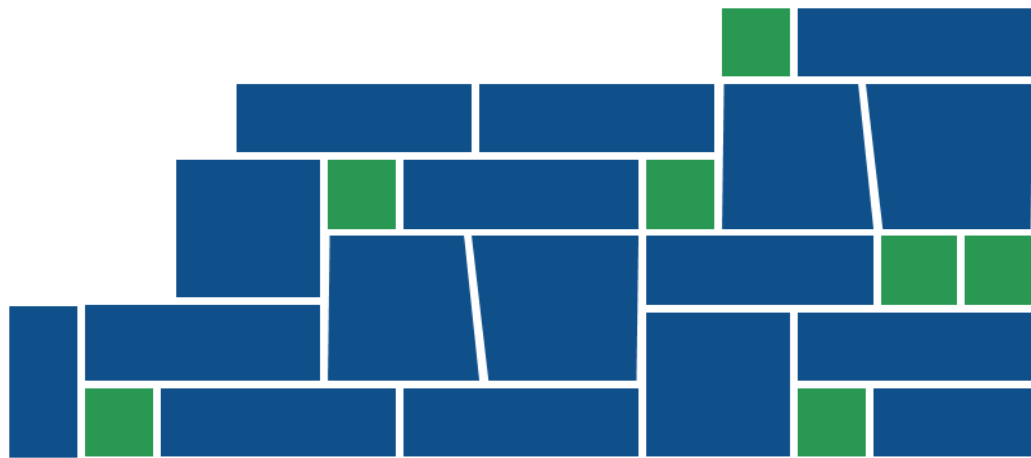


MAKING OUR FUTURE

An Action Plan for a Renewed Bancroft



Town of Bancroft
Economic Development Strategic Plan
2020-2024



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Executive Summary

The planning horizon of this Economic Development Strategic Plan is considered to be 5 years, 2020 to 2024, inclusive. The focus of the Plan is on initiatives that are within Bancroft's control to deliver, following the Plan's foundational principle "*Making Your Future*". The Plan includes initiatives that address the way the municipality delivers its core services, the message the Town needs to send to the investment community and its citizens, and initiatives that signal hope and renewal.

The Town established, at the outset of the planning process, that the Economic Development Strategic Plan should not be constrained by traditional economic metrics like job creation and value of building permits. Rather the Plan should also address quality of life initiatives where those initiatives also address what local citizens consider what community success looks like.

Listed below are the Recommendations of the Plan. Section 5 of the Plan is a more fulsome presentation of the Plan's recommendations. Section 5 provides a brief context for each recommendation, identifies the logical champion to lead progress and other parties who need to be engaged, and the priority assigned to each.

RECOMMENDATIONS

**Recommendation
No. 1**
**Rescue senior staff
from the Tyranny
of the Urgent**

The Town should assess its processes (particularly those that feed the council/committee cycle) to make sure the benefits are commensurate with the efforts to ensure that the Corporation has time for strategic thinking.

**Recommendation
No. 2**
**Adopt a refreshed
vision of Public
Service**

It is recommended that the Town empower staff to pursue the following approaches to public service:

- Be principled but be practical.
- Be proactive in the public interest.

<p>Recommendation No.3 Embrace Bancroft's Unique Role in the Regional Market</p>	<p>It is recommended that the core principle of the Town's Economic Development Strategic Plan simply be that the Town continue to focus on growing its regional influence as North Hastings urban centre of choice.</p>
<p>Recommendation No. 4 Evaluate the effectiveness of regional economic development.</p>	<p>The Town should pause and evaluate how well the Town's economic development issues are communicated to the NHEDC and how effective the Committee has been addressing those interests. If the NHEDC is unable to commit its energies to regional issues that are important to Bancroft, the Town will need to decide how it wishes to participate going forward.</p>
<p>Recommendation No.5 Fine-tune the CIP for greater participation.</p>	<ul style="list-style-type: none"> a) It is recommended that the Town activate the Accessibility Improvement Loan and Grant Program for the Downtown and fund it through an annual allocation from the Town through the budget process. b) It is further recommended that the matching grant amount for the Façade and Signage Improvement Grant be increased from \$2,000 to \$5,000 to make the program more attractive relative to cost and that the Town create an annual fund through the budget process to establish the municipal share. This will require a formal amendment to the CIP program. c) It is recommended that the financial benefit of the Brownfield Tax Assistance Grant be increased to "the greater of 3 years or 75% of the remediation costs". This will require a formal amendment to the CIP program. The program currently caps the full tax rebate at three years while the amendment would continue the rebate until 75% of the remediation cost is covered. The intent is to make the program more attractive relative to potential costs.
<p>Recommendation No.6 Make the Town's most significant economic development asset as effective as it can be.</p>	<ul style="list-style-type: none"> a) It is recommended that the Town engage an engineering consultant with experience operating municipal water systems, or seek the independent assistance of an experienced municipal operator, to undertake a system-wide evaluation of the system's treatment, storage and distribution components in order to develop a multi-year program to make the water system work as efficiently as possible. The scope needs to address, but not be limited to, water quality, pressure and fire suppression supply at the outer reaches of the system, water loss within the system, storage capacity and water turn-over, and ways to maximize the design treatment and storage capacity.

- b) It is recommended that the Town's budgeting process include an ongoing allocation to isolate and remedy inflow and infiltration issues currently impacting system performance.
- c) At the conclusion of the Composite Correction Program it is recommended that the Town retain a consulting engineer to calculate the uncommitted reserve capacities of the water and waste water systems using the Ministry of the Environment, Conservation and Parks formula so that the Town can meet its reporting requirements and have a solid basis for making system owner decisions about releasing capacity to support growth and development opportunities within and beyond the Town's boundaries.

**Recommendation
No.7**
***Give opportunity a
place to land.***

- a) Section 4 of the Strategic Plan has identified several practical and cost effective expansions of the servicing systems because water and waste water services are generally available in close proximity. It is therefore recommended that the Town work closely with investors to bring serviced land on line by finding creative solutions to investment barriers. This includes ensuring vacant lands have appropriate land use permissions to attract investment, assisting with lot creation, and being prepared to participate in the cost of servicing where service extensions must be brought past properties that are unlikely to require full services in a reasonable time frame.
- b) It is recommended that the Town give serious consideration to a 3-phase extension of the Hastings trunk sewer from the Highway 62 Tim Hortons to the north Town limits. It is recommended that the Town begin the financial planning for and commit to the engineering design for a first phase immediately so that further growth in the Bancroft Ridge subdivision can proceed on full municipal services.
- c) It is recommended that a second phase of the trunk sewer extending to the north limit of the Bancroft Golf Course be fully engineered and that implementation proceed based on developer financial commitments, infrastructure grants and the Town's capital budget. Phase 2 will permit existing commercial sites to intensify and provide a full urban service solution for the Bancroft Golf Course property, arguably one of the most attractive properties available for new residential growth.
- d) Assuming that the Town is satisfied that there is sufficient uncommitted reserve capacity at the water and waste water

	<p>treatment plants it is recommended that the Town put into play a potential 3rd phase to extend municipal water (already available at Hwy 62 and York River Dr) and waste water to the north Town limit and potentially beyond offering access to Town services to the Bird's Creek industrial area and potentially the balance of the Bird's Creek Secondary Plan.</p>
<p>Recommendation: No.8 Allow the Town's planning documents to facilitate opportunity.</p>	<p>a) It is recommended that the Town adopt a simple approach to the structure of the zoning by-law, patterned after the Official Plan, with fewer zoning districts each permitting broader opportunity.</p> <p>b) It is recommended that where the Official Plan allows both Commercial and Industrial opportunity and gives the Town the flexibility to choose what emphasis it will apply, that the Town create zoning districts that also allow both broad land uses to co-exist, in order to acknowledge that the market is constantly changing and narrowly defined zoning districts can quickly become irrelevant.</p> <p>c) If the Town initiates the extension of the Hastings Trunk Sewer north to the Town limits, it is recommended that the Official Plan recognize:</p> <ul style="list-style-type: none"> • The lands north of the Airport as Phase II development priority. • The Bancroft Golf Course as "Urban Residential" similar to the Bancroft Ridge designation. • The potential extension of the Urban Boundary east of the Bancroft Golf Course to include the full catchment area of municipal services.
<p>Recommendation No.9 Clarify roles and expectations for Downtown revitalization.</p>	<p>It is recommended that the Town and the BBIA work in a collegial way to establish each organizations expectations of the other so that roles can be agreed upon and supported.</p>
<p>Recommendation No.10 Breathe new life into the original Downtown Revitalization Report</p>	<p>It is recommended that the BBIA, the Town of Bancroft, the Algonquin Arts Council and other interested participants review the Downtown Revitalization Report and celebrate the accomplishments, evaluate the relevance of outstanding actions 10 years later, and identify new measures worthy of pursuit. Use the review process to identify champions for outstanding and new initiatives.</p>

**Recommendation
No.11**
**Establish first
principles for
Downtown
Revitalization**

- a) It is recommended that the Town adopt the following promotional strategy for Downtown Bancroft:

The success of downtown will be realized by:

- *Expanding the permanent population of downtown;*
- *Encouraging the investment in cultural, hospitality and entertainment venues; and*
- *Recruiting new boutique retailers to complement the existing retail and service base.*

- b) It is recommended that the Town and the BBIA adopt the following vision statement to guide the activities of the BBIA and the priorities of the Town:

The historic downtown will work hard to present itself as an attractive and viable multi-functional district that is differentiated from other commercial areas by its pedestrian scale, its walkability, its charm, and its shopping/commercial service mix and quality.

**Recommendation:
No.12**
**Make the “Mineral
Capital of Canada”
brand relevant to a
new generation.**

In place of a new facility, the energy of the community should be focused on the following:

- a) Re-creating the “experience” of mineral collecting in the North Hastings landscape.
- b) Recapturing the important exploration sites that have become lost to public access or finding new ones.
- c) Engaging a new generation to the mineral story of Bancroft. To be effective the “Mineral Capital of Canada” brand needs to be owned by a new generation rather than a tag line describing what once was.
- d) Moving the mineral story of Bancroft to a regional story of North Hastings where it belongs. The energy and resources to build the “brand” and one day an Earth Sciences Centre needs to be shared by the municipalities of North Hastings. This needs to be a core emphasis of the North Hastings Economic Development Committee.

**Recommendation
No.13**
Tip the playing

- a) It is recommended that the Town enhance the financial sustainability of a new affordable housing supply by offering

field in favour of new affordable housing supply and lead by example.

access to land, cancelling certain municipal fees, considering the provision of short-term construction financing, and maintaining political determination in the face of opposition.

- b) It is recommended that the Town value and nurture the commitment of any local affordable housing development entity that is willing to take on the challenge to build. Send a clear signal to the Service Manager (Hastings County) that Bancroft will be champion for new affordable supply.
- c) Finally, it is recommended that the Town always be one step ahead. It is so important to have the next partner and project in the queue. Consider being a partner in the development of the next business case to better position success when funding opportunities arise.

Recommendation No.14
Resolve what has been left undone with the Arts and Cultural Sector.

It is recommended that the Town of Bancroft formally resolve the unfinished business. It is recommended that the Town host a series of forums to bring the Arts and Culture community together and to specifically explore whether, 10 years later, there is a will or need to have a formal place at the economic development table.

That process should establish if the representation should be local, such as an advisory committee to council, or whether Arts and Culture needs to be elevated to a regional interest, such as a working group under the North Hastings Economic Development Committee with periodic reports to local councils.

Recommendation No.15
Find a simple but practical way to support the Town's vibrant cultural sector.

Given the independent financial relationship between the Town and the Arts and Cultural sector of the economy, it is recommended that the Town establish, through its annual budgeting process, a "Helping Hand" grant to support the sector in creative ways.

Recommendation No.16
Support the efforts to re-imagine the North Hastings Public Library with a sense of urgency given its importance to community life.

- a) It is recommended that the Town actively support the relocation of the North Hastings Public Library to an accessible facility and that this be considered the most urgent investment in the cultural assets of the Town of Bancroft.
- b) It is further recommended that the Town demonstrate confidence in its downtown by securing a location for a re-imagined library within the historic, walk-able main street area.

**Recommendation
No.17**
**Give the Bancroft
North Hastings
Heritage Museum
and the Bancroft
Gem and Mineral
Museum incentive
to be bold
TOGETHER.**

- a) If the Heritage Museum's move to a full year operation brings greater profile to the Town, or prompts a significant increase in visitation, or there is a measurable outcome that adds to the viability of the Town, then the Town should consider increasing its annual contribution to reflect the cost pressures of a year-round operation and the tenuous financial position created by grant dependency.
- b) If the move to a full year operation also stretches the physical capacity of the Heritage Museum to host a wider range of program and educational activities it is recommended that the Town and Museum develop an understanding on the use of additional municipal property for museum purposes, in the vicinity of the current building. This will give the Museum greater incentive to think big and will provide the Museum with confidence to do so.
- c) The proximity of the Heritage Museum to the Bancroft Gem and Mineral Museum is an untapped opportunity. The 2 museums sit adjacent to each other but the relationship seems worlds apart. The Heritage Museum should loan its mineral and mining collection for display in the Mineral Museum which currently has empty display cabinets while the Heritage Museum lacks physical space to display the breadth of its own collection.
- d) The 2 museums should have one admission fee that gains access to both facilities. The proximity to each other is a gift. This should be celebrated.
- e) The Bancroft Gem and Mineral Museum would benefit greatly from interactive content as the current exhibit is a static display. The visitor would also benefit from stories of the region's mineral legacy. Animating the collection would enrich the visitor's experience, particularly casual mineral enthusiasts who may not appreciate what the collection really means. It is recommended that the Gem and Mineral Museum explore a partnership with Fleming College's Museum Management Program to give life to its outstanding collection.

**Recommendation
No.18**
**Elevate the profile
and sustainability
of the Bancroft
Community Airport
as a North**

- a) It is recommended that the Town do all it can to support the viability of the Airport in the Town's traditional areas of municipal responsibility. For example, the Town should enshrine the Airport's land use aspirations in the Town's Zoning Bylaw. Section 4 of the Strategic Plan identifies other ways the Town can assist.

<p>Hastings economic development issue.</p>	<p>b) It is recommended that the Town seek to elevate the financial sustainability concerns of the Bancroft Community Airport as a regional economic development interest and that the North Hastings Economic Development Committee take a leadership role in this cause.</p>
<p>Recommendation No.19 Make progressive investments in important public spaces to enhance the resident experience as the first priority rather than the tourist experience.</p>	<p>It is recommended that the 3 improvement strategies for public open space as presented in the Destination Bancroft! report be pursued as funds are available through grants, donations, and the Town's capital budget, in order to enhance the resident experience. Priority investments should include:</p> <ul style="list-style-type: none"> • Accessibility improvements • Beach enhancement • Splash pad • Trail enhancements, particularly separating motorized and low impact trail users in the core area
<p>Recommendation No.20 Deploy the Town's strategic property assets as agents of change rather than real estate transactions.</p>	<p>a) It is recommended that the Town of Bancroft actively promote the re-use of the following municipal property assets:</p> <ul style="list-style-type: none"> • Flint Avenue Parking Lot at Hastings Street; • Former Municipal Office; • Block 68 (Former IGA Food Store); and • Cleak Avenue Parking Lot, <p>and that the disposal of these properties not be viewed as a real estate transaction but rather an investment in the community's future.</p> <p>b) It is further recommended that this list be reconsidered as properties are sold or repurposed so that municipal needs, such as public parking, remain in balance. The availability of these properties to serve public interests should take priority over temporary uses, such as seasonal vendors.</p>



Section 1

Introduction

In 2018 the Town of Bancroft received financial support from Ontario's Rural Economic Development Program to prepare an Economic Development Strategic Plan. The Town recruited a co-ordinator in September of 2018 to develop the work program and carry out the assignment.

The project formally began in October of 2018 and the launch coincided with the election of a new municipal council.

The Planning Process

The planning process for the Economic Development Strategic Plan was conducted in 4 distinct phases and at the conclusion of each phase a status report was provided in a public forum before Council. A copy of each presentation has been included as an appendix to the final Plan.

Phase 1: Community Leader Dialogues

Phase 1 of the planning process involved a structured one on one conversation with 29 community leaders identified by the Town as having an insight and perspective germane to the Plan. These **"Community Leader Dialogues"** have shaped the scope of the planning process in a significant way. The objective was to develop a Plan consistent with community expectations.

On the strength of the Community Leader Dialogues, Town Council agreed that the scope of the Economic Development Strategic Plan should not only consider traditional indicators of economic development but the Plan should be allowed to address quality of life initiatives where there is a clear relationship to the community's indicators of success:

- Citizens are engaged and no one is left behind.
- The community is inclusive, welcoming and diverse.
- Citizens are enjoying life.
- Citizens want to be here.

The community also spoke to the planning process and final product. The Plan is expected to be practical, with priorities and champions identified. The Plan is expected to live beyond the term

of council and be direct – even if it hurts. Finally, the community is expecting Council to demonstrate a political commitment to tackle the action items, as the financial resources of the Town permit. Section 2 of the Plan captures the insights of the Community Leader Dialogues phase.

**Phase 2:
Understanding
Where We Have
Been**

Phase 2 of the planning process was called, **“Understanding Where We Have Been”**. This phase was intended to honour the body of work undertaken over the past 15 years to further the advancement of the community. Those studies and planning reviews represent countless hours of political and citizen engagement and, to varying degrees, explain where Bancroft finds itself today. This phase of research developed a capsule summary of each study and assessed the relevance of each initiative for the next planning horizon. Section 3 of the Plan summarizes the research findings.

**Phase 3:
Understanding
What We Have**

Phase 3 of the planning process assessed the community’s assets. **“Understanding What We Have”** assumes that the assets of Bancroft will contribute more to the future of Bancroft than what the community does not have. The assets of this community are rich and diverse – many would never be available to a community of this size under today’s economic environment. Assets differentiate one community from another and can not be easily replicated elsewhere. Assets become a community’s calling card, so to speak, and present opportunity upon which to build an Economic Development Strategic Plan. Section 4 of the Plan identifies and evaluates Bancroft’s assets.

**Phase 4:
Understanding the
Way Forward**

The 4th and final phase of the planning process was called **“Understanding the Way Forward”**. During this phase the recommendations of the Strategic Plan were formulated, champions to take the lead on each recommendation were identified, and a priority assigned. Section 5 therefore, represents the action plan and can stand alone as the 5-year blueprint for a renewed Bancroft.

**Making Our Future:
An Action Plan for
a Renewed
Bancroft**

The title of the Economic Development Strategic Plan, **“Making Our Future”**, deserves an explanation. A community may be blessed with assets in abundance or may be facing challenging days. Where a community finds itself is only as limiting as the community wants it to be.

The community itself is its own agent of change.

There really is no practical purpose in pointing at past actions especially if those actions were based on circumstances beyond the

***A Desire to Make a
Difference***

community's control. There is no point lamenting about historical decisions that were made with good intentions but simply did not pan out.

What is relevant is a community's frame of mind **starting now**.

No government is going to rescue Bancroft. Bancroft is going to have to do it itself. The challenge to Bancroft is to establish a resolve to dig deep, and start a process of incremental change that Bancroft **has** control of.

"Making Our Future" captures the spirit of that resolve.

The year-long planning process has made it possible to develop a Plan in the midst of the day to day realities of municipal life. This has provided incredible insight into the municipal corporation and the issues at play in the community. The objective of the Strategic Plan was to establish a limited number of practical measures to make a difference. Implementation of the Plan has already begun and a snap shot of in-progress work has been provided at the conclusion of Section 5.

Municipal staff, few in number but mighty in energy and commitment, have embraced this initiative and allowed the Plan to be developed with a great sense of purpose and expectation.



