Education Committee to coordinate various recreation, nature and educational activities such as bird watching, botany study, kayaking, wind surfing, skiing, etc.

**Objective 5** To develop a Family / Community Recreation Centre.

**Actions**

- 5.1 Form a Recreation Centre Committee.
- 5.2 Research existing buildings to determine whether or not a suitable structure already exists.
- 5.3 Determine the costs associated with any renovations, research and locate funding.
- 5.4 Determine equipment needed and costs.
- 5.5 Once centre is operating, develop various activity groups for all age groups. Suggestions include:
  - Brownies/ Scouts
  - 4H Club
  - Youth, adult and seniors clubs / groups
  - Weight Watchers
  - Fitness / Exercise Classes
  - Educational Workshops and Courses

**Objective 6** To regain a preschool facility.

## **GOAL 4      To Develop Education Programs**

**Summary**      To maintain educational facilities in our community and to use the talents of our local people and others to teach community members needed skills and to promote community and family-based values.

**Objective 1**      To assist with efforts to keep the North Shore School open.

- Actions**
- 1.1 Insist that school board members keep us informed about possible closure; giving adequate advance notice for lobbying.
  - 1.2 Encourage people in the Tarbot, North River, Goose Cove areas to send their children to the school. Host a meeting to discuss possible incentives.
  - 1.3 Use the North Shore School for supplementary classes utilizing community volunteers. For example:
    - Monday: Piano
    - Tuesday: Tae Kwon Do
  
    - Other days of the week available for other courses



**Objective 2** To create a program offering workshops and courses taught by community members.

**Actions**

2.1 Create a simple directory which contains information on workshops and courses which can be taught by members of the community. Suggested courses that might be taught are:

- Painting and Drawing
- Journey Wood Turning, Wood Working, and Wood Carving
- Aerobics Class
- Pottery
- Sewing, Pattern Making and Alterations
- Microbiotic Cooking
- Parent Effectiveness Training
- Car Maintenance
- Writing Skills
- Crafts

2.2 Establish an Education Committee to do the following:

- i. Coordinate schedules for courses/workshops. Factors to consider are time, season, day, night, week, weekend, length of course, etc.
- ii. Explore costs of courses/workshops and funding available.
- iii. Explore interests expressed by community members and availability of instructors.

2.3 Continue the Annual Gaelic Feis.

## 2.4 Organize courses in (suggestions):

- Adult Education
- Car Repair
- Small Machine Repair
- Accounting
- Writing Workshop
- Gardening
- Carpentry
- Navigation
- Sewing
- Skiing
- Computer
- Cultural Dance
- Plaster Paris/Ceramics
- Courses for children
- Fish Farming
- Tole/basket Painting
- Job Finding
- Net/Rope Mending
- Nature
- Home Management
- Jewellery making
- Women's Car Maintenance
- Photography
- St. John Ambulance
- CPR
- Typing
- Weaving
- Parenting
- Self Esteem
- Defensive Driving
- GED
- Physical Fitness
- Herbal Remedies
- Fox Fur
- Hairstyling
- Income Tax
- Stress Management
- Hunting
- Composting
- Small Vegetable Farm
- Knitting
- Quilting
- Fibreglass
- Welding
- French
- Mentoring

## **GOAL 5      To Maintain and Improve Existing Infrastructure: Communication, Safety, Services, and Transportation**

**Objective 1**      To improve communication for the area.

- Actions**
- 1.1    Develop a newsletter which is published on a regular basis and delivered to all homes and businesses or expand the Community Bulletin.
  - 1.2    Follow up on MT & T's promise to install private lines by November 1994.
    - i.     Send a letter to the Head Office to express community concerns and ask for a response to present to the community.
    - ii.    Invite MT & T representative to attend our monthly SABDA meeting.
  - 1.3    Research concerns about the mail system.
    - i.     Meet with Postmaster and Department of Transportation to discuss placement and improvement of mail boxes.
    - ii.    Determine methods to facilitate mailing and delivery of parcels and priority items.

**Objective 2** To ensure community safety.

- Actions**
- 2.1 Contact Baddeck and Ingonish RCMP Detachments and make them aware of the concerns expressed through our community survey and discussions.
  - 2.2 Work with the Community Crime and Coastal Watch Committees. Generate community awareness about these two committees.
  - 2.3 Contact the Fire Department and request they keep the community up to date on the Department's actions and how they responded to the survey concerns.

**Objective 3** To develop community services.

- Actions**
- 3.1 Increase selection of grocery items available in the community.
    - i. Arrange a meeting with existing store keepers and make them aware of the requests made by community members.
    - ii. Determine if they are open to expansion, offering greater selection, ordering for specific needs or specialty items, etc.
    - iii. Consider starting a coop grocery store for this area if existing store keepers are in agreement.
  - 3.2 Develop a banking and funding service.
    - i. Research the type of banking the community wants Credit Union or Chartered Bank or Bank Machine.
    - ii. Contact Head Office of Credit Union or Chartered Bank.

**Objective 4**

To improve transportation, and to develop a community-based transportation system.

- 4.1 Form a Transportation Committee to establish community transportation.
  - i. Research forms of transportation needed (van, car pools, etc.) and contact Alternative Passage and others for organizing suggestions.
  - ii. Develop a list of individuals and groups requiring transportation.
  - iii. Develop a list of drivers.
  - iv. Develop rate schedule (to Baddeck, Sydney, etc.).
- 4.2 Contact bus service from Ingonish and inquire about their schedule.
- 4.3 Inform the St. Ann's community about this bus service: distribute schedule flyers, etc.
- 4.4 Work with the Bridge Committee to examine what steps are being taken to build a bridge between Jersey Cove and Englishtown.
- 4.5 Contact government departments involved in building the bridge and ask for an update of the plans.
- 4.6 Research what plans the government has to improve our roads.
  - i. Contact Dept. of Transportation and ask what money is allotted for St. Ann's Bay which is such an important tourist route part of Cabot Trail.
  - ii. Lobby government for improvements.
  - iii. Set up appointment with MLA to voice community concerns over poor road conditions.

4.7 Ensure ferry service is the best it can be.

- i. Arrange a meeting with the Shore Captain to make him aware of community concerns, such as:
  - Ferry not operating and no ice in the bay
  - Ferry not operating because maintenance not done
  - Inadequate signage when ferry not operating
  - Long unnecessary waits for ferry, depending at times on staff

## **GOAL 6      Employment Opportunities**

**Summary**      To create new employment opportunities in the St. Ann's Bay area.

**Objective 1**      To employ a community coordinator who will be responsible for the implementation of goals and community initiatives.

- Actions**
- 1.1    Establish a job description and location of office.
  - 1.2    Establish how coordinator will be full time, part time, volunteer, etc.
  - 1.3    Apply for funding if required.

**Objective 2**      To inventory employment opportunities which would be created by implementing goals one through five. Summary of goals is:

- Goal 1    Develop Health Services
- Goal 2    Enhance the Quality of Life for the Seniors
- Goal 3    Develop Youth, Family, and Recreation Programs
- Goal 5    Develop Education
- Goal 6    Develop Infrastructure

**Objective 3** To expand existing tourist attractions to year-round attractions & activities.

**Actions**

- 3.1 Form a Tourist Development Committee.
- 3.2 Create an inventory of existing attractions for tourists.
  - i. Contact operators of these facilities and assist with expansion and initiatives for future development of their product.
  - ii. Research possibilities for coop advertising, directory & signage.
  - iii. Develop an inventory of possible year-round tourist attractions and activities.
- 3.3 Research the following suggestions made by the community for possible development or promotion:
  - Working farm
  - Wreck Cove power project tours
  - Bird watching (eagles along the road to the ferry)
  - Snowmobiling
  - Skiing, crosscountry and downhill
  - Boating and water sports
  - Blueberries: picking and festivals
  - Trails: cycling, hiking, walking



## Future Directions

The success of this strategic plan is dependent on the implementation of the goals that will require many dedicated volunteers from the community. To coordinate this effort, a position should be created for a community coordinator who would be hired by and responsible to the community through the St. Ann's Bay Development Association.

The community coordinator would be responsible for locating lead organizations and individuals to implement each goal and for coordinating their efforts. She/he would actively seek to establish linkages among the various interest groups and organizations in the community and with other similar communities. She/he would be responsible for locating resources, both financial and other, to implement this strategic plan.