Section 2

Community Leader Dialogues

The Rich Perspective of Community Leaders

During November and December of 2018 the project was formally launched through the completion of 29 Community Leader Dialogues. These were structured one on one conversations with 29 community leaders selected to represent a cross-section of the political, administrative, business and community agency sectors of the community. The dialogues provided rich, local perspective to the Bancroft community and the Strategic Plan planning process. More importantly, the observations of the dialogues have shaped the scope or terms of reference of the study so that the product is consistent with community expectations.

The dialogues explored 7 themes:

1. Defining what a successful community looks like.
2. Understanding what the Bancroft Community is doing right.
3. Understanding what holds the Bancroft Community back from greater success.
4. Assessing if Bancroft lives up to its reputation as the economic hub for North Hastings.
5. Understanding what should be the Town's priority to positively influence investment.
6. Confirming the key issues to address for the Plan to be worth the effort of all who participate.
7. Collecting words of wisdom for business, citizens and municipal leaders.



The conversations were not intended to produce results that could be scientifically analysed as the sample itself was not randomly selected. The dialogues, however, generated a wealth of insightful comments that could be examined for consistency. That was the purpose and the magic of the exercise.

Theme 1:
**What does a
successful
community look like
to you?**



The 29 dialogues generated approximately 64 indicators of success, although many of the indicators were repeated by numerous Community Leaders. The four most **consistently** offered indicators were as follows:

1. Citizens have a sense of belonging and are engaged in community life. Put another way, no one is left behind.
2. The community is inclusive, welcoming and diverse.
3. Citizens are enjoying life. Without question, the most spontaneous response by participants was ... “people are happy”.
4. Citizens want to be here and there is genuine hometown pride.

There were four additional indicators that were heard on multiple occasions. For ease of distinction they are referred to as **recurring** suggestions as follows:

1. Citizens look after each other.
2. There is a lot of activity in the town, and vibrancy to local business and the centre of town, in particular.
3. The community is well-planned and sustainable.
4. There are social and community amenities.

The **consistent and recurring** indicators accounted for 2/3rds of all responses and this is considered to be significant. Traditional economic development studies tend to focus on measurable outcomes directly related to economic health. Job creation, new business start-ups, number of building permits, assessment growth and such are typically the focus of economic development strategic plans because they are very tangible and directly align with traditional concepts of economic development.

The top 4 Bancroft responses to the theme of a successful community are all relational or interpersonal indicators outside the traditional expectations of economic development plans. Without question there is often a strong but indirect relationship between Bancroft’s expression of success and traditional economic development values. For example, a push to create income or age friendly housing can grow a community’s tax base but the creation of new housing can supply underserved populations groups with housing and therefore promote a greater sense of belonging to their home community and personal satisfaction with life.

In recognition of the broader expectations of success expressed

Theme 2: What is Bancroft doing right?



through the Community Leader dialogues Town Council has agreed that the scope of this Economic Development Strategic Plan should not only consider traditional indicators of economic development but the Plan should be allowed to consider quality of life initiatives, especially where there is a clear relationship to the Community's indicators of success.

A community is best served when its Economic Development Strategic Plan does not presume a wholesale restart is needed with each new strategic plan. Rather, a good plan draws upon the successes of the community because the best starting point is to nurture what you are doing well.

The Community Leader dialogues generated significant consistency between respondents to the general question, "what is the Bancroft Community doing right?" The theme explored a more holistic definition of Bancroft. It was not intended to be a commentary on the municipal corporation of Bancroft or even the municipal limits of the Town of Bancroft. Rather the scope of the question was the "community" as the respondent chose to see the broader community.

These are the top 4 responses listed in order of significance:

1. Widespread community support for community causes, especially health care causes. This was recognized as the top strength by almost half of all respondents.
2. The celebration of Bancroft's natural assets.
3. The quality leadership found within community organizations.
4. An overwhelming sense of resiliency – "hope springs eternal".

The community sees its members as credible agents of change. As the Strategic plan is prepared the future will be well-served by enlisting community champions and supporting their success where ever possible. Furthermore, given the high regard of the community for the natural assets that capture the spirit of Bancroft, respect and stewardship should be guideposts for future endeavours.

Resiliency is a worthy quality for any community. The message however is to seize the moment and not take "hope" for granted.

**Theme 3:
What is Holding Bancroft back from greater success?**

A marathon runner does not run the big race in construction boots. A hockey team usually doesn't fare too well if the coach insists that they play without a goalie. A community can't get to where it needs



to be when it is restrained by a bad attitude, lousy circumstances or similar fetters. Understanding what holds you back is the first step to letting go.

The Community Leader dialogues spoke volumes in relatively few words. While all of the responses were insightful, the recurring themes are telling:

1. An insular perspective within area municipalities. This is a view of the world that sees the municipality as an island rather than part of a larger whole. When neighbouring municipalities share a similar perspective the consequences of an insular view become more severe. A full 1/3 of all Community Leaders cited this and thus it registered as the most significant restraint on achieving greater success for Bancroft and the region.
2. A community desire to stay the same and resist change. (18%)
3. The limited financial resources of the Town of Bancroft. (18%)
4. Negativity - the necessity to move past “the past”. (14%)

There were other helpful responses but none attracted the same degree of consistency as the 4 listed above.

There is a unique community of interest shared by the municipalities of North Hastings. Bound by a common geography and landscape north Hastings would do well to value greater inter-municipal cooperation as an alternative to the status quo. Getting there will require some non-traditional thinking.

There is widespread recognition that the Town of Bancroft does have some financial challenges that flow from circumstances that Bancroft may have little control of. Fixating on the things you can't control leads to frustration. Perhaps that is why a significant portion of the Community Leader responses did not regard the financial challenges as holding Bancroft back.

The focus of the Strategic Plan needs to explore creative ways to enhance municipal revenues, especially public and private investment that will stimulate growth in the tax base, non-tax revenues, and enhanced economic activity within the community. These are tactics that **are** within Bancroft's control.

Theme 4:
Does Bancroft live up to its reputation as the economic hub of North Hastings?



The Town of Bancroft encompasses the largest urban centre in North Hastings and has established a trade and service influence that extends well beyond its municipal boundaries. That has been the long-standing reality for many. The question to be answered though is whether Bancroft is today living up to that reputation.

The good news is that 80% of the Community Leader participants said “yes” – a strong endorsement of the traditional role and reputation of Bancroft. However; many who said “yes” also qualified their response by statements that suggested a more precarious endorsement. For example:

- “but we are not working hard enough to keep it that way”
- “but our stature is eroding”
- “but complacency has set in”
- “but we are all that there is”
- “but there is a lot of economic activity in the region”

These qualifiers suggest that there is room for improvement.

Just as a strong majority said “yes” to the question of reputation, 20% had no reservations saying “no”, citing that the reputation is over-stated, that it is what the Town aspires to be, or that in order to wear the distinction Bancroft needs to also be seen as the regional leader in all aspects of municipal significance.

No one disputed that Bancroft is the **service** hub of north Hastings County. There is some challenge though to the distinction of being the **economic** hub.

Bancroft, consistent with its traditional influence in North Hastings will always be the regional centre for health, education and government services. Major retail enterprises will continue to find Bancroft and the immediate vicinity as the sweet spot. But Bancroft will need to work hard to grow small-scale and specialty retail uses, small-scale office and employment uses, a robust housing sector, and a suite of leisure and cultural attractions to stay competitive.

Perhaps the most profound message is one of leadership. The Town of Bancroft has gone through a lean period and to many the Town has conveyed a story of woe and hardship – its “Bancroft against the world”. The region appears to be asking Bancroft to take hold of the mantle of inspirational leadership and creative partner. Bancroft is being challenged to nurture its traditional position and regional stature.

Theme 5:
Local Government
does not create
wealth but it can
influence the
investment tone.
What should be the
Town's top priority
to influence that
tone?



Local governments do not create wealth. Rather, local governments provide a wide range of services that support community vitality. These services in turn create an environment of opportunity.

Provincial legislation also limits the actions of municipalities to prevent municipalities from extending benefits to one party, such as a tax free environment to entice a new industry to the community, that are not available to all. The objective is to create an equal playing field in Ontario even though the rules can be very different in jurisdictions outside of Ontario and particularly the United States.

One community may have the good fortune of being located adjacent to a four lane highway. Another may be surrounded by pristine lakes or rich farmland. The location of each community was determined through past settlement decisions. Location decisions of the past can not be undone and therefore it rests with each community to “bloom where planted”.

With all of this in mind the best economic development tools available to a municipality are those intentional actions and purposeful local government cultures that encourage investment decisions by others to be more easily made.

The response of Community Leaders to the question “what should be the Town’s top priority to influence the investment tone?” yielded 2 very practical recommendations:

1. Don’t say “no” – rather focus on finding a solution so that the answer can be “yes”. This will require local government administrators and decision makers to **“be principled but be practical”**.
2. Be nice – demonstrate that the community at large and the investment community can work with Town staff and politicians.

These are the top 2 suggestions among many but both speak to creating a culture that is investment friendly. It doesn’t cost anything to build a friendly business culture but it does demand a mindset that aspires to be helpful and looks for positive outcomes.

The respondents did not tie this positive culture to only those seeking permission to invest but rather more broadly to how the Town relates to all constituents. What was implied is that local citizens can be a community’s most influential ambassadors. If local citizens have a positive view of their local government they will assist the community market itself.

Theme 6:
What does the Strategic Plan need to address for it to be worth the effort?



The question was intended to generate a specific list of issues the Plan would be expected to address on the assumption that there were burning issues to be resolved. While specific issues were identified the majority of the suggestions dealt with plan scope, the planning process, and the hoped-for deliverables.

Plan Scope and Tone:

While the plan can only be expected to cover matters that the Town of Bancroft has jurisdiction over, the plan needs to place Bancroft in a regional context because economic development doesn't recognize municipal boundaries.

Planning Process and Product:

The Plan needs to include a practical, itemized action plan, with priorities identified and champions enlisted, and a target timeline for implementation.

The Plan must have regard for public priorities and live beyond the term of a council.

The Plan needs to be direct. It needs to make recommendations that drive positive results – even if it hurts.

The Plan should conclude with a political commitment to tackle the action items one at a time, subject to budget approval.

Theme 7:
Words of Wisdom



To conclude the Community Leader Dialogues, participants were asked to share any words of economic development wisdom to 3 distinct audiences: local business, Bancroft citizens, and Town Council.

As expected, the participants had much to offer. The results are detailed at the conclusion of the Phase 1 Progress report to the Community Development Committee held January 22, 2019. (refer to Appendix 3)

The challenge to the business community speaks to the need to adapt on an ongoing basis in order to stay relevant in the market, the need to work on business image not only to attract customers but to positively influence the business health of their neighbours, and the need to become engaged in community life.

The challenge to citizens was really a message of looking forward: to accept change, to be positive ambassadors, to see what Bancroft has, to appreciate it and work together to improve it.

This plan is being launched at the outset of a new term of council. A new term signals a new beginning or a fresh start. The Community Leaders challenge to Town Council reflects ways to turn the page and write a new chapter:

- Make long-term decisions and not necessarily popular ones.
- Complete the Plan; build consensus; trust it; pursue it.
- Don't do it alone. Create the environment and let go.
- Appreciate staff, empower them and support them.
- Be encouragers. Play nice. Be honest with citizens. Listen.
- Keep focusing on openness and good communications.
- Be leaders in cooperation.
- Get to know the business community and the critical issues they face.
- Be prepared to see through new lenses.
- Just do it.



Section 3

Understanding Where We Have Been

Introduction

Over the past 10-15 years the Town of Bancroft has completed many studies or participated in planning reviews in order to refresh local policy approaches and further the advancement of the community. These studies and plans explain the decisions the community may have made in the past and they are available to inspire new actions where they remain relevant. In this section of the report a capsule summary of each study is provided on the assumption that elements of each initiative remain relevant and form a solid basis for the next planning horizon.

Building Bancroft, 2010



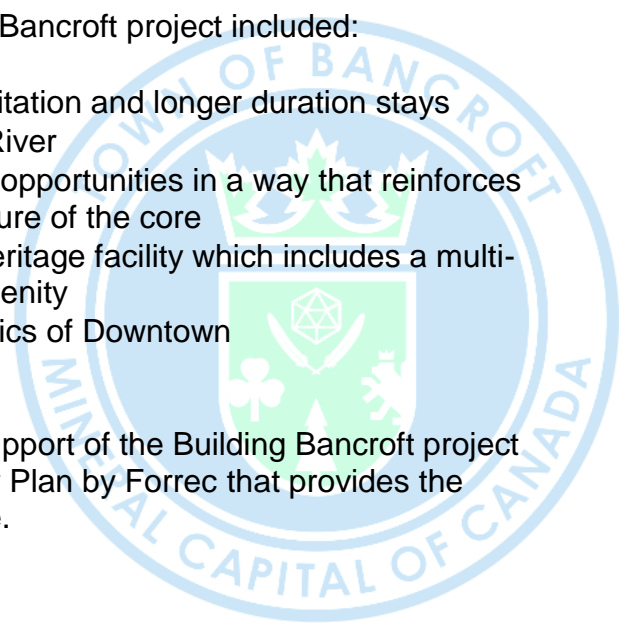
Building Bancroft

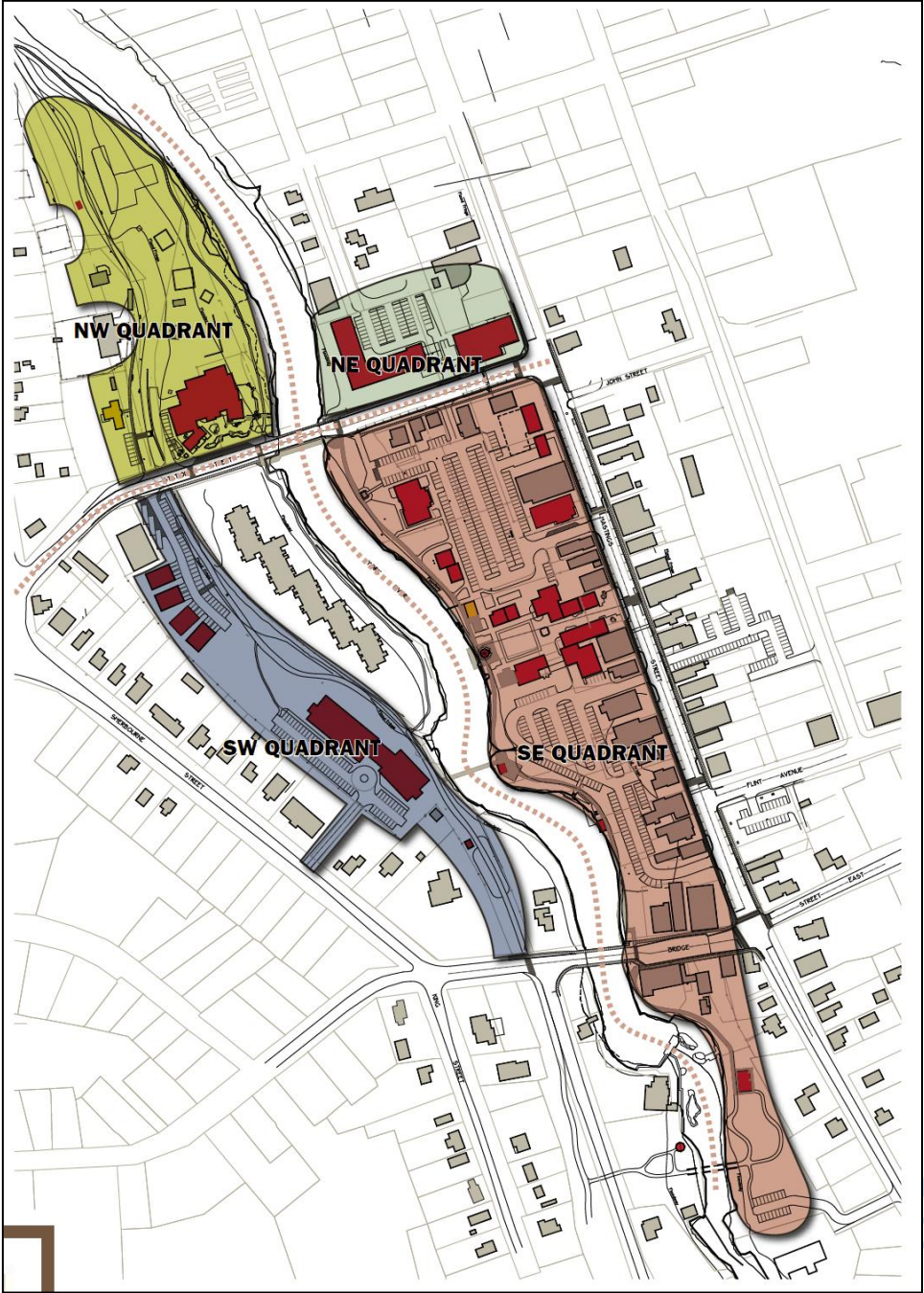
The Building Bancroft project was intended to develop a broad visionary picture of what a revitalized commercial core could look like. The Building Bancroft project was carried out by a multi-disciplinary team of professionals, guided by community representatives. The team developed a master plan for a revitalized Downtown and supported that vision through more detailed assessments of servicing issues, heritage considerations, sub-surface technical considerations and project-specific feasibility assessments.

The objectives of the Building Bancroft project included:

- To increase tourism visitation and longer duration stays
- To celebrate the York River
- To introduce new retail opportunities in a way that reinforces the existing retail structure of the core
- To create a museum/heritage facility which includes a multi-purpose community amenity
- To upgrade the aesthetics of Downtown
- To improve parking

Of all the written material in support of the Building Bancroft project it is the Final Report or Master Plan by Forrec that provides the clearest picture of the initiative.





Source: Quadrant Plan – Final Plan by **Forrec** March 2010

The Master Plan envisioned a program of improvements around 4 quadrants centred on the York River and Station Street.

The SE Quadrant covered the original core. The vision included an intensification of street-oriented retail, the relocation of 2 key anchors (the LCBO and Post Office) to draw commercial



New Town Centre Building

development to the York River, a new medical arts building on Hastings Street, a new Town Centre Building adjacent to the York River consolidating Town, Provincial and Federal government functions, improved waterfront public space and public parking opportunities.

The SW Quadrant envisioned trail improvements and new residential development.

The NW Quadrant was the proposed location for a new library, visitor centre and heritage attraction (an Earth Sciences Museum).

The NE Quadrant envisioned a new hotel and adjoining community facility with a swimming pool, fitness centre and community rooms replacing the Legion building, the small commercial plaza facing Station Street and the Vance Motors used car lot.

The overall Building Bancroft program of \$80.8 million expressed in 2010 dollars was intended to be a series of public investments totalling \$54.4 million that would stimulate private investment of \$26.4 million on commercially viable ventures. *(source PKF Consulting Inc. April 2010)* In current dollars the program would be in the order of \$124.0 million based on a 5% per annum construction cost increase.



Recommended Streetscape Enhancements

The Master Plan also provided a suite of guidelines for façade improvements and streetscape enhancements.

It is 2019 and almost a decade has elapsed since the Building Bancroft project concluded, with little tangible evidence of implementation. The Master Plan vision remains inspirational and worthy of pursuit although modifications are necessary to account for changing circumstances over time. The wealth of research material generated, such as the servicing assessments do not have an expiration date and therefore live on to give valuable infrastructure guidance to support new development, whatever the specifics of that development might be. The design guidelines for streetscapes and building rehabilitation or new construction remain relevant and to some degree live on through Bancroft's Community Improvement Plan.

The Case for Public Sector Investments:

The Building Bancroft project recognizes that public sector investments are made for very different reasons than a traditional commercial venture. These reasons remain valid today. Public sector investments often stimulate private sector activity. As

an example, the renewal of public spaces and streetscapes can be seen as a measure of community confidence in itself. A new-look street can create an image or opportunity a private investor can seize on. Public sector investments often provide amenities that improve quality of life for all citizens or bridge the gap where the private sector can not go. Income friendly housing is an example. In many cases the true test of public sector financial prudence is operating sustainability, rather than capital cost recovery. In some circumstances the public sector will invest when there is a realistic expectation that the investment will generate economic activity in the region that can justify the capital cost.