Ultimately, direction for the community coordinator must come from the community. The coordinator must facilitate the visioning process within the community so that as successes and failures occur, the community can revise, refine and improve its long term goals.

# Appendices

## Appendix A—Funding Avenues and Departments to Approach for Funding

Some projects will cost money beyond that which can be raised by the community. Suggestions have been made for setting up a community lending institution or a community foundation, and these might be examined. Outside sources might also provide support. A partial list of these sources follows:

Regional Industrial Training Commission (RITC)  
c/o N.S. Department of Tourism  
P. O. Box 456  
Halifax, NS B3J 2R5  
424-5000

In Sydney: Tel 539-0379 Fax 564-2007

Strait Area Regional Development Commission  
P. O. Box 2200  
201—609 Church Street  
Port Hawkesbury, NS B0E 2V0  
625-3929, 1-800-546-3390

N.S. Department of Health and Welfare  
15 Dorchester Street, Commerce Tower  
Sydney, NS B1P 5Y9  
563-2400

Enterprise Cape Breton Corporation  
P. O. Box 1750  
Sydney, NS B1P 6T7  
564-3600

Atlantic Canada Opportunities Agency  
P. O. Box 1750  
Sydney, NS B1P 6T7  
564-3600

Victoria County Department of Recreation  
Baddeck, NS B0E 1B0  
295-3231

Health Canada  
500—1557 Hollis Street  
Halifax, NS B3J 3V4  
902-426-2741

Human Resources Development Canada  
P. O. Box 850  
Sydney, NS B1P 6J3  
564-3651

Municipality of the County of Victoria  
P. O. Box 370  
Baddeck, NS B0E 1B0  
295-3231

N.S. Department of Economic Renewal  
First Floor, 15 Dorchester Street  
Sydney, NS B1P 5Y9  
564-8241

Department of Community Services  
360 Prince Street  
Sydney, NS B1P 5L1  
563-3300

Northside Economic Development Assistance Commission (NEDAC)  
18 King Street  
Sydney Mines, NS B1P 2Y5  
736-6211

N.S. Department of the Environment  
5th Floor, 5151 Terminal Road  
Halifax, NS B2J 3B7  
424-5300

Environment Canada  
45 Alderney Drive  
Dartmouth, NS B2Y 2N5  
426-7231

## Appendix B—Networks and Non-Governmental Organizations

There are numerous non-governmental organizations (NGOs), university extensions and networks which are working with communities around Nova Scotia. The following list mentions some who have been active on Cape Breton with whom members of SABDA have been involved:

Canada World Youth  
1657 Barrington Street  
Halifax, Nova Scotia B3J 2A1

422-1782

*At least three young people from this community have been participants in Canada World Youth, one of whom later worked for the organization.*

CUSO Atlantic  
1657 Barrington Street  
Halifax, NS B3J 2A1

423-6709

*CUSO sponsored the Community Economics Exhibition in Baddeck, fall 1993. CUSO sponsored the Asia-Nova Scotia Women's Linkage which sent two women from this area to Asia and brought two women from Thailand to visit here.*

Centre for International Studies  
P. O. Box 5300  
Sydney, NS B1P 6L2

929-2063

*The Centre's Program Coordinator's office is located in the community and has helped provide some community education programs.*

Nova Scotia Environment and Development Coalition  
1657 Barrington Street  
Halifax, NS B3J 2A1

*The Thai-Nova Scotia Linkage is looking at forestry and agriculture and has sent representatives to this area to see the Highlands and talk with community members.*

Coady International Institute  
St. Francis Xavier University  
Antigonish, NS B2G 1C0

867-3966

*The Coady helped SABDA set up and implement the  
Community Survey.*

Atlantic Coastal Action Program  
ACAP Cape Breton  
P. O. Box 28, Stn. A  
Sydney, NS B1P 6G9

University College of Cape Breton  
P. O. Box 5300  
Sydney, NS B1P 6L2

539-5300

Coastal Communities Network  
c/o Wayne Edgar  
Extension Division  
St. Francis Xavier University  
Antigonish, NS B2G 1C0

Community Economic Development Network  
Cheticamp Development Commission  
Cheticamp, NS B0E 1H0

224.3349