Public sector investments are often leaps of faith.

Perhaps though there are some real practical lessons to be learned from the Building Bancroft project. The Integrated Business Plan for the project, prepared by PFK Consulting Inc, relied heavily on a brutally honest assumption that Bancroft had no capital funding to a make the project fly. Rather, the public sector components would have to be delivered by Federal and Provincial capital grants.

The Business Plan also assumed that the public sector investments would incent the private sector involvement and therefore there was a heavy reliance on the public sector to perform before one could expect the private sector to act.

The Business Case also leaned heavily on the public sector to make land available at little or no cost to the private sector in order to tip the economics in a more favourable position. This is not an unreasonable assumption in today's competitive market, especially where a municipality wants to be seen as taking a more active role in shaping its future but where the demand on the public sector is already high, there is only so much more that can be justified.

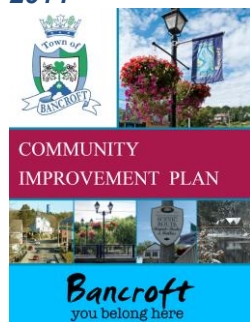
The days of capital investment in communities by senior governments without a corresponding local share are long gone. Typically the richest cost sharing is 1/3 Federal, 1/3 Provincial and 1/3 Municipal or Local but often there are funding conditions, such as no land costs, being shovel ready, and such, that force the local share to be much higher. So the expectation that Building Bancroft could happen with no local capital contribution may have been a necessary assumption to make but not a reasonable one.

Furthermore, the Plan envisioned several incremental projects happening in a relatively compressed timeline. The experience of municipalities is that federal and provincial funders are compelled to

“share the wealth” and therefore when specific programs become available (such as the Infrastructure Stimulus Program or the Canada Builds Program) communities are all competing for a limited funding pot and successful grants are very project specific, such as a new arena or an airport expansion, rather than a sequence of big projects in one community.

Lastly, projects need to be locally sustainable. Provincial and Federal governments have been consistently exiting from direct delivery and funding of operations. Senior governments are also compelled to make business-like decisions and therefore they do not make real estate choices that are good for a local government if they do not also make business sense in the market and improve their own cost of operations. And with the tendency of federal and provincial governments to reduce their footprints in smaller communities it is important not to give them a cause to relocate. The easiest decision for them may be to leave the community altogether.

**Town of Bancroft
Community
Improvement Plan
2014**



Town of Bancroft Community Improvement Plan

The Town of Bancroft adopted a Community Improvement Plan under section 28 of *The Planning Act* on August 26, 2014. The adoption of a Community Improvement Plan (CIP) allows a municipality to offer a range of financial incentives, to spur private investment, which would otherwise be prohibited by *The Municipal Act*.

The enabling legislation does establish parameters to the use of the financial incentives and as time has elapsed municipalities have found increasingly creative ways to apply the flexibility of a CIP against the realities of local circumstances.

The adopting By-Law passed by the Town describes the intent of the Bancroft's CIP as providing “a planning and economic development framework that will help usher Bancroft into a new era of prosperity and sustainability”.

The stated objectives of the Plan are to:

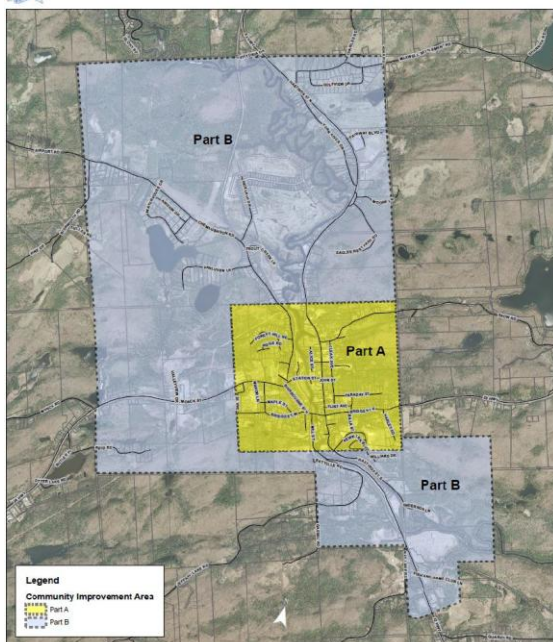
1. Support the revitalization and improvement of the Downtown Core;
2. Encourage favourable development in the outer regions of town;
3. Identify and adhere to a long term Community Vision; and,

4. Provide a fiscally responsible framework for the direction of public and private expenditures to community improvement activities.

A CIP is adopted in the same manner as an amendment to the Official Plan including the need for public consultation, the giving of formal public notice and rights of appeal. Getting the Plan approved was a significant achievement for the Town.



The Town of Bancroft: Community Improvement Area



The Town's CIP project area covers the entire urban area of the Town of Bancroft. A wider range of incentives are available in Area A, the Downtown Core. The delineation of the peripheral area was a wise decision in the preparation of the CIP because circumstances are always in flux and Area B may offer significant opportunities for private investment over time. In most CIP's the Project Area is typically limited to the existing built-up area. Bancroft has chosen a

different path.

None of the financial incentive programs identified in the approved CIP were explicitly funded by the municipality at the time of adoption. In August of 2015 the Town did agree to waive permit fees for façade improvements completed under the Bancroft Business Improvement Area design project.

On May 11, 2018 the Town activated the Façade and Signage Improvement program of the Plan by making available a total of \$28,000 to provide matching funds up to \$2,000 for qualified applicants in the Downtown Core (Area A of the Plan). As of September 2018, \$7,040 of the fund had been committed to 5 projects.

All communities which adopt a Community Improvement Plan are faced with the challenge of funding the incentive programs. In most CIP's there are incentives which **directly** cost a municipality, such

as the giving of grants, land, or direct investments to support growth, such as the extension of municipal services. There are incentives that **indirectly** cost a municipality such as the forgiveness of municipal fees. There are, however, incentives that do not require a capital investment by the municipality but rather use future tax revenues from the new investment to cover the cost of the incentive. In these circumstances the logical argument is that without the incentive the new tax revenues would never be realized. As an example, providing tax relief to properties undergoing expensive contaminant remediation eventually puts in play a property that would otherwise sit idle and unproductive.

Most municipalities activate the incentive programs incrementally over a few years, as funds become available and as returns are realized.

The Town's CIP identifies the following 5 Incentive Programs for the entire Project Area (Areas A and B):

PROGRAM	DETAILS
Tax Increment Equivalent Grant	A grant to phase in over 5 years up to 75% of the municipal tax increase attributed to reassessment after re-development.
Planning and Building Fees Grant	A matching grant, up to \$5,000, for building and/or property improvements completed under the CIP.
Residential Loan/Grant Program	No interest loan up to \$10,000, or a matching grant up to \$5,000 towards the cost of rehabilitating existing units or building new units. The incentive calculation is based on an index of \$15/ sq ft of habitable floor space.
Brownfield Study Grant	A matching grant to a maximum of \$5,000 for a Phase 1 Environmental Study and \$10,000 for a Phase 2 Study.
Brownfield Tax Assistance	Freezing of the municipal tax increase for 3 years attributed to reassessment after redevelopment for a qualified site. The total taxes cancelled can not exceed the costs of remediation.

The Town's CIP identifies the following 4 Incentive Programs for the Downtown Core Area only (Area A):

PROGRAM	DETAILS
Façade and Signage Improvement Loan	No-interest loan up to \$3,000 or a matching grant, up to \$2,000.
Building Improvement Loan and Grant	No-interest loan up to \$3,000 or a matching grant, up to \$2,000.
Parking and Green-Space Improvement Loan and Grant	No-interest loan up to \$3,000 or a matching grant, up to \$2,000.
Accessibility Improvement Loan and Grant	No-interest loan up to \$3,000 or a matching grant, up to \$2,000.

The financial incentives can be cumulative where a project qualifies for multiple programs. Programs however cannot pay for the same eligible costs.

The Plan anticipates that refinements to the individual incentive programs may be made; however, increases in the level of funding available, the creation of new incentive programs or an expansion of the boundaries of the project area requires a formal amendment process as outlined in the Planning Act.

Moving forward the Town needs to give consideration to the following:

1. When a development triggers more than one incentive program, the **duration** of the benefits must be consecutive if the programs are to yield the financial benefit intended. For example, a development on a contaminated site would more than likely also qualify for the tax increment program in addition to the Brownfield program. Both have time limits to the tax relief. To realize the benefits of both incentives the Town needs to accept that the clock won't start ticking on the second program until the term of the first program is completed.
2. Remediation is costly. Development is costly. In most cases the costs of cleanup or development costs will far exceed the financial benefit of a few years of tax relief. On an ongoing basis the Town will need to consider if the incentive offered is commensurate with the cost and thus really provides an adequate financial incentive to entice investment.

Tax relief incentives are very effective. Extending the duration of an incentive that doesn't directly cost the Town is an effective way to add value to the program. The City of Peterborough's tax increment program runs for 9 years with the first 5 years being 100% relief. The City of Peterborough's Brownfield program is not time limited and runs until the costs of cleanup are fully recovered. The programs are allowed to run consecutively to realize the full benefits. This may effectively delay new tax revenues to the City for 20-25 years however the City has accepted that the new developments add more to the overall economic health of the community than tax revenues.

3. Development circumstances often arise during the life of a Community Improvement Plan that could not have been reasonably anticipated at the time the CIP was prepared. When such circumstances arise it is always prudent to look at the purpose and intent of the CIP to see if there is alignment with the Plan objectives even though the narrative of the Plan may be silent on that particular circumstance. These are moments when a reasonable interpretation can avoid the need for a complex amendment process.

For example, the Tax Increment Equivalent Grant's stated purpose is to "encourage and support rehabilitation, redevelopment, infill and intensification". "Rehabilitation" implies the site or existing building is being improved. "Redevelopment" implies that the site was formerly developed. "Infilling" implies that the site is largely under-developed but sits amidst developed properties. "Intensification" has become a generic land use term denoting a development pattern or intensity that is greater than what is typically generated in that municipality. Section 10.3 of the CIP provides 4 specific examples of eligible projects. All 4 examples match the purposes of "rehabilitation" or "redevelopment". None of the examples perfectly align with the terms "infilling" and "intensification". This would then suggest that the 4 examples do not represent the only eligible projects but rather are **representative** of the intent. What is consistent about the 4 examples is that the project drives an increase in the assessed value and taxes on the property.

Going forward the Town will undoubtedly encounter development circumstances that will require a practical interpretation of the purpose and intent of the CIP so that the

implementation accomplishes what the Town really wants. The plan should not be read so literally that it becomes a millstone rather than the empowering development tool it was intended to be.

For example, if a development is proposed in Area B where a large portion of the area is considered “Greenfield” it may not appear, at first blush, to qualify for the Tax Increment Equivalent Program. But if the development does meet the objective of increasing the assessed value and taxes on the property it likely meets the spirit and intent of the CIP. In addition, one of the Plan’s 4 objectives is to “encourage favourable development in the outer regions of town”. Lastly, many of the vacant properties in Area B have municipal services in close proximity. If the development takes advantage of available municipal services it can be argued that the development qualifies as “infilling”.

4. As the tax incentive programs will generate the greatest financial benefit to large developments it will be important for the Town to operationalize the program requirements without delay. The experience of other municipalities running the more complex Tax Increment or Brownfield programs will be very informative.

This process would also include coming to grips with what flexibility might look like. For example, if as a result of a development the taxes on a residential property increased from \$500/year as vacant to \$5,000/year as developed the Tax Increment Program would address the \$4,500 increase for 5 years. The tax “forgiveness” would be 75% of the increase or \$3,375 each year. If the municipal portion of the increase was 72% or \$2,430, over 5 years the total benefit is \$12,150.

The CIP does not permit the total benefit to increase without amendment to the Plan but paying out the benefit over a longer repayment schedule would be flexibility afforded by the current CIP. For some developments an extended benefit period but in smaller annual amounts may be attractive.

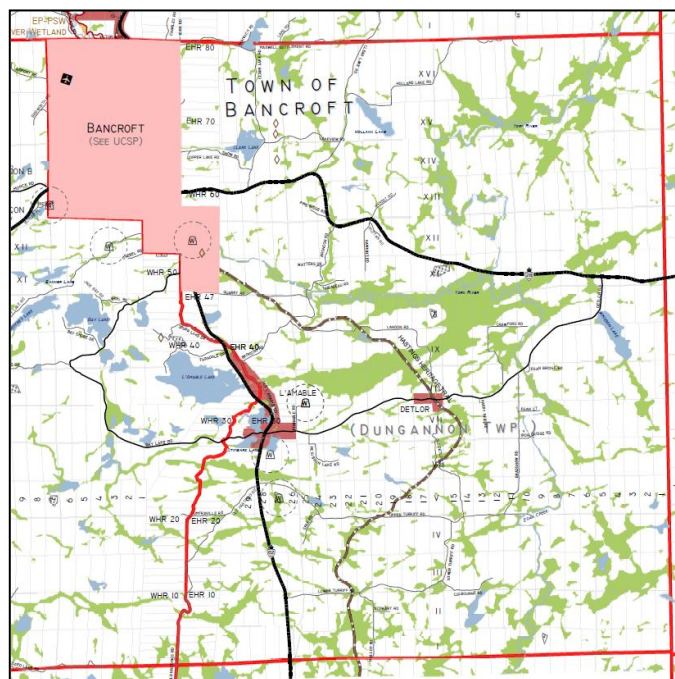
5. Hastings County’s Official Plan recognizes the economic development incentive of Community Improvement Plans. While the County OP does not oblige the County to participate in member municipality’s financial incentives the door is clearly open in the OP for the request to be made.



Using the example above, the County's participation would add approximately \$2,875 to the total benefit over 5 years.

County of Hastings Official Plan

Hasting County's Official Plan came into effect in August of 2018. The County Plan also serves as the Town of Bancroft's Official Plan and so it is highly relevant to the Town's long-term growth and development aspirations.



For planning purposes the County plan recognizes the urban area of the municipality as an **Urban** community with a distinct set of land use policies. The balance of the Town largely falls within the **Rural/Waterfront** land use designation. Schedule A of the Official Plan also designates the

Hamlets of L'Amable and Detlor as well as areas of Environmental Protection.

By policy intent, development throughout the County is directed to Urban communities as the first priority. Hamlets are of second priority followed by the Rural designation.

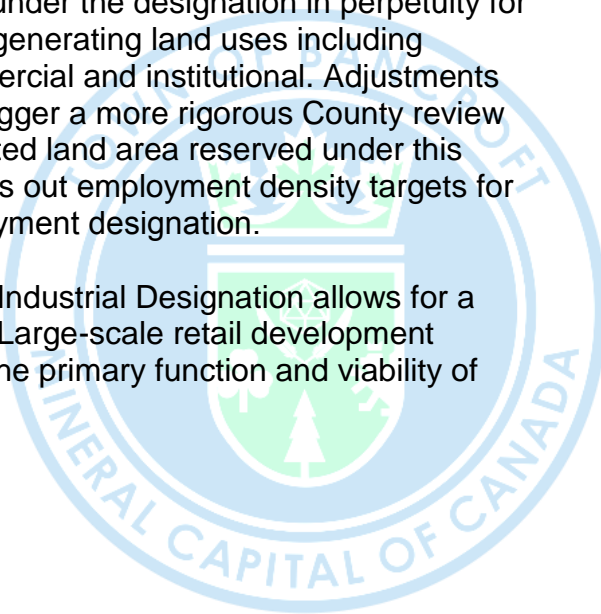
The Urban communities are recognized for significant growth potential due to the fact that they are or will be serviced by municipal water and wastewater infrastructure. No expansions to the boundaries of urban communities were forecasted to be warranted during the 20 year planning horizon of the County Official Plan. Given the rationale for the Urban land use designation, the County Plan promotes municipal water and wastewater services as the preferred form of servicing for all development in the Urban Community land use designation.

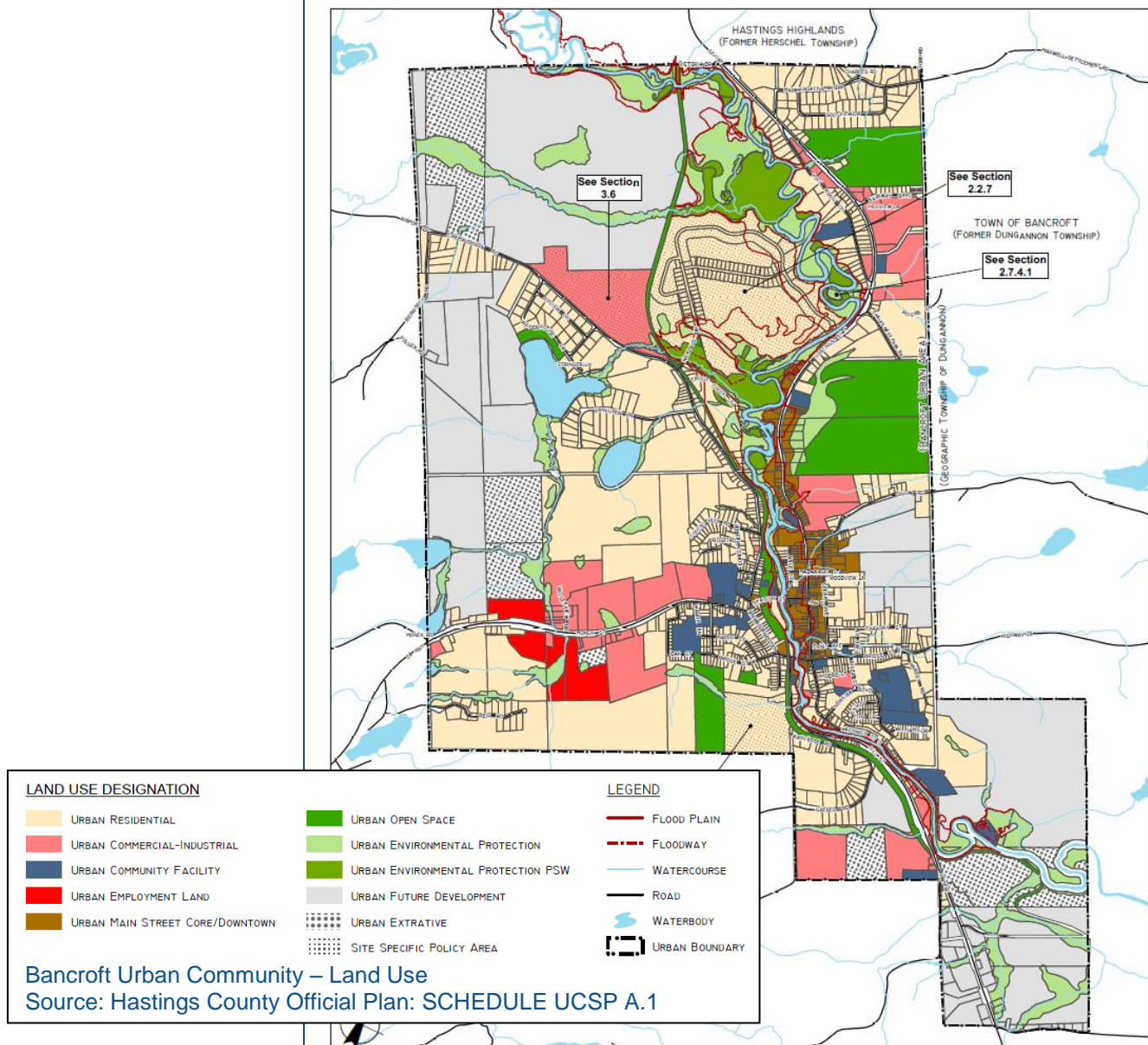
The Hamlet designation recognizes traditional rural settlement areas, as well as service and commercial areas. The plan envisions further growth within hamlets that respects the established development pattern and promotes the intensification of properties.

The Secondary Plan for the Bancroft Urban Community forms part of the County Official Plan and is the most influential planning policy guiding the growth and development of the Town to the planning horizon of 2038.

While the policies of the Secondary Plan are detailed, the following represent policy highlights that are most relevant to the Town's Economic Development Strategic Plan:

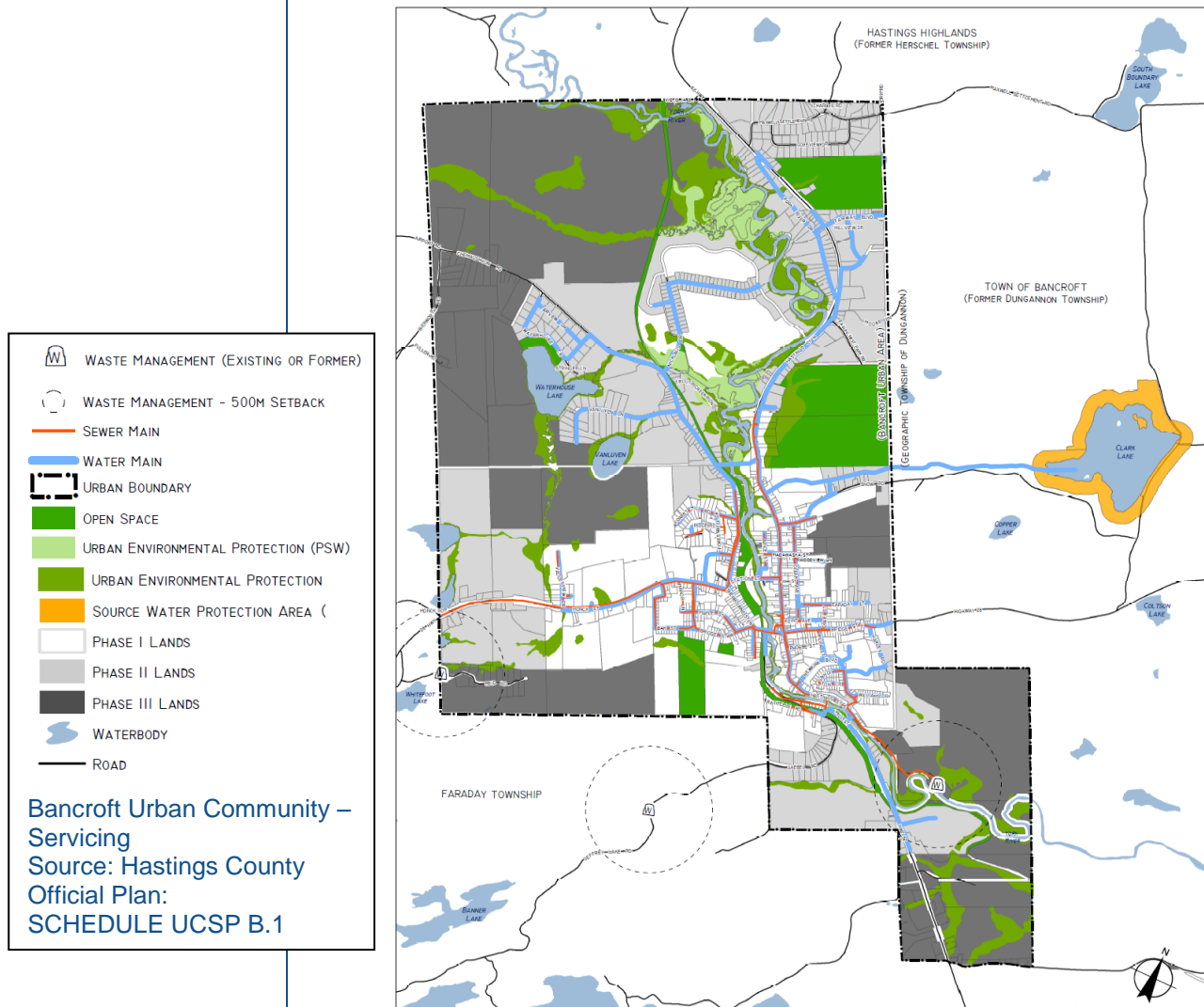
1. The Urban Residential designation is very permissive. The designation includes all densities of residential development as well small scale convenience commercial uses.
2. Residential development must proceed on the basis of full municipal services unless currently approved and/or zoned for private or partial services. While there are a few exceptions to this rule, the provision of private communal services will still require the Town to assume responsibility, making a compelling case to require that developments proceed on full services.
3. The Main Street Core designation includes a broad range of uses but street level commercial space is encouraged along main streets.
4. The Urban Employment Lands designation is intended to preserve the land base under the designation in perpetuity for a range of employment generating land uses including industrial, service commercial and institutional. Adjustments to the designation will trigger a more rigorous County review process. There is a limited land area reserved under this designation. The OP sets out employment density targets for Bancroft's Urban Employment designation.
5. The Urban Commercial-Industrial Designation allows for a broad range of activity. Large-scale retail development should be respectful of the primary function and viability of the Main Street Core.





6. The Official Plan contains a limited number of land use designations allowing Bancroft to choose a simple approach to it's zoning by-law if that is council's intention.
7. Within the Urban Community boundary is a sizeable land base designated "Urban Future Development". This land area represents the Town's long-term growth and development future. While not presently envisioned to be required for growth management purposes over the next 20 years the generous supply would be the envy of most urban communities. A productive exercise for the Town to complete

would be to assess the undeveloped Urban Residential designation and the Urban Future Development designation against the current and potential long-term servicing sheds of the water and wastewater systems. In order to satisfy the objective of the Official Plan for Bancroft to grow using full municipal services, Bancroft may need to promote growth in specific areas where servicing is practical. This may require some discussion with the County on potential “swaps” between the Urban Residential designation and the “Urban Future” designation.



- Bancroft enjoys the land use flexibility of a two-zone approach to flood plain management along the York River within the Urban community. Two zone approaches are not the norm because Provincial policy gives preference to the single zone approach as a more conservative regulatory framework. Two-zone approaches recognize that historic

settlement patterns cannot be undone without great hardship and to prohibit development altogether would slowly erode the viability of older communities. Bancroft is fortunate to have had the forethought to pursue the 2-zone approach in the past and for a river system that is conducive to the application of a 2-zone system. Development within the flood fringe of the York River should still proceed with caution as a general strategy. There will likely be a premium cost to development within the flood fringe however this pales in comparison to a prohibition altogether.

9. The Official Plan recognizes the positive economic impact of the Bancroft Community Airport as well as its contribution to improving the quality of life in the region. The Plan seeks to protect the airport from incompatible development and promote the airport's ongoing growth.

***Downtown
Revitalization
Report,
2008-2009***



***Downtown
Beautification***
Photo Credit:
Town of Bancroft

Bancroft: Downtown Revitalization Report

The Bancroft Downtown Revitalization Report was produced under a broader study initiative by 3 neighbouring municipalities seeking revitalization strategies for Bancroft, Maynooth and Coe Hill. Working in partnership the 3 communities were able to leverage their combined energies and secure the participation of the Ontario Ministry of Agriculture, Food and Rural Affairs and Community Futures Development Corporation.

The study process was highly consultative. It was also overseen by Steering Committees in each community consisting of business owner, municipal leader, community organization and citizen representatives.

The Final Report is largely an Action Plan organized around 4 themes with a number of stated goals for each theme. The Final Report is also supported by several companion studies completed during the course of the study including a Design Dialogue with practical observations and recommendations to speak to the physical and planning issues of each of the 3 downtowns, a Local Economic Analysis, a Business Mix Analysis, a Trade Area Report and surveys of Business leaders and residents.

While the report is now a decade old the revitalization objectives remain valid. It is useful to capture the essence of the report as a reminder of the excellent work completed and as inspiration for the way forward.

The 4 revitalization themes are as follows:

- A. Organization and Collaboration
- B. Marketing and Promotion
- C. Economic Development
- D. Design



Gemboree
Photo Credit:
Town of Bancroft

ORGANIZATION & COLLABORATION

Goal	Actions
Develop a “Be Friendly” Campaign	Create “Welcome Packages” Introduce welcome banners Develop “Friendliest Business” award Coordinate shopping hours with events Carry out a secret shopper exchange Survey needs of seasonal residents
Develop new Special Events and Enhance Existing Ones	Outdoor weekend music festival Develop a night life in the downtown Busker festival Youth focussed music events
Build on Existing Assets: Minerals, Arts/Culture, Outdoor Adventure	Bring back canoe races Triathlon Adventure Race Blackfly Celebration Gemboree

MARKETING AND PROMOTION

Goal	Actions
Better Promotion	Establish a full time Special Events Coordinator. Add promotional banners to streets Promote “one tank of gas away” from major centres. Develop a brand and tag line. Improve directional signage. Improve signage to Tourism centre. Produce detailed maps of Downtown with businesses identified. Promote at external trade shows. Encourage joint marketing



Directional Signage
Photo Credit:
Town of Bancroft

ECONOMIC DEVELOPMENT

Goal	Actions
Seek new Lifestyle Related Businesses	New business priorities include: <ul style="list-style-type: none"> • Restaurants with patios



**Trail Bridge –
Millennium Park**
Photo Credit:
Town of Bancroft



York River Paddler
Photo Credit:
Town of Bancroft

- Movie theatre
- Late night pub/live music
- Youth-focussed stores
- Fitness facilities

Develop a Community Improvement Plan with Financial Incentives	Adopt a CIP. Enlist help of County to access incentive funding.
Establish Bancroft as a Premier Ranked Cycling Destination	Map and sign trails, add to web site. Hard pack trail between Bancroft and Bird's Creek.
Build on Outdoor Adventure Assets	Priorities include: <ul style="list-style-type: none"> • Develop more ATV sites and trails. • Work with business to provide access to ATV rentals. • Develop “experience” packages • Use Chamber and NHEDC websites to attract adventurers.
Encourage Mixed Housing in the Core	Support the Bancroft Community Living & Wellness Centre Project
Expand Program Offerings of Loyalist College	Approach post secondary institutions to expand programs in Bancroft, especially in areas related to local assets (geology, environmental, stewardship).
Seek Builder to Build Eco-friendly Housing in Downtown	Support efforts to create “green” mixed residential/commercial buildings in the downtown.
Pro-actively Seek New Business	Pursue business retention and expansion efforts. Land a conference centre. Seek an investor to build a large residential project for mixed incomes. Plug the holes in the trade area to stop expenditure leakage.
Encourage Infrastructure Investments	Lobby for improvements to Highway 62. Ensure Greyhound bus service is maintained in the downtown.

DESIGN

Goal	Actions
Improve the Overall Appearance of Downtown	Include a façade incentive in the CIP. Model an improved façade. Implement Design Dialogue streetscape



Hastings Street
Photo Credit:
Town of Bancroft

	recommendations.
Create a “Greener” Downtown	<p>Top priorities:</p> <ul style="list-style-type: none"> • Permanent trees • Additional gardens/planters • Seating • Cycling trails and bike racks
Make Improvements to the Farmer’s Market	<p>Make streetscape improvements at the market area. Install good signage.</p>
Develop a Public Art Plan for Downtown	<p>Establish a sub-committee from the arts community and create a plan. Complete a cultural mapping project.</p>
Develop Design Guidelines	<p>Establish guidelines for styles, scope and building materials. Establish a signage review committee. Improve directional signage. Add map billboards at key locations. Install better marked pedestrian crossings.</p>
Create a Positive First Impression	<p>Clean up alleys between stores. More garbage and recycling containers. Encourage a river cleanup program when water level is low. Repair rock wall along river.</p>
Streamline Parking in the Core; Promote Pedestrian Safety; Improve Traffic Flow	<p>Improve existing parking lots, assess under-utilized lots and reduce number of entrances to reduce congestion/confusion. Investigate bump-outs to increase public space for outdoor activity.</p>

An important and influential component of the Downtown Revitalization initiative was The North Hastings Design Dialogue. The chapter dealing with Downtown Bancroft presents a number of highly valid “urban design” suggestions which, if followed, will stand the test of time.

The chapter though is quite critical of the land use planning decision-making in the preceding decade particularly with regard to commercial expansion. While the observations made concerning the impacts of land use decisions on the historic core are valid targeting the decision making as the culprit may be overly harsh.

For a community of its size Bancroft has a regional influence in the



Canadian Tire and Foodland

Photo Credit:
Hastings County
GIS

trade area that allows it to punch above its weight. A 50,000 sq ft Canadian Tire store and 2 large full-service food stores are not supported by the Town's population alone. The experience of most Ontario cities and towns has found that once a retail establishment reaches a certain size it no longer physically fits in the downtown. The parking field required to support the use and size of the single purpose site means that the pedestrian scale of historic downtowns can no longer be respected. The use is actually better placed on the edge of the historic core.

In addition, the same market draws that are pushing the store size up are serving to reinforce the regional influence of Bancroft. The consequence is that all retailers in the community can take advantage of a more powerful regional draw. Strong retailers make the market "pie" bigger. Weaker retailers, but more of them, simply force the market "pie" to be cut into smaller pieces.

The Design Dialogue Report really puts the challenge for Downtown where it rightly belongs:

*"Ultimately, it (the downtown BIA area) will win its visitors by how good a destination it can become on its own merits."
(page 31)*



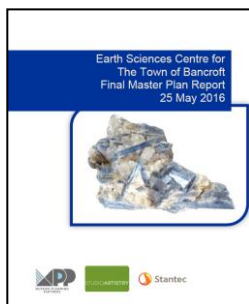
The Old Tin Shed

Without question success becomes a team effort with all interests, including the municipality pulling in the same direction. But the success of downtown will be realized by expanding the permanent population of downtown and encouraging new boutique retailers, cultural and entertainment venues to complement the existing retail base. Without question the historic downtown must also work hard to present itself as an attractive and viable commercial district that is differentiated from a highway oriented commercial centre by its pedestrian scale, its walk-ability, its charm and shopping/commercial service mix and quality.

**Earth Sciences
Centre for the
Town of Bancroft
Final Master Plan
Report
May, 2016**

Earth Sciences Centre Master Plan

The Earth Sciences Centre Master Plan completed in May of 2016 is the most current comprehensive evaluation of a concept that has been in play for many years – a Heritage facility, building on the Town's status as "the Mineral Capital of Canada". The objective of the Master Plan is to present a capital and operating rationale and blueprint for the creation of an Earth Sciences Centre as a tourist destination in north Hastings County, located in the Town of Bancroft. The Master Plan preparation was financially supported by



the County of Hastings.

The Master Plan does not assume that the Earth Sciences Centre will stand as an “economic engine” for the region but rather a “magnet” strong enough to encourage tourists to stay “one more night” in the region. This assumption recognizes that many of North Hastings visitors are in transit through the region and that north Hastings County is not everyone’s destination.

The Master Plan outlines a building and operating program that, relative to the size of Bancroft, is very ambitious. Expressed in 2016 dollars the capital requirement of the centre is approaching \$17 million with an annual operating budget approaching \$400,000, of which \$260,000 relies on sustained public sector funding.

While the Master Plan does present a compelling vision for the Centre and a rationale that aligns with the story of Bancroft and North Hastings, even the best of ideas bump up against the realities of capital costs and sustainability of operations. Perhaps that is why 3 years removed from its completion the Master Plan remains a concept seeking a realistic and practical way forward.

There are currently discussions happening to advance the Earth Sciences Centre concept in more practical ways that do not rely on the creation of a new facility with its burden of capital and operating costs. These discussions are more focussed on the re-creation of the “experience” of mineral collecting and the wonder of the pursuit in the North Hastings landscape. This is the right way forward for a number of reasons:

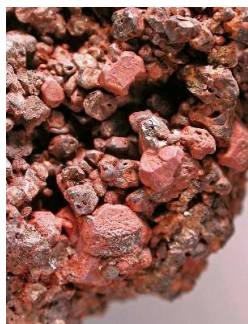
1. Sometimes the pursuit of the bright shiny object, such as a new facility, can deflect energies from what is really important to greater success. Given the realities of limited capital funding and the burden of sustainable operating funding, particularly the vulnerabilities of provincial and federal operating support, Bancroft would be well served by parking the ambitious new facility concept for another time, if at all.
2. Bancroft’s mineral story is really the story of all municipalities in North Hastings. While the Town of Bancroft has inherited the brand and celebrated it well, Bancroft shares the story of mining and mineral exploration with others. Going forward the energy and resources to build the Earth Sciences Centre concept really needs to be shared by the municipalities in North Hastings, if in fact they remain supportive of that story. Bancroft has tried hard to shoulder that burden alone. For



Clear Lake Mineral Collecting



**Calcite, Hematite
Faraday Mine**



Betafite
Silver Crater Mine,
Bancroft



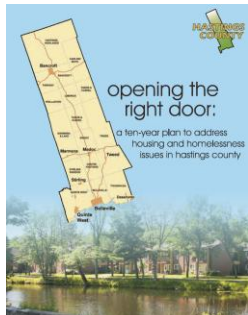
Dravite Crystals
Tait Farm,
L'Amable

the initiative to be successful the municipalities of North Hastings and Hasting County itself must embrace it as a shared responsibility in the same way as they share the winter adventure/trails pursuit.

3. Another key reason to bring broader municipal interest into the fold is to capture the scattered sites that allow the mining and mineral history of the region to live on. Perhaps the greatest threat to the Earth Sciences Centre concept is that the locations that will allow this shared history to be experiential are gradually being lost to public access. If people can not be exposed to the wonder of exploration today, the earth science centre simply captures something that once was and as time passes fewer and fewer people will have an affinity to the mineral history. The market will continue to shrink eroding the viability of the Earth Sciences Centre concept altogether.
4. Establishing a broader municipal interest will be a key test of how relevant the concept is today. As time passes, communities and the priorities of their citizens continue to change. Where once the region's economic history was based on lumbering, mining and mineral exploration, those resource-based industries have been largely replaced by initiatives that support the public's pursuit of leisure and recreational activities. Cottage life, fishing and hunting, water sports, trails and natural experiences are what is now celebrated because the region's economic base relies so heavily on it. Those who live or vacation in North Hastings' municipalities may actually see the mining and mineral history of the region as contrary to current interests. The evidence is often borne out in wide-spread opposition to resource development even though it was once the reason why the region was settled. The Sustainable Bancroft initiative of 2011 was built on 6 core values, one of which stated: **"we value our historic roots in mining and forestry"**. As the citizen's of North Hastings appear to be an engaged audience the Earth Sciences Centre initiative may be a learning moment and opportunity to establish a fresh connection to the historic roots of the community.

The Town of Bancroft is to be commended for working so hard to keep the "Mineral Capital of Canada" brand alive. The community though is at a cross-road. For the brand to have real meaning going forward it must be revitalized so that new generations can own it. Current efforts to do just that by returning to a more experiential

**Opening the Right Door:
Hastings County
10 Year Housing
and Homelessness
Plan
2014**



**RJ Brooks Living
Centre**
Photo Credit:
Hastings County



Woodview Lane
Photo Credit:
Hastings County

method of tourism development is what is needed for this shared story to be successful.

Hastings County 10-Year Housing and Homelessness Plan

Hastings County is the Service Manager for the delivery of Social Housing services across Hastings County including the Town of Bancroft. Social Housing describes the supply of housing, typically rental or co-operative housing, which is supported to varying degrees by annual public funding. In some cases the housing supply is owned by public agencies such as the County and there is therefore limited risk to its longevity as social housing. In other cases the supply is owned by private non-profit housing providers and the longevity of that supply is dependent on service agreements between the County and the provider.

The Town of Bancroft is the host municipality for 4 social housing communities. 25 Station Street consists of 88 seniors units and is owned by the Hastings Local Housing Corporation. This provider is owned by Hastings County and therefore the inventory can be counted on for the long haul. All of the units are rent geared to income.

The R.J. Brooks Living Centre on Alice Street is owned by the Bancroft Bible Chapel Non-Profit Housing Corporation and consists of 40 units of which 28 units are rent geared to income. The social housing status of this community is set to expire in 2024 unless there is a renewed relationship between the County and the owner.

York River Heights at 303 Hastings Street is a 32 unit senior's community offering 10 units of rent geared to income housing. This community was established under a Federal housing program which provided an annual subsidy tied to the prevailing interest rates. Former "Federal" housing providers have limited reliance on the Service Manager for financial sustainability and therefore this supply is generally considered to be at some risk to the inventory of social housing once the mortgage debt is retired and the provider is no longer obliged to fall under the Service Manager's oversight. The community's original service arrangement with the County expired in 2018; however, a new service agreement has been entered into protecting the rent-geared-to-income units with rent supplements.

The North Hastings Non-Profit Housing Corporation operates 57 units of social housing on Woodview Lane. The community serves families, singles and seniors through rent-geared-to-income and

market rents. The service agreement for this community will expire before 2029.

All Service Managers are actively preparing for life after the service agreements expire. Many Service Managers will try to develop an ongoing relationship with the existing non-profit housing providers in order to preserve the supply. Regardless, the County of Hastings, as Service Manager, is required under current Housing legislation to maintain the existing service levels (the supply of units) however they can be moved to other forms of housing, other owners or other communities in the County.

As Service Manager for Social Housing the County is also the window to access funding for capital grants to create new affordable housing. The term affordable housing is used to distinguish housing that does not rely on annual public subsidies. Rather, the housing is financially sustainable because a large capital infusion at the outset lowers the annual debt financing requirement to such an extent that the rents collected cover the remaining debt and operating costs. Typically rents are about 80% of what is deemed to be market rent for that particularly size of unit and as such the unit becomes more affordable to those on modest incomes.

For the past 20 years senior levels of government have made no new investments in social housing. However for the past 15 years senior levels of government have made available capital funding programs for affordable housing and where Service Managers have elected to play a catalyst role their regions have seen new supply emerge. During this period only a limited expansion of the affordable housing supply has taken place in the Town of Bancroft using these capital programs.

- The North Hastings Non-Profit Housing Corporation received capital funding for 5 new units on Woodview Lane. The five new units all receive subsidy sufficient to be offered as rent-geared-to-income. Unfortunately the 5 new units represent a net gain of 1 unit as four of the units effectively replaced a row house block that had to be demolished due to environmental contamination a few years earlier.
- A private developer received approximately \$750,000 to create 10 rental units in a mixed use development on Snow Road in 2008. These units are required to be offered for rent at 80% of market rent for 25 years.
- In 2019, 7 units will be built on Chemaushgon Road by a

private developer in partnership with Community Integration. 5 of the units are being funded under the Investment in Affordable Housing capital program administered by the County and will enjoy affordable rents (80% of market rent) for the next 25 years.

Municipalities which have seen growth in the affordable housing sector can often trace this success to the following factors:

1. There is a local political culture that accepts that municipalities are “in the housing game” whether they like it or not and new affordable housing development is not just talked about but becomes a core municipal priority.
2. The local municipality takes steps to further enhance the financial sustainability of new supply by offering incentives, such as a parcel of land, the cancellation of certain municipal fees, short term construction financing, political determination in the face of opposition, etc.
3. The Service Manager is highly engaged in the new supply mission and actively supports the local housing sector. This includes encouraging the owner of the public housing supply, such as Hastings Local Housing Corporation, to be leaders in the development of new supply.
4. The commitment of at least one local affordable housing development entity to be the champion, to take on the challenge and build. Success breeds success.

The County’s 10-Year Housing and Homelessness Plan was prepared in 2014 by the Service Manager against the backdrop of these realities.

The Plan acknowledges that housing costs in the municipalities of north Hastings County represents approximately 35% of total household income (2012 estimate) which exceeds the Provincial target of affordability at 30%. The lack of an adequate supply of affordable housing remains an issue for the Town of Bancroft.

The Plan provides evidence that the wait list for access to rent geared to income housing continues to increase and that the wait times for certain population groups can be very long. For example the Plan identifies a 3-1/2 year waiting time for families and a 10-year wait for singles.

**An Integrated
Community
Sustainability Plan
for Bancroft,
Ontario
May 2011**

**Sustainable
Bancroft**

An Integrated Community Sustainability
Plan for Bancroft, Ontario



FINAL – May 10, 2011

The 10-year Housing and Homelessness Plan includes a commitment on the part of the Service Manager to advocate for funding from Federal and Provincial governments to support the construction of new affordable housing. This is an absolutely necessary commitment but success is somewhat outside the control of the Service Manager. Senior levels of government change their public policy priorities as economic and social conditions shift. The affordable housing sector has enjoyed a 15 year boom cycle thus far when capital funding has been made available but going forward this climate is not guaranteed. It is therefore so important to “make hay while the sun shines”. As of March 2019, the Service Manager had allocated all available funding in its control with no certainty of future funding.

Sustainable Bancroft

Like most municipalities across the province Bancroft scrambled in 2010/11 to complete a Sustainability Plan in order to preserve the opportunity to secure Federal Gas Tax revenues. Federal funding was provided to complete the plan but not to ensure its longevity or outcomes.

For a community of its size the sustainability plan, referred to as “Sustainable Bancroft”, garnered considerable community involvement and the product is comprehensive. The objective of the planning exercise was to reset the way a community looks at short term decisions in light of long-term consequences. The plan therefore is intended to provide a new lens or filter to local decision-making.

The Vision Statement for Sustainable Bancroft is:

“Our sustainable future will be based on thoughtful growth, health and wellness, creative expression and preservation of our natural environment.”

The core of the Plan is the future picture it paints of Bancroft in 16 theme areas covering a broad spectrum of cultural, economic, social and environmental issues. There is no stale date on the issues and they remain as relevant in 2019 as they appeared during the Plan development process in 2011. Furthermore, the community values articulated as the foundation of the Plan were often repeated during the Community Dialogues which launched this current Strategic Planning process.

- We live in harmony with nature and support the preservation of the area's natural beauty.
- We have strong rural roots and strong family values.
- We support accessibility for all to basic services including education, health services, housing and employment, and to barrier free access to those services.
- We support diversity and work to build an inclusive, cohesive community.
- We value our historic roots in mining and forestry, and support our thriving arts community.
- We believe that creativity lies within everyone.



The Plan concludes with a “checklist”. The checklist is intended to cause a proponent of any initiative to

think carefully about how the initiative aligns with the future vision of Bancroft. In that sense it encourages a thoughtful pause and a more critical evaluation of the merits of the initiative given what the community aspires to be.

The authors of Sustainable Bancroft recognized the volunteer energy and leadership behind the creation of the Plan and recommended a governance design to ensure the Plan lives on. The Plan envisioned that Sustainable Bancroft would be governed by a Community Sustainability Planning Committee and that it would have the status of being a committee of Town Council. It was anticipated that the Committee would report to Council on a quarterly basis and present an Annual Report on sustainability to the community.

The Sustainable Bancroft initiative may be a telling example of how important it is to have a champion and a leadership succession plan for sustained momentum. It would seem that Sustainable Bancroft has not been part of the public discourse for the past 5 years likely owing to the reality that the initiative did not find its way into the mainstream thinking of local government and other community causes. Champions come and go.

Sustainable Bancroft may also have suffered from doing the right thing for the wrong reason. The prerequisite to prepare a Sustainability Plan to ensure Gas Tax funding and the provision of generous funds to prepare the plan sets the stage for doing something out of necessity rather than deep commitment. In this regard Bancroft is not alone.

**Destination
Bancroft!
Tourism
Development
Strategy
May 2014**



Destination Bancroft!

Destination Bancroft! was prepared in 2014 as a visitor destination strategy for the Town of Bancroft. Its aim was to take the Town's core visitor attractors – outdoor experiences, rocks and minerals, a picturesque village, and arts, culture and heritage – and to envision 3 important public open space assets celebrating these core attractors.

The Plan recommended that the Town pursue 3 development concepts – one for each of Millennium Park, Riverside Park and the portion of the Heritage Trail south of Station Street. All 3 sites share proximity to the York River and the Town's historic downtown.

The rationale for open space improvements program is anchored by the consultant's assessment of the local tourism market potential.

	Market	Permanent Population	Seasonal Population	Total Population
A.	Town of Bancroft (2011 Census)	3,880		
B.	Primary Market (Town plus surrounding communities)	12,054	14,692	26,746
C.	Secondary Market (beyond the Primary Market but less than 50 km from Town)	15,221	32,288	47,509
D.	TOTAL (B plus C)	27,275	46,980	74,255

Whether it is an assessment of the potential tourism market or the trade area to understand the market justification for commercial services, the size and influence of the primary and secondary markets will really define the scope of the **"opportunity"**.

The primary market for Bancroft is 3.5 times larger than the size of the Town of Bancroft as municipally defined. The primary market size of 12,054 persons is the year-round population which has a high affinity and loyalty to Bancroft's shops, services and amenities. The seasonal influx of cottagers and part-time residents boosts the primary market population to 26,746 – almost 7 times the population of the Town of Bancroft.

The secondary market has a weaker affinity and loyalty to Bancroft due to distance and the lure of competitive centres. The secondary market, however, represents "low hanging fruit". It is proximate enough to already have awareness about local opportunities and

close enough to Bancroft to readily access that opportunity. The secondary market just has to be convinced that Bancroft is the best of the available options. The secondary market includes an additional 15,221 permanent residents and 32,288 seasonal residents.

In addition to the permanent and seasonal populations of both the primary and secondary markets, Bancroft also serves a transient population moving through the Town via the major highway networks on route to other destinations. Furthermore many of the recreation and leisure facilities in the region, such as campgrounds, hotels/inns, Provincial Parks, and resorts host short-term stays of large numbers of tourists that are not captured in seasonal residence numbers.

Destination Bancroft! promotes the rejuvenation of the 3 public open spaces as a direct response to the market opportunity described above all with the intent to expand the appeal of Bancroft as a destination. It speaks to the following principles:

- Develop a viable service and cultural centre
- Interconnect a more cohesive service area
- Create a positive 4 season image and character for Bancroft
- Maximise the Town's natural and scenic advantage
- Enhance the community's heritage
- Encourage extended visitor stays

Riverside Park Preferred Concept:



Millennium Park Preferred Concept:



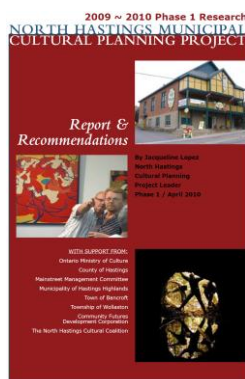
Heritage Trail Preferred Concept:



The study process included the review of concept development plans by the public and the preparation of a Preferred Concept Plan for each by the consulting team. A capital cost estimate was developed for each Preferred Concept along with potential funding programs/partners to resource the effort.

All three concept plans present a realistic program of improvements appropriate for the scale of the Bancroft community. The improvements focus on improving what exists to enhance the experience. The program is easily phase-able within each concept

**North Hastings
Municipal Cultural
Planning Project
2009-2010 Phase 1
Research**



and between concepts. While the overall capital cost is projected to be approximately \$6.0 million, this includes approximately \$1.0 million in contingencies. The concept plan for the Heritage Trail portion south of Station Street is highly compatible with current discussions regarding the Earth Sciences Centre as a more experiential activity rather than a facility. As such, the Destination Bancroft! plan remains viable and a worthy endeavour to embrace as finances permit.

North Hastings Municipal Cultural Plan

Municipal Cultural Planning attempts to understand and capture the power of the creative economy in a municipality. Those who create, design, imagine, and think – the “creative” class - are contributing to the economic health of communities in increasingly large numbers. In many locales the creative economy is the largest sector but it goes relatively unrecognized by traditional economic metrics.

The North Hastings Municipal Cultural Plan was borne out of an established municipal partnership involving the Bancroft, Hastings Highlands, and Wollaston and other community partners collaborating on the Downtown Revitalization Project 2008/2009. These partners developed a growing interest in understanding the role that culture plays in North Hastings’ economy. The intuition was, consistent with contemporary thinking about the “new economy”, that culture would be proven as a significant driver of economic development.

The Municipal Cultural Plan planning process was also supported financially by the Hastings County Economic Development Program. The planning exercise was guided by the North Hastings Cultural Planning Coalition representing cultural producers, advocates and consumers, municipal staff and politicians, and organizations.

The local effort was ground-breaking for its multi-municipal focus in a largely rural part of Ontario. The planning process did not come to a full completion as far as Municipal Cultural Plans in general go, but the terms of reference for an initial phase were successfully completed with the expectation that further work would be done.

The Plan did develop a comprehensive cultural inventory covering all the municipalities of north Hastings County. The conversations that took place during the planning process began to define North Hasting’s culture and this information is documented in the report in a compelling narrative. The planning process also developed 6



priority recommendations as follows:

1. Maintain the North Hastings cultural inventory.
2. Secure funding for a cultural liaison/cultural planning project leader.
3. Formalize the Cultural Planning Coalition as an ongoing working group.
4. Establish Municipal Heritage Committees throughout North Hastings.
5. Promote and market North Hastings culture.
6. Support the ongoing work and health of the established North Hastings cultural sector.

Each recommendation was further clarified by a number of detailed actions.

As a follow-up to Phase 1 a further grant was secured from the Creative Communities Prosperity Fund. Using the grant the North Hastings communities, led by Hastings Highlands, mobilized a



Cultural Roundtable to identify key cultural opportunities, develop strategies for capitalizing on those resources and continue the education of municipal councils and staff on how to integrate cultural considerations into all other community plans and priorities.



Funding for locally-based municipal cultural planning largely ended with the completion of the Creative Communities Prosperity Fund grant. To some degree the North Hastings momentum was usurped by the County's decision to complete a County-wide municipal cultural plan in association with the cities of Belleville and Quinte West, concluding in the fall of 2012.

In reviewing the cultural planning journey with a key participant in that process the following observations are offered:

- The North Hastings Municipal Cultural Plan and the follow-up roundtable did season the political discourse with lasting impact. The value of culture to economic development is now generally accepted. It is still a ways however from falling into the mainstream of decision-making considerations.

**Community
Futures Regional
Action Plan
December 2013**



- The Hastings County Municipal Cultural Plan is far too generic to resonate with North Hastings' distinctives. In fact the word "Bancroft" is not even found in the plan. The County-wide planning process, due to the diversity of the cultural landscape over such a broad geographic area has diluted the significance of North Hastings' story and may have inadvertently been a disservice to the interests of local cultural planning efforts.

Community Futures Regional Action Plan

Community Futures Development Corporation of North & Central Hastings and South Algonquin has prepared a 5-year plan for the agency matching their own funding priorities with the priorities of the communities within its service area. The plan was last prepared in 2013. The plan drew upon the participation of community members and focused on understanding the assets of the community from which to build on rather a process which starts with what is lacking.

While the service territory is large the process allowed for priorities to be developed for the communities of North Hastings County and the Bancroft/Hastings Highlands community in particular. The priorities identified by participants were:

- Biomass development
- Forest Industry – equipment loans, promoting local producers and retail
- Tourism Destination Plan/Master Recreation Trails Plan
- Expanded Loyalist College programming
- A viable and vibrant Centre for the Arts
- North Hastings School of Performing Arts
- Culture, wellness, leisure centre (including an indoor pool)

While these are participant priorities Community Futures committed to "reflect" upon the identified priorities and use them as a "reference point" in matching them with the established funding priorities of the organization.



Section 4

Understanding What We Have

Introduction

Bancroft is blessed with a natural setting that many urban settlements can only aspire to have. Bancroft has modern water and wastewater treatment systems that set the municipality apart from its municipal counterparts in North Hastings. For its size Bancroft possesses unique community amenities, such as an airport and a satellite campus of a community college. The community directly supports cultural venues such as a performing arts theatre and art gallery, which are often the operating responsibility of public agencies. These, among other matters, are considered the **assets** of the community.

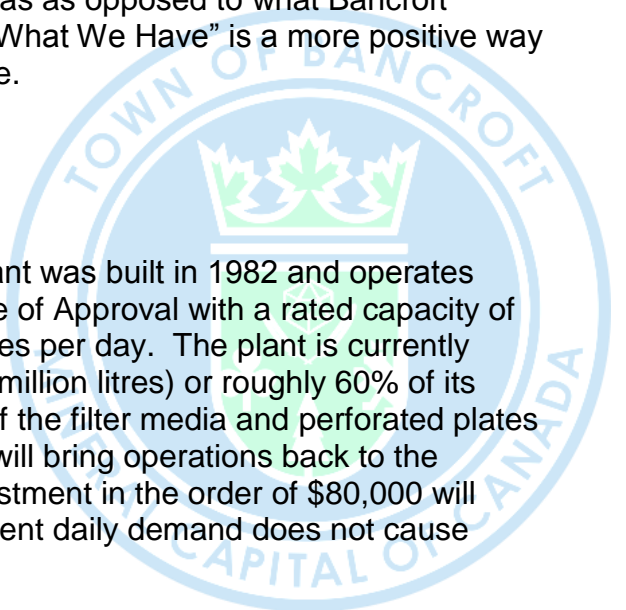
Traditional economic development strategies often dwell on a community's weaknesses and threats as a starting point for establishing a plan to drive change. While it is healthy to be reflective and honest about limitations, often those weaknesses can not be materially changed. For example, an economic development strategic plan can not artificially improve the local retail selection if the market size can not support growth in the retail sector.

The **assets** of the community, however present **opportunity**. This section of the Economic Development Strategic Plan gathers together an inventory of what Bancroft has as opposed to what Bancroft doesn't have. Understanding "What We Have" is a more positive way to launch a plan to drive change.

Bancroft Water Treatment System

Water Treatment System

Bancroft's Water Treatment Plant was built in 1982 and operates today under a MECP Certificate of Approval with a rated capacity of 3,380 m³/day or 3.38 million litres per day. The plant is currently operating at 1,900 m³/day (1.9 million litres) or roughly 60% of its rated capacity. Replacement of the filter media and perforated plates plus some other minor repairs will bring operations back to the design capacity. A capital investment in the order of \$80,000 will overcome this. Fortunately current daily demand does not cause



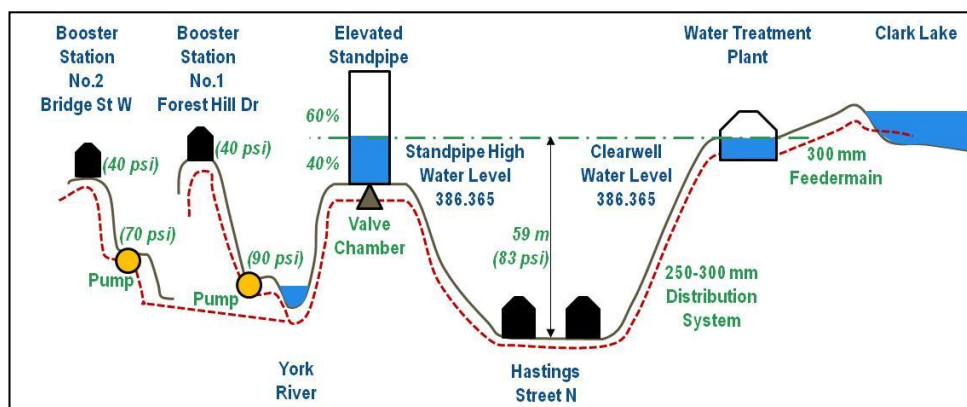
issues with lower operating capacities.

Raw water is drawn from Clark Lake. The treatment plant is located close to the Clark Lake intake approximately 1.8 km from Town. The treatment plant has a clearwell with a storage capacity of 627.4 m³ or 627,400 litres. Both



Clark Lake and the treatment plant are elevated relative to most of the serviced area of the Town. This allows the clearwell at the treatment plant to supply water at adequate pressure to much of the distribution network.

The Town also has an elevated standpipe located adjacent to the municipal arena. The gross capacity of the standpipe is 2.7 million litres. Water is delivered to the standpipe by gravity. As the source of the water is the clearwell at the treatment plant the standpipe can only fill to the elevation of its gravity source. As a result, the effective capacity of the standpipe is reduced to 1.063 million litres or roughly 40% of the available storage capacity.



There are 2 small booster pumping stations, one at Forest Hill Drive and the other at Bridge Street West, to supply water at adequate pressure to elevated areas of the Town. Aside from these 2 isolated areas of higher elevation the balance of the water distribution system operates entirely by gravity. This is a rather unique circumstance compared to most urban water systems which operate under pressure zones. A gravity system reduces the need for a network of

The Town's water distribution network consists of approximately 33,000 metres of water mains ranging in diameter from 100mm to 450mm, and 146 fire hydrants.



The 2018 Annual Report for the Water Treatment Plant identified that the average daily treated water production was 765.7 m³/day or 765,700 litres per day. This represents less than 25% of the rated capacity.

Based on current utilization there is significant capacity available to

support growth utilizing the Town's water system.

Design Capacity of Water Treatment Plant	3,380 m ³ /day
Current Operating Capacity of WTP	1,900 m ³ /day
Average Annual Daily Use	766 m ³ /day
WTP Clearwell Storage	627 m ³
Standpipe Design Storage	2,700 m ³
Standpipe Effective Storage (due to gravity)	1,063 m ³

An effective measure of the operational efficiency of the water system is looking at the issue of system-wide water loss. It is most evident when looking at the difference between treated water flows and metered water consumption. Water loss is a real problem across all municipal systems and often arises from leakage in the distribution lines and service connections, unauthorized water use from illegal connections or hydrant use, and from authorized use that is unmetered, such as flushing of sewers, and fire protection. According to an article published in the Toronto Star on July 7, 2016, many city water systems "lose" as much as 30% or more of their treated potable water supply. A 2009 study of the province of Ontario found that leaking pipes account for the loss of 25% of the Province's treated drinking water.

The Bancroft experience mirrors provincial trends:

Year	Treated Water Flow	Water Consumed and Billed	Water Loss
2016	307,594 m ³	184,767 m ³	40.0%
2017	250,859 m ³	174,310 m ³	31.5%
2018	279,300 m ³	186,722 m ³	33.0%
AVERAGE ANNUAL WATER LOSS			34.8%

According to the Vice President of Water Utility Services, Peterborough Utilities, a 10% water loss due to leakage is deemed an acceptable amount even in new systems. The Town meters most of its municipal use and therefore the gains in recovering water loss will most likely be made by tightening the system to reduce leakages and ensuring all use is authorized. Aside from the cost to treat the roughly 35% water loss the big win by reducing water loss is transferring the capacity lost to inefficiency to additional capacity gained through efficiency. Finding a large portion of the 35% annual water loss simply means that more growth can be supported without

expanding the treatment capacity of the water system. Closing the gap between the existing water loss of 35% and the acceptable standard of 10% will require a rigorous leak detection program to pinpoint and eliminate the largest leaks.

The following observations are made:

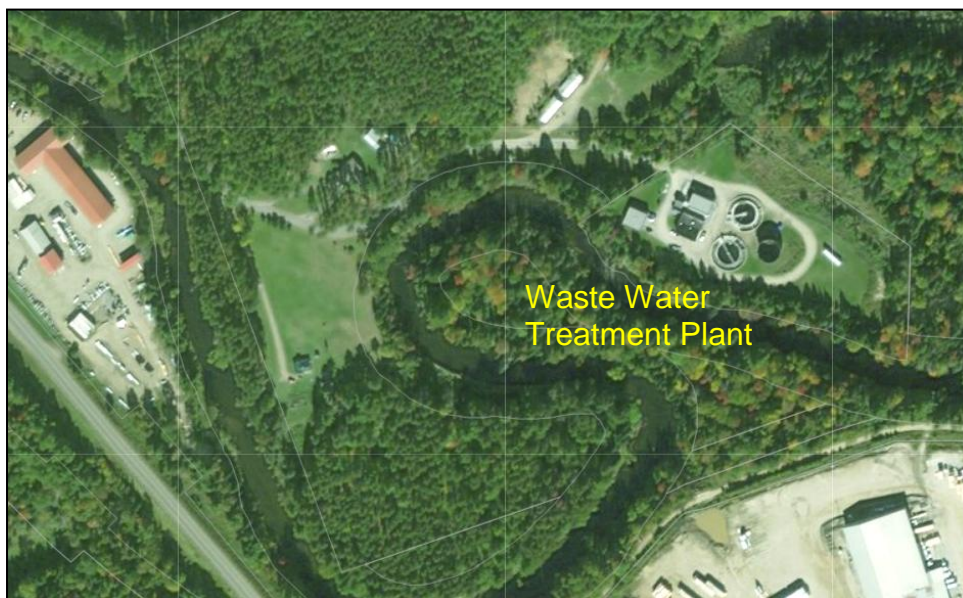
1. Bancroft's investment in the water treatment and distribution system infrastructure at \$16.2 million is enormous and it would be difficult to justify making that scale of investment in today's market context. Bancroft will likely remain the only urban community in north Hastings County with a modern water system for the foreseeable future. This distinction presents enormous opportunities for Bancroft.
2. Given the average daily demand of 766 m³/day, the clearwell storage capacity of 627 m³, and the fact that a significant portion of the distribution system can draw upon the clearwell supply **before** the treated water reaches the stand pipe, the water in the standpipe has infrequent turnover. This leads to challenges maintaining water quality in the standpipe.
3. The top half of the standpipe is unused because gravity flow from the treatment plant is the limiting factor. Full utilization of the standpipe storage capacity would increase water pressure throughout the entire system and establish a much more reliable fire suppression reserve. Regular drawdown of the full standpipe storage capacity will refresh the water supply on a regular basis and improve the overall water quality throughout the system.
4. The remote reaches of the system currently struggle with low water pressure and low chlorine residual. This is not unusual. Long travel distances, aging infrastructure and low consumption at the outer limits of the system presents perfect storm conditions. Normally water service expansions that interconnect or loop water mains, such as a link between Hastings Street N and Nicklaus Drive, would improve pressure, water quality and reliability as well as support growth. In a gravity based water distribution system this option does not return the same benefits. As an alternative the Town should encourage development at the ends of the system to increase consumption.
5. Bancroft should look at its water system today with an eye to what it can become. Today daily usage is far less than design

**Bancroft
Wastewater
Treatment System**

capacity. There also appears to be an annual water loss of 35%. For a number of reasons, today's operating environment does not allow the system to fully utilize the design capacity even if the daily demand was there. Bancroft should seize this moment of relative calm and begin to understand the incremental "fixes" that will be required to make the system work as efficiently as possible. The ratepayers of the Town have built over the years an impressive asset. Preparing now will return full value for that investment.

Wastewater Treatment System

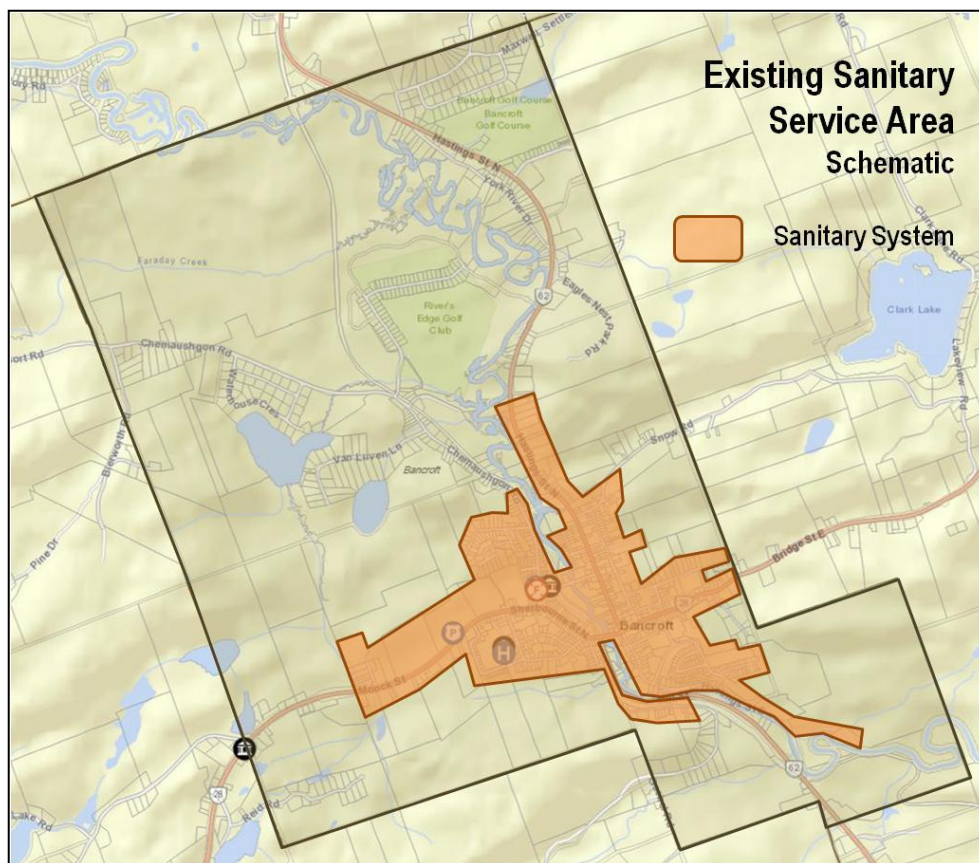
The Town's Wastewater Treatment Plant (WWTP) has a design capacity of 1,632 m³/day or 1.63 million litres per day. Treated effluent discharges into the York River south of the Town's urban limits. The treatment plant has been recently modernized and includes secondary and tertiary treatment processes.



The 2018 WWTP Annual Report identified the average daily flow through the plant as being 1,170 m³/day or approximately 72% of its design capacity. Recognizing the variations in flow from year to year due to weather and operational issues a more reliable measure of typical flow is to use a 3 year rolling average. On this basis the average daily flow for the past 3 years is 1,256 m³/day or 77% of the rated capacity.

According to the 2017 WWTP Annual Report prepared by the Ontario Clean Water Agency there are approximately 640 service

connections to the wastewater treatment system. The 2013 Asset Management Plan describes the system as consisting of approximately 17 km of sewers, 7 pumping stations and a modernized treatment plant. This Asset Management Plan describes the collection system as being in “poor” condition based on age. The WWTP was given an “excellent” condition rating based on age.



Watson and Associates completed a detailed Asset Management Plan of the water and wastewater infrastructure in 2016. That study reports the total replacement cost of the wastewater collection and treatment system at \$28.5 million, expressed in 2016 dollars. Of that total asset replacement value approximately \$18.0 million is represented by the treatment plant alone.

The wastewater treatment system is highly sensitive to periods of extreme wet weather. During the spring of 2019, particularly when the York River was in a flood stage, average daily flows regularly exceeded the design capacity of the treatment plant due to extraneous water entering the system. Many urban sanitary systems experience similar responses during wet weather events. Usually a combination of elevated ground water levels, leaking collection systems due to age and deterioration, storm water entering the

sanitary collection system through cross connections, manholes intercepting overland flows and foundation drains, cumulatively overwhelms the collection system and the treatment plant.

The inflow and infiltration dilemma is manifested in at least 2 ways. Bancroft's 2018 per capita wastewater flow at 532 litres/person/day exceeds the typical range of 350-500 litres/person/day. This tends to be an indicator that the system is perpetually experiencing inflow and infiltration.

In addition, flow data at the treatment plant skyrockets almost coincidentally with extreme wet weather events and the actual flow can exceed the plant capacity by a factor of 2.5 – 3.0. With climate change the expectation is that extreme weather events will become the new normal. In the spring of 2019 the high flows at the WWTP were sustained for over 2 weeks and not just a 1 or 2 day peak in response to a summer thunder storm. Prolonged periods of high flow really begin to impact the 3-year daily flow rolling average, eroding the unallocated capacity for new development.

Steps have been undertaken by the Town to better understand the scope of the infiltration and inflow issue. The sanitary network has been videoed using CCTV equipment. A flow monitoring program was completed in 2018 using the 3 principle catchment areas of the collection system. This monitoring program identified the catchment area north of the Dairy Queen pumping station as being particularly influenced by York River water levels.

At this time the flow monitoring study has produced no obvious, easy solutions. Rather, it appears that the inflow and infiltration issue facing Bancroft is akin to “death by a thousand cuts” where there is a long list of relatively small problem spots that cumulatively pose a large flow management problem.

The Town is considering, as a next step, the completion of a smoke testing program in the downtown area to observe the extent of the cross connection problems in the oldest parts of the collection system and the most problematic catchment area.

The Town of Bancroft is also conducting a capacity demonstration in cooperation with the Ministry of the Environment and Climate Change to determine if the treatment processes of the plant are performing better than anticipated through the original capacity rating process. Initial results have been highly positive. The objective of the program is to seek Ministry approval to increase the rated capacity of the WWTP from 1,633 m³/day to 2,400 m³/day. If the

study process achieves the desired outcome, the existing average daily flows will represent approximately 50% of the plant capacity. This leaves considerable opportunity for growth.

Using the \$18.0 million replacement cost of the 2016 Asset Management Plan for the treatment plant it can be argued that the re-rating would effectively avoid a capital expenditure of approximately \$8.6 million to create that same capacity in a new facility.

It is generally more cost effective to “find” capacity than to “build” capacity. A plant re-rating is an obvious path to find capacity. Discovering significant sources of inflow and infiltration and fixing them is another avenue to find capacity as eliminating unwanted water from the system returns that capacity to its intended purpose.

The Town will also need to demonstrate vigilance in the stewardship of its waste water system. Approval agencies are known to connect certificate renewals to process improvements or operational enhancements. In this regard, the inflow and infiltration issues cannot be disregarded and must remain a municipal priority to resolve.

In summary, the following observations are made:

1. The waste water system, like the Town's water system represents an enormous public investment in an economic development asset that has significant capacity to drive local investment and growth. The Town needs to keep reminding itself that the Town's urban servicing systems represent the municipality's largest investment in economic development and that it will take ongoing vigilance and improvement to keep it working for the Town. The in-progress Composite Correction Program, the CCTV and flow monitoring programs recently completed, and the anticipated smoke testing activities to reveal cross connections are examples of being vigilant.
2. It can be tempting to take comfort in the fact that actual daily flow at the WWTP is far less than rated capacity and lose momentum on addressing the inflow and infiltration issue impacting operations. A 2-3 week period of extremely high flows such as was experienced in the spring of 2019 is like adding another month or 2 of typical flow to the annual flow. Combined with high intensity rainfall events throughout the year the system capacity begins to disappear. Very quickly the

**Loyalist College,
Bancroft Satellite
Campus**



municipality can go from a position of “all kinds of room” for growth to limited capacity for growth.

Loyalist College

Bancroft has enjoyed the presence of Loyalist College in the community since the earliest days of the college in 1967. The college has grown incrementally as space became available in leased quarters and now the college fully occupies all 12,000 square feet available in the Hastings Street North satellite campus.

Loyalist - Bancroft presently offers 6 main program activities. The campus offers Paramedic training using an alternative calendar format where training occurs on weekends allowing participants to maintain employment in various fields while attending college. It is a alternative training calendar unique to Bancroft. The program targets 40 incoming students each year.

The College offers a 9 month Personal Support Worker certificate program and targets an annual enrolment of 20 students in this program.

The Community College system as a whole offers “e-Learning Ontario” where curriculum throughout the community college system is available for self directed learning at the Bancroft campus using staff coaches to encourage student success.

Continuous education courses are offered by the college targeting programs that expand a student’s marketable skill sets, such as food handling, and chain saw safety skills.

The college offers a suite of literacy and basic skills programs to address the educational limitations of many in this market. The college presently targets 50 learners /year in this program activity.

Finally the College is presently the local window for employment services. This function serves the North Hastings market area and allows Loyalist to connect to a broad cross section of citizens, not just students.

At present College leadership is committed to a strong Bancroft presence as long as there is a demand for its services. The college system is generally experiencing growth through the training of international students. In satellite campuses that do not have the range of programming to support international student education, it

becomes increasingly challenging to maintain enrolments drawing on local demographics.

In the current era of post secondary funding a satellite campus such as the Bancroft campus of Loyalist College would never happen. So, the presence of the college in this community is a stroke of good fortune for citizens and local business. The community collectively must use it or risk losing it.

Currently there is capacity within the facility for some shared use with local partners.

Bancroft Eagles Nest Park



Eagles Nest Park

Bancroft Eagles Nest Park is a cherished municipal asset that has become iconic to Bancroft. Nothing expresses the landscape of Bancroft quite like the rock face that greets citizens and visitors from Highway 62. The exposed rock of Eagles Nest Park is to the image of Bancroft as the Liftlock is to Peterborough or the Parliament Buildings to Ottawa.

While ownership of the 82 acre property rests with the Town of Bancroft, the management of the park has been entrusted to The Stewards of Bancroft Eagles Nest Park Inc ("the Stewards"), a non-profit organization whose mission is to maintain the interpretive trail infrastructure, develop new educational and recreational opportunities, and expand the trail system beyond the Town's ownership. To the east of the Town's ownership sits approximately 110 acres of Crown land. The Stewards have developed a vision promoting the extension of non-motorized trails into this area as a short-term priority. The interpretive efforts thus far have celebrated the community's geologic and Algonquin roots and culture.

The Stewards of Bancroft Eagles Nest Park are advocates for a low-impact and sustainable use of the park.

In this partnership relationship the Town of Bancroft retains ultimate authority for the use of the property but will rely on the Stewards to develop future plans for the park, propose solutions, protect the heritage and conservation objectives of the park, control use, provide ongoing maintenance, and promote the opportunities of the Park. The Town has agreed to consider the recommendations of the Stewards, to foster a positive relationship between the partners and be helpful, where it can. Specifically the Stewards have requested that the Town provide a sustained level of funding in the operating

budget to support the work of the Stewards and to look at improvements to the access road.



Photo Credit:
[Bancroft Eagles Nest Park Facebook Page](#)

In 2018 the Stewards prepared a tourism market feasibility study to explore the opportunity to create unique tourism experiences by bundling local tourism assets and Eagles Nest Park in particular. The objective would be to support local tourism activities generally but also to develop saleable tourism experiences as a revenue generating opportunity for Park sustainability.

Bancroft Community Airport

The Bancroft Community Airport

Community airports can be easily taken for granted. In part it is because local airports **directly** impact a relatively small number of constituents, unlike primary care services, education and other transportation services. In part it reflects the general perception that local airports are really just the home base for those that can afford to fly without drawing a connection to the fact that the same facility can bring emergency services to the door step of the community or raise the profile of the community when attracting business and other investment. In part, for most citizens the airport has “always been there” and so there is no real understanding of the hard work and dedication that put it there so many years ago.

Chances are that this is the environment the Bancroft Community Airport exists and operates in. The airport was established in 1963 – 56 years ago coincident with the incorporation of the Bancroft Flying

Club. The Flying Club is a non-profit organization with a mandate to promote aviation and air transportation in the region. The Airport sees itself as a community asset and has attached the name “Bancroft Community Airport” to the facility even though there is no ownership relationship or direct operating assistance provided by the Town or any level of government.

The Bancroft Community Airport sits on a parcel of land with an area of approximately 78 acres. The Airport has a 2,400’ runway strip with a gravel surface and a modest air terminal building. One year ago the Bancroft Community Airport released a Highest and Best Use Land Use Study to guide the long range planning of the Airport.

On the heels of that report the Airport released the findings of a further examination of the airport if the constraint of existing property ownership was lifted – and how a redefined property boundary could reshape the Highest and Best Land Use Study recommendations.

The Highest and Best Use Land Use Study identified 2 limiting factors for increased aviation activity at the Airport: runway length (currently 2,400’) and the gravel surface treatment of the runway rather than asphalt.



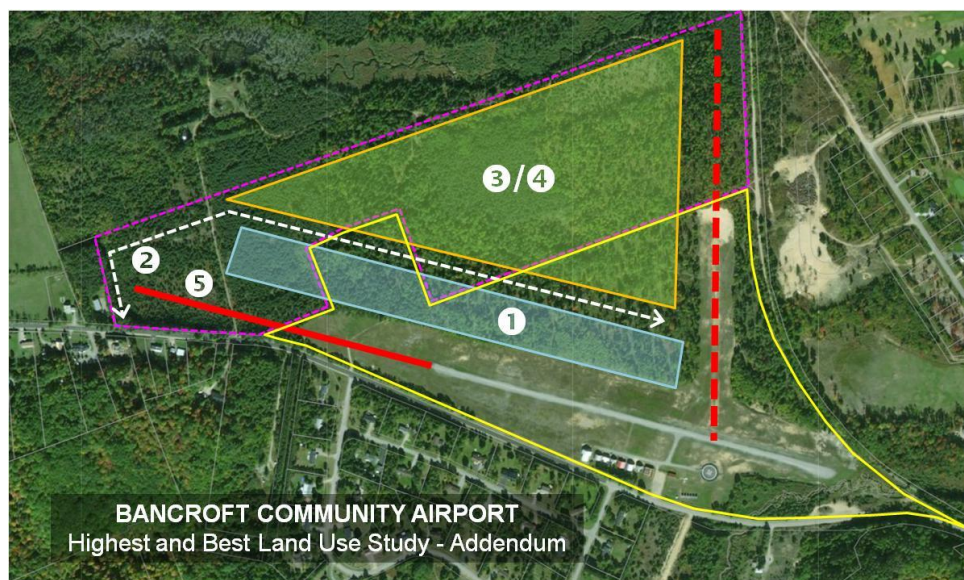
In an effort to bolster the sustainability of the airport where no government funding sources are currently provided, the Highest and Best Land Use Study looks at the airport asset in total with a view to driving new investment, growth and development opportunities that generate operating revenues for the airport.

The long-range land use vision includes the following elements:

1. Reserve the undeveloped north side of the runway for future General Aviation development (private hangars). The airport would offer ground leases but the hangars would be built and owned by others.
2. The introduction of a new access road to the undeveloped north side, possibly from the Bancroft Ridge subdivision.
3. Reservation of the undeveloped land between the Hastings Heritage Trail and the existing turf runway for seniors focused housing, employing a ground lease model.
4. Reservation of the balance of the property north of the future General Aviation Area for light industrial activities, particularly small storage units and outdoor storage, also based on a ground lease model.
5. A proposed addition of 600' to the south end of the runway to increase the total runway length to 3,000'.



Following the release of the Highest and Best Land Use Study the Airport evaluated the potential airfield improvements if the constraint of the existing property boundary was overcome.



With the inclusion of roughly 75 acres of private property immediately north of the current airport limits, the runway could be extended an additional 1,200' for a total runway length of 4,200'. The access road opening up the north side of the airfield could intersect with Chemaushgon Road west of the runway extension, avoiding the crossing of the Heritage Trail. With an expanded land base the future seniors housing would be moved west of the turf runway with the light industrial area to protect for a second runway of 2,400' where the turf runway currently sits.

The Highest and Best Land Use Study promotes a business model that seeks the financial participation of the Town of Bancroft in the ongoing sustainability of the Airport by reinvesting municipal tax revenues generated by the airport, particularly the new revenue generating activities envisioned by the Highest and Best Land Use Study.

There are some striking parallels between the current context of the Bancroft Community Airport and a decision point the City of Peterborough faced with its airport approximately 15 years ago, with some notable differences.

- The Peterborough Airport is owned and operated by the City of Peterborough. The Bancroft Airport is owned and operated by a non-profit organization.
- The Peterborough Airport lies just outside the City boundary but enjoys full municipal services. The Bancroft airport lies

within the Town limits and has partial services available.

- The City of Peterborough's population is 80,000 whereas the combined population of the municipalities in Peterborough County totals 60,000. The Town's permanent population is 4,000. The permanent population of the primary market including the Town is approximately 15,000.
- The City of Peterborough has been the traditional developer of serviced industrial property in the Peterborough market area. Bancroft has relied on the private sector to bring industrial property to market.

The City of Peterborough, in 2008, made a deliberate choice to transition the Peterborough Airport from a flying club to an economic driver. Based on the assessment of independent aviation experts and the growth promise of a key industrial employer already resident at the airport the City elected to expand the runway to support a Boeing 737 or equivalent aircraft and expand the serviced industrial land base at the airport. The decision was made to develop a "Working Airport" – an industrial park with an airfield. The business case was built on employment growth potential – not on a tenuous promise to be a home base for a regional air line, cargo service or scheduled carrier. The City nailed down the niche market the Peterborough Airport would fulfill and invested accordingly.

The level of investment required was significant - \$30 million in 2010/2011 of which \$14 M came from the federal/provincial infrastructure program, a further \$10 M in 2013/2014 of which \$5 M came from Seneca College and finally another \$5 M in 2016 supported by a \$1.0 M federal grant. The employment population of the airport in 2008 was 250. In 2019 it is 450. Seneca College's flagship flight training program alone contributes \$13 M annually into the regional economy.

The miracle of the Peterborough airport story was the political decision to make the investment in the interests of **regional** economic development. The investment was made in another municipality. The City elected to forgo investing infrastructure stimulus funding for City-based projects, even though there were other needs. To this day the tax revenues derived from the Airport's growth do not flow to the City.

The Bancroft Community Airport and the Town of Bancroft is at a cross road similar to that which faced the City of Peterborough and its Airport in 2008. What does the airport aspire to be and what is

the business case for making that investment?

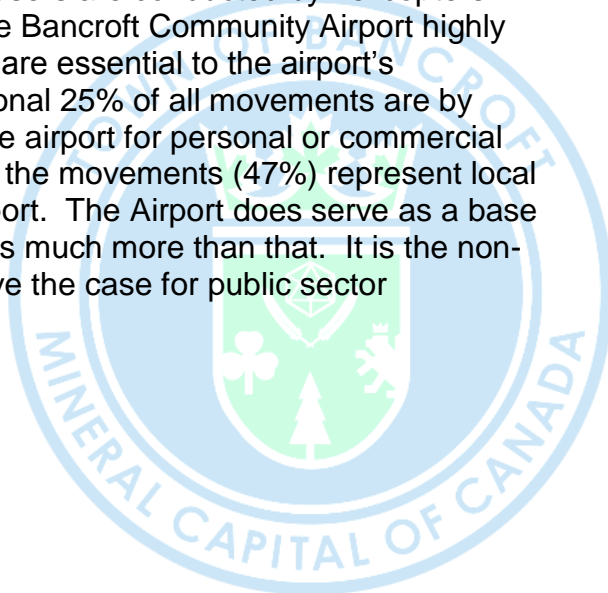
The Highest and Best Land Use Study certainly lays out a picture of what the airport aspires to be. The same study lays out some of the ways that revenue can be enhanced to reach that goal. What is not yet clear is the justification for the investment, such that public funds should be used to get the airport there.

A few other observations are made:

- The Town population of 4,000 relative to the primary market of 15,000 is small. When considering the aviation market potential in the region, the largest resource based employers and the higher end tourism destinations and lakefront properties lie outside of the Town of Bancroft. Public investment in the Airport needs to be embraced by the municipalities in North Hastings. It needs to be seen as a **regional** economic development tool. The County Official Plan states *“The airport represents an important transportation link within the North Hastings Market Area. The County recognizes the positive economic impact of the airport, as well as the airport’s overall contribution to improving the quality of life in the region.”* The County financially supported the development of the Highest and Best Land Use Plan. The County is a logical catalyst entity to bring the regional effort together. By policy, the County has committed to “make efforts to support the marketing and growth of the Airport” (OP policy 3.6.1).
- The proforma presented in the Highest and Best Land Use study appears to presume that all tax revenues collected by the Town are retained by the Town and thus are able to be reinvested in the Airport. The Town only realizes about 50% of a commercial/industrial tax bill and 70% of a residential tax bill. The proforma likely overstates the total tax generation as well as the Town’s share.
- The Town should do all it can to support the viability of the Bancroft Community Airport in its traditional areas of municipal responsibility. For example the Highest and Best Land Use Study recommends that the land use aspirations of the Airport be enshrined in the Town’s zoning by-law. The Town should do that. The Airport has identified a logical physical expansion opportunity that involves private lands. The Town can, as a consent granting authority assist in the expeditious transfer of property, especially where it can be seen as being

in the public interest. The Town can provide receipts when a property owner is willing to accept less than market value for a property donation.

- There is still the hard task of developing a realistic business case or justification for spending public funds on any expansion to the airfield. Provincial and Federal funders will demand a business case that is premised on more than the “build it and they will come” philosophy. For example, it has been suggested that Seneca College pilots in training would land in Bancroft if the runway was paved and if the runway was longer. That commitment must become more formalized than a statement. But the better question is what that increase in potential air activity means to the airport and the community. If Seneca is looking for landing or approach practice and planes do not refuel in Bancroft or planes are not serviced in Bancroft then there is limited financial benefit to the airport and community.
- As an unstaffed airport, detailed records of air movements and the user profile have been difficult statistics to compile; however, a concerted effort has been made in the past year to develop a data base. Understanding who uses the airport will be instrumental in developing a business case for infrastructure investment. On an annualized basis the airport sees approximately 650 aircraft movements (either a takeoff or landing). Of those movements over 28% or 185 are made by the Ministry of Natural Resources, Ornge Air Ambulance, Hydro One, Department of National Defence and the OPP. These users operate in the public interest and use the airport to fulfill their mandates across the region. Most of the movements from these users are conducted by helicopters. Access to fuel makes the Bancroft Community Airport highly attractive and fuel sales are essential to the airport’s sustainability. An additional 25% of all movements are by itinerant aircraft using the airport for personal or commercial reasons. Less than half the movements (47%) represent local aircraft based at the airport. The Airport does serve as a base for Bancroft pilots but it is much more than that. It is the non-local market that will drive the case for public sector investment.



***Bancroft Village Playhouse;
North Hastings Public Library;
Bancroft North Hastings Heritage Museum;
The Art Gallery of Bancroft;
A Place for the Arts;
Algonquin Arts Council.***

Cultural Assets

As evidenced through the preparation of the Municipal Cultural Plan approximately 10 years ago the Town of Bancroft enjoys a vibrant and highly engaged cultural sector. There are 6 organizations that also support a facility base that further contributes to the life of the sector and also allows a more casual cultural participant to connect to all that the cultural sector contributes to the well-being of Bancroft and area. These organizations are:

1. The Bancroft Village Playhouse (managed by Hospice North Hastings)
2. North Hastings Public Library
3. Bancroft North Hastings Heritage Museum
4. Bancroft Gem and Mineral Museum
5. The Art Gallery of Bancroft, and
6. A Place for the Arts

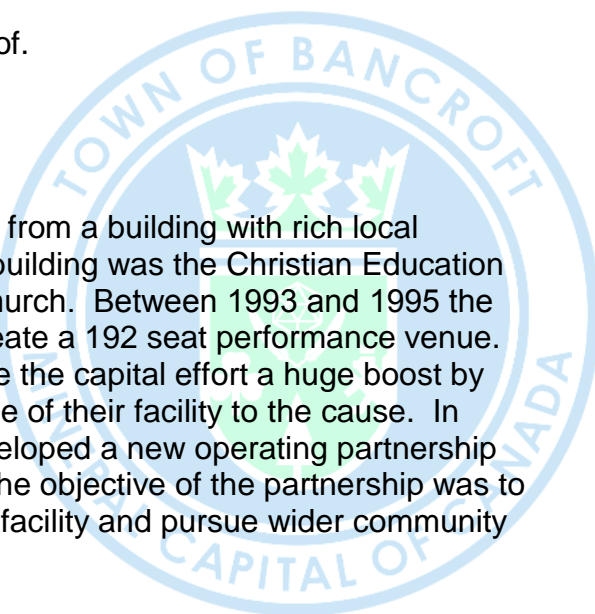
There is a 6th organization that does not directly operate a facility but rather serves as a coordinating body or umbrella organization within the arts community – The Algonquin Arts Council.

Culture is an essential component of quality of life. Individuals often make place of residence decisions based on the opportunity to fulfil cultural pursuits. As “life happens” people tend to become rooted in communities because the cultural expressions around them define what home feels like. Culture brings people back to the places they may have taken for granted. Culture can not be underestimated in its importance to economic development – not only for the real employment it represents but for the richness it adds to quality of life for all.

Bancroft has much to be proud of.

(a) The Village Playhouse

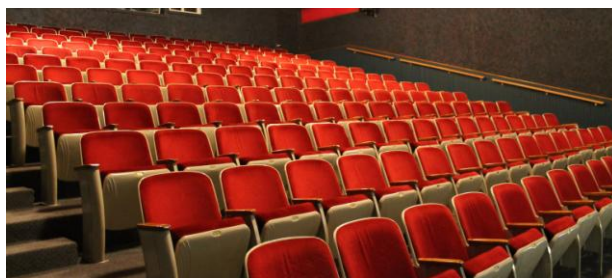
The Village Playhouse operates from a building with rich local history. In its previous use the building was the Christian Education Centre of St. Paul's Anglican Church. Between 1993 and 1995 the community came together to create a 192 seat performance venue. The Bancroft Theatre Guild gave the capital effort a huge boost by directing the proceeds of the sale of their facility to the cause. In 2015 the Village Playhouse developed a new operating partnership with Hospice North Hastings. The objective of the partnership was to expand the programming of the facility and pursue wider community



**The Village
Playhouse**
Photo Source:
Town of Bancroft

use. The result has provided a reciprocal benefit between the Playhouse's financial and physical asset sustainability, and the outreach activities of Hospice – "Caring through Culture".

The Town of Bancroft provides no annual funding to the Village Playhouse nor does the governance structure include municipal representation. The facility as well as the programming it hosts is a significant asset to Bancroft that comes without direct municipal financial support.



The challenge to move the Playhouse to a position of financial stability while at the same time investing in the physical asset so

that it continues to serve Bancroft's cultural needs may have unfortunately pushed its use by some traditional cultural organizations beyond their financial means. If the Town, at some point, is ready to make an annual contribution to the arts and cultural sector beyond its current levels, some municipalities use cultural grants to subsidize the user fees that cultural groups must pay to use local cultural facilities. For example, if a \$5,000 annual cultural grant is provided to a facility, such as the Playhouse, the Town can equate the grant to 12 facility rental fees. The Town can use some of those 12 dates for municipal purposes, such as a large public meeting, or provide those dates to cultural organizations. In this way the financial barrier is eased, the municipality invests in a practical way to support the cultural sector, and the Playhouse can count on a predictable revenue source.

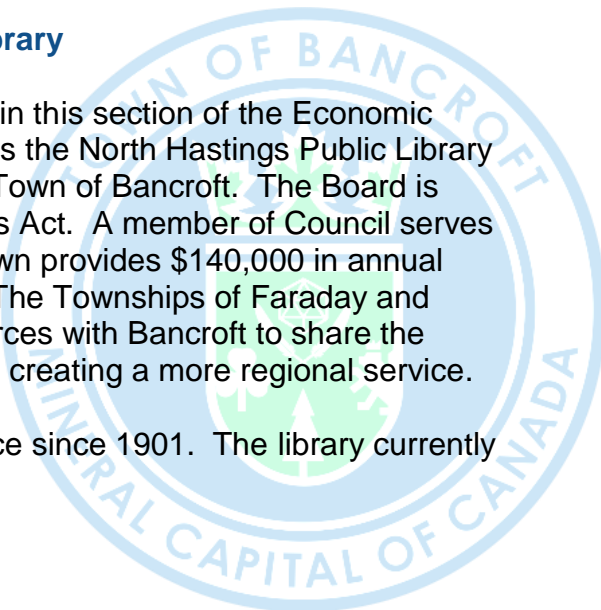


**North Hastings
Public Library**

(b) North Hastings Public Library

Of the cultural assets identified in this section of the Economic Development Strategic Plan, it is the North Hastings Public Library that is directly operated by the Town of Bancroft. The Board is governed by the Public Libraries Act. A member of Council serves on the library board and the Town provides \$140,000 in annual funding towards its operation. The Townships of Faraday and Limerick have elected to join forces with Bancroft to share the operating burden of the Library, creating a more regional service.

The library has been in existence since 1901. The library currently operates 5 days per week.



The current facility on Flint Street is, by the library's own web-site description, "accessibility challenged". The collection may be a source of community pride but the facility is far from appropriate as a public facility operating in 2019. There are several steps from the sidewalk to the front door. Once in the building's front doors there are additional steps to the main level. Similarly, there are multiple steps to a lower level children's collection. The first goal of the 2018-2020 Library Strategic Plan is to "re-imagine the library", including new space/location. This cannot happen soon enough.

The patrons of a community library tend to cross all ages and all economic sectors. A library is typically considered a core cultural service in any community. A modern library is replacing access to traditional print material by access to information in all of its forms. Libraries are reinventing themselves to maintain relevance in contemporary society.

Municipal governments should not invest in cultural amenities without careful and intentional thought. Such investments, if made strategically, can be transformational. Cultural facilities can become anchors to collections of community services or hubs. They can become anchors to commercial districts in an era when retail space gives way to on-line sales, larger format stores, and the like. The success of downtown Bancroft will be realized by expanding the permanent population of downtown and encouraging cultural and entertainment venues and new boutique retailers, to complement the existing retail base. Cultural amenities can be agents of change. Public investment in new cultural amenities demonstrates confidence. When the investment is made strategically it becomes a signal to the private sector that their investment in proximity will enjoy profile and cross-traffic.

Municipal governments are in the community-building business. Most often local government directs the private sector in that business. Building cultural and leisure spaces are moments when local governments can lead by example. Those moments do not happen very often so when the moment arises it is an opportunity to be bold, to set the tone for others, and to do what is best for the Town as a whole.

(c) Bancroft North Hastings Heritage Museum

The Bancroft North Hastings Heritage Museum was established in 1967 in celebration of the nation's Centennial year. The museum tells the stories of Bancroft and North Hastings through the



**Bancroft North
Hastings Heritage
Museum**

preservation and presentation of artifacts, culture and local history. It celebrates the history of the indigenous community and early immigrant families as well as the region's economic foundations of lumbering, milling, mining and farming.

The museum appears to be enjoying a season of significant progress. Quality leadership is important to all organizations but even more so in an organization led by committed volunteers. The Town of Bancroft provides approximately \$25,000 in annual financial support to the museum. The museum Board reports directly to council and a member of Council sits on the Board. The Town owns the museum, the site and the collection.

The museum is located in the heart of the "civic" precinct. It shares proximity to the Town's municipal offices but on the south side of the Hastings Heritage Trail, with Riverside Park and Post Office. The mix of uses in the vicinity gives the museum ongoing profile and there is a synergy among the activities. While the boundary of the Town-owned site is fixed, the museum's use within the site has expansion potential.



The museum has enjoyed a recent resurgence in its vision, its leadership team and its relationship to the broader community. The museum has elected to become a 12-month operation as

opposed to a summer only experience. 2019 will be the first operating year under its full-year operation aspirations.

The museum visitation plan includes a greater outreach to the schools of North Hastings and the curriculum is currently being developed for that purpose. If successful the museum will quickly outgrow the current gallery space and may need to create some flexible non-gallery space for education and archival purposes. Some community museums have created free-standing pavilion buildings as outdoor venues. In a park setting the pavilion becomes available for community rental when not required for museum programming. At the Peterborough Museum and Archives the timbers of the City's



**Heritage Pavilion
Peterborough
Museum and
Archives**

*Photo Source:
MyKawartha.com*

original Methodist Church were re-purposed for this very purpose.

Given the increasing significance of the Bancroft North Hastings Heritage Museum in the cultural landscape the Town is encouraged to “hold” the land base in the vicinity of the museum for the growing purposes of the museum. Finally, while it is the objective of the Museum to continue on a path to financial self-sufficiency, in practical terms that is unlikely to happen. While the Town has been a consistent annual funder of the museum its immediate future will succeed or fail based on the success of museum grant-writers. This can be a tenuous position for the Museum, especially as it attempts to transition to a more relevant, 12 month operation.

The Bancroft Gem and Mineral Museum

(d) The Bancroft Gem and Mineral Museum

The Bancroft Gem and Mineral Museum opened in its present location at the renovated historic Railway Station in July of 2013. The museum is co-located with the Town of Bancroft Municipal Office. This shared site permits extended public access to the museum collection during the operating hours of the municipal office.

The museum primarily features the mineral diversity of the area and the mining and mineral exploration roots of the regional economy.

The journey to the creation of the current Gem and Mineral Museum is a story of relentless dedication by many individuals who shared a vision for what could be. As is often the case, the creation of cultural venues is often driven by the philanthropy of key citizens and the museum exists today largely because of that generosity.

Minerals under ultra-violet light at the Bancroft Gem and Mineral Museum



The museum displays the owned collection of the Bancroft Gem and Mineral Club and also features private collections as temporary exhibits. The quality of collection presentation is outstanding however it is presently a static display and would

benefit from interactive content. A collector would completely understand the significance of the collection. A casual visitor would benefit from stories of the region’s mineral legacy. The Gem and

Mineral Club continues to add new specimens and upgrade exhibits. The display of florescent minerals is particularly striking.

The Bancroft Gem and Mineral Museum and the Bancroft North Hastings Heritage Museum are located steps away from each other. This is conducive to promoting cross traffic. As a general observation a relatively large portion of limited gallery space in the Heritage Museum is devoted to a mineral display. There are empty display cases in the Gem and Mineral Museum. Perhaps there is a collegial opportunity for the Heritage Museum to loan its mineral exhibit to the Mineral Museum. This would add to the specialized experience of the Mineral Museum and allow the Heritage Museum to bring more of its diverse collection to public view.

In addition, paid admission fees do not likely represent a significant proportion of the total revenues of either museum. Both museums should explore the benefits to both venues and the visitor experience to having a single reasonably-priced admission for both museums. Proximity makes this possible.



(e) The Art Gallery of Bancroft

The Art Gallery of Bancroft is a public, not-for-profit gallery. The gallery is operated by volunteers and financed through private donations, local sponsorship and fundraising activities. The gallery is located on Flint Street in the heart of downtown. It is within a short walking distance of the Village Playhouse and A Place for the Arts. Together these facilities create the foundations of an



Arts precinct in the downtown in much the same way as the collection of public use, open space and cultural attractions create a civic precinct on Station Street.

The Art Gallery operates an on-site retail store featuring work from the area's artists and artisans. The Gallery also offers workshops to encourage those with artistic aspirations to advance their skills. The gallery has a permanent collection and features special exhibitions, typically changing on a monthly basis. The Art Gallery of Bancroft is



A Place for the Arts



The Algonquin Arts Council

a community based cultural asset. It receives no operating funding from any level of government.

(f) A Place for the Arts

A Place for the Arts is an artist's collective featuring the work of visual and performance artists of north Hastings. The collective operates a gallery and retail store in downtown Bancroft staffed by volunteers and the artists themselves.



A Place for the Arts offers studio space for its members. Exhibition memberships allow artists to place their work in the gallery shop. This gallery gives evidence to the diverse talents of local artists and the entrepreneurial spirit of arts community. These are the venues that animate and contribute to the vitality of downtown. As has been already acknowledged, the success of downtown

Bancroft will be realized in part by encouraging cultural and entertainment venues to complement the existing retail base.

(g) The Algonquin Arts Council

The Algonquin Arts Council was established in 1978 by a group of citizens determined to introduce local arts events on a more frequent basis. Some organizations express mandates or vision statements. The Algonquin Arts Council has made theirs a promise – “The AAC strives to contribute to the cultural life of the community by recognizing and supporting the local artists and cultural groups working within it.”

The Algonquin Arts Council is a not-for-profit charitable organization. The Council represents a number of contributing member arts groups and each such organization enjoys a seat with the Board of Directors. The Board provides a forum for the exchange of ideas and facilitates communication between artists and the community at large.

The Town of Bancroft provides approximately \$500 of support annually to the work of the Algonquin Arts Council. Other municipalities in north Hastings also provide annual contributions of various amounts. Combined the public sector funding partners allow the Arts Council to demonstrate local support in their pursuit of new grant and fundraising opportunities.

As groups under the AAC umbrella mature or wish to seek their own status as charitable organizations they can no longer be represented by the AAC. The Art Gallery of Bancroft and The Village Playhouse are 2 examples of cultural organizations that are no longer under the AAC umbrella. While it is always healthy for groups to achieve a level of independence the unfortunate consequence is that the AAC cannot represent a unified voice of the Arts sector.

Municipal Property Assets

Municipal Property Assets

Over time a municipality acquires property. Some property is earmarked for specific municipal purposes, such as a future road, a utility installation or parkland. Some property comes to the municipality through the land development process, such as land designated for storm water management purposes or low-lying property with natural hazard constraints, such as flood prone lands or wetlands. Property may be gifted to a municipality through the benevolence of citizens who simply wish to place a property in the public trust for others to enjoy.

There are times though when a municipality simply acquires property as a leap of faith, believing that the land will serve a strategic municipal purpose someday. Strategic acquisitions may not always produce short-term results; however, if the long view is taken, municipal land often becomes a catalyst for change producing community benefits well surpassing the initial cost of acquisition.

Some municipalities specifically secure employment lands because the private sector may not find a business case to be in the industrial development game in that market. Another municipality may place a focus on the acquisition of water front lands as an economic development strategy to return the shorelines to public use. The public's desire for recreational trails may be another cause for acquisition. Some municipalities choose to acquire downtown property to build a public parking land supply or hold the property until the right development proposal comes forward.

Generally speaking a municipality can't go wrong by acquiring land, particularly if the acquisition is not simply viewed as a real estate transaction but rather an investment in the community's future.

The Town of Bancroft owns many large parcels of land that have become cherished public spaces by the citizen's of the community. Eagles Nest Park, Millennium Park, Riverside Park, Vance Farm

Park and the Hastings Heritage Trail are examples. These spaces are deemed untouchable – rather when the opportunity arises it is a good thing to consider the acquisition of adjoining parcels to expand and protect these public spaces.

Bancroft has at least 4 municipal properties that should be viewed as strategic assets. As strategic assets they should be viewed for what they can be and therefore there is justification for letting go.

***Municipal Parking
Lot at the South-
West corner of
Flint Ave and
Hastings Street N.***



The Hastings Street North and Flint Avenue property is currently a parking lot and seasonal vending location. The property at 0.34 acres is relatively small but situated at a prime corner in the heart of downtown. The property is well-suited for redevelopment.

The Town has already passed a resolution declaring the property surplus to municipal requirements. The property's C1 zoning permits a wide range of commercial uses but surprisingly only permits residential use if accessory to the commercial use. Development that preserves the ground floor for commercial and cultural uses would be important however the upper floors would make an ideal location for residential uses. A quick review of the property suggests that a building floor plate of 6,000 sq ft positioned at the intersection would leave room for approximately 18 parking spaces.

***Former Municipal
Office on Flint
Avenue***

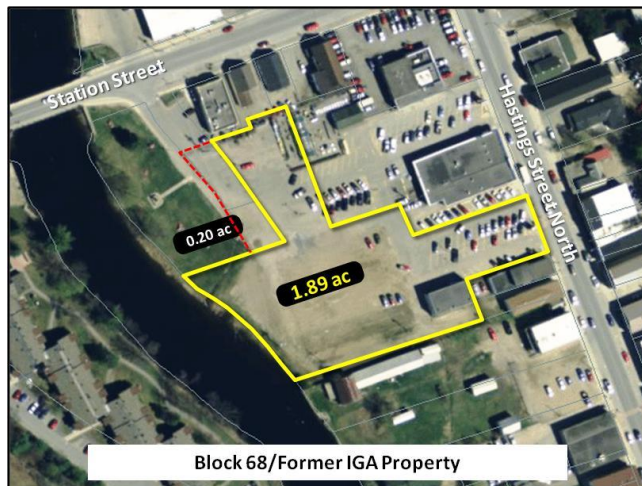


The former municipal office on Flint Avenue is also 0.34 acres in size however it is substantially occupied by a single story building. There are presently 10 parking spaces at the back of the building and 4 or 5 along Flint Avenue using the driveways formerly used to

***“Block 68” The
Former IGA Food
Store site in the
Downtown***

access service bays within the building. The site sits beside the former Bancroft Public School which will be redeveloped for multiple unit residential purposes. The site also sits in a transition area between the commercial uses of the downtown. As such the reuse of the property is well-suited for residential, commercial or mixed uses. The existing building can be re-purposed but not likely expanded.

This property holds a rather contentious local history. It was



acquired by the Town shortly after the conclusion of the Building Bancroft project given its strategic importance to the implementation of that initiative. The price paid was steep for the local market but more so given the building on the site was not worthy of saving. However,

the property was not acquired for the building but for the contribution the property could make to Bancroft's vision for the downtown.

The site is large for a downtown Bancroft property at 1.89 acres. There is a municipally owned road allowance accessing Station Street, a portion of which could be easily closed to increase the site area to 2.09 acres and improve the site geometry overall. The site also accesses Hastings Street. It is presently a parking lot at the Hastings Street frontage and a general free for all on the balance of the site. The Town owns a 2 storey commercial building tucked into the south east corner of the site.

The property enjoys excellent York River exposure. Any re-use of the site should preserve a generous public open space corridor along the river's edge to ensure the long-anticipated board walk and the cenotaph sites are knit together. Given the proximity of the York River and the recent evidence of seasonal flooding risk any development of the property will require the buildings to be flood-proofed by ensuring building openings are above the established flood elevation in this reach of the York River. Flood proofing can be achieved by placing fill under the proposed building locations. This would also be a moment for the Town to go further and plan for flood risk reduction on other properties through a more comprehensive

solution.

The site should be regarded as a jewel rather than a millstone. The right development on this site could be transformative for the Downtown community and buoy the spirits of everyone who has struggled with the burden of carrying this purchase. Therefore the value of the site is not what it can be sold for but rather what value added it brings to Bancroft year after year. The site should not be regarded as a prime retail site because it is not and Bancroft does not need more retail space as much as it needs activity, a statement of confidence, and an investment that helps Bancroft turn the page. A quality multi-story residential building, a key piece of hospitality infrastructure such as a hotel and restaurant, a cultural or recreational amenity of regional significance is what this site should aspire to be.

The Cleak Avenue Parking Lot

The Cleak Avenue parking lot assembly is centrally located in the Downtown.

The Hastings Street frontage of the site is quite small at roughly 40 feet. In addition, the frontage appears to be encumbered by a right-of-way in favour of an adjoining property. This effectively pushes the



bulk of the parking supply available past the mid point of the block. As such it begins to lose its appeal as a short-term parking lot where convenience is paramount and turnover is high. Several properties within the block currently rely on access through the

site to back service areas. It is unlikely that the properties have legal rights to access but over time a sense of right might have been established and therefore it is likely in the interests of the municipality to be respectful of traditional use provided it does not unduly compromise the use of the site. In any re-use scenario it would be advantageous to retain at least some public parking within the site.

Given the challenges with exposure the site is not a candidate for retail use. The site really is positioned at the interface of the commercial core and the residential neighbourhood immediately

**Understanding
Bancroft's
Development
Readiness**



east. The wooded hillside within the property may not be well suited for traditional downtown uses but it does begin to soften the eastern edge of the property opening up redevelopment possibilities including residential.

Development Readiness

With a new Official Plan in effect, going forward development in Bancroft will be required to comply with the policy framework established in the Plan. The Bancroft Urban Community Secondary Plan, which forms part of the Official Plan, has assigned significant growth opportunity to Bancroft. The Plan however expects much of that growth and this expectation will require the Town to make some strategic decisions for growth to happen.

The Official Plan expects that new Residential development will only occur on municipal water **and** sewer services. The exception to this policy occurs if the property is currently approved and/or zoned for private or partial services. With the obligation for the Town to bring its zoning by-law into conformity with the new Official Plan over the next 2 years Council may be required to revisit the existing zoning permissions on some properties where fully serviced development is both practical and desirable.

This same “fully serviced” obligation applies to the Urban Employment Land Use Designation, a much smaller land use category than residential, but important to the long term economic health of the Town.

The Urban Commercial-Industrial Land Use Designation does not specifically obligate the Town to permit development only on full services but the Plan states that the designation recognizes lands where municipal services are generally available. Fully serviced development therefore should be expected.

In reality the availability of full municipal services is what sets Bancroft apart from its municipal neighbours. It is also what the investment community wants when Bancroft is under consideration.

In the short time that this Economic Development Strategic Plan has been in preparation Town staff have been asked to identify site options for a large hospitality use, a beverage processing plant and a lifestyle seniors residential complex. Each investor identified the availability of full municipal services as a “must-have”. In this same period the Town has also approved a downtown site for 108 units - a

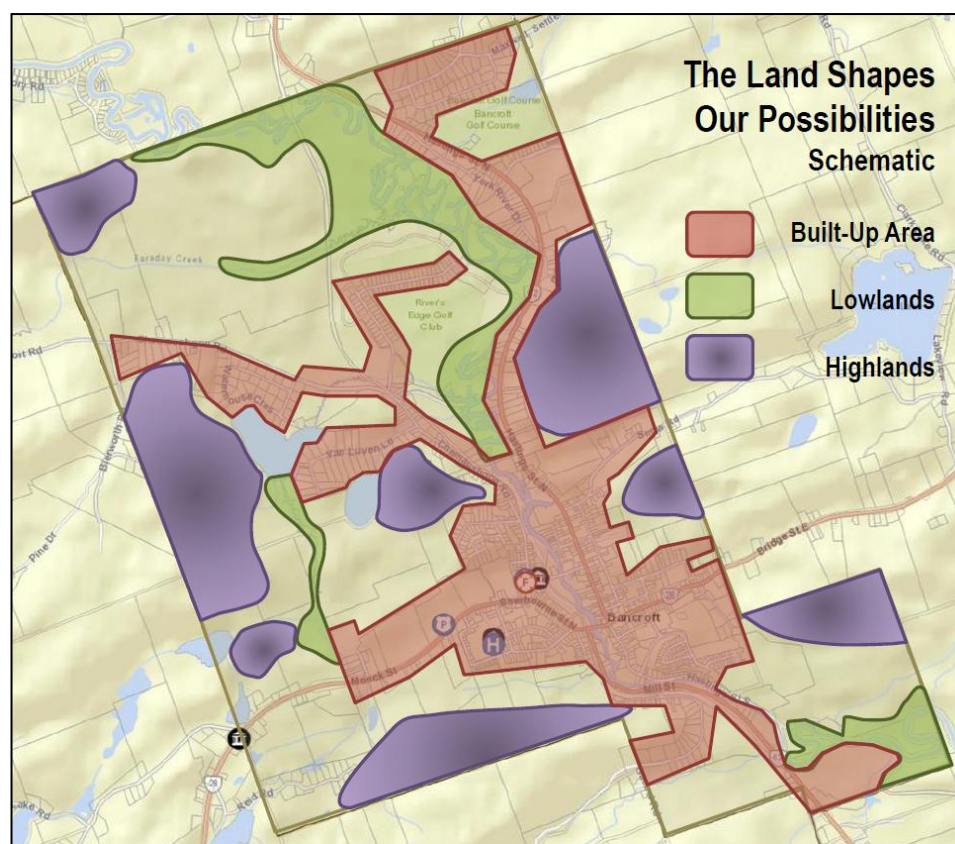
scale of development that could never have been realized on partial services. In summary, the fully serviced obligation may initially be regarded as a burden; however, it is both required by policy and expected by the investment community.

Given the foregoing context it is constructive to assess the readiness of the Town of Bancroft to accommodate growth as contemplated by the new County Official Plan.

The Land Shapes Future Possibilities:

The Town is blessed with a scenic landscape of dramatic hills, rock outcrops and a meandering river system. The Town is similarly constrained by those same natural features. The land and its natural shapes determine the shape of things to come.

Figure 1:
The Land Shapes
Our Possibilities



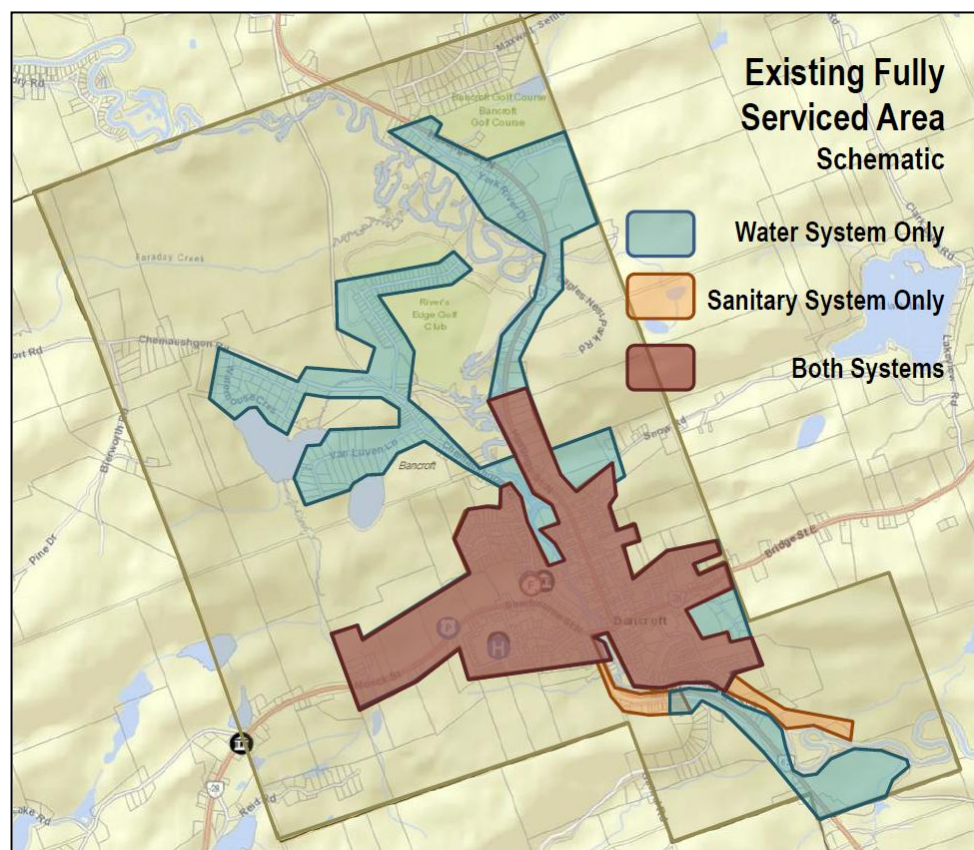
It is challenging for the Town to develop in an orderly radial pattern because the edge of growth is often forced to jump over severe slopes or exposed bedrock. Flat land is at a premium. Maintaining a reasonable cost of municipal water and sewer services can be at odds with a geography that creates gaps of unusable land.

At a schematic level of detail Figure 1 depicts the existing built up area together with the lowlands and highlands that will determine the shape of Bancroft over time. The uncoloured spaces represent the lands that may be proven suitable for development purposes provided that development can meet the “fully serviced” test of the Official Plan.

Understanding Where Municipal Services Are:

The Town’s water distribution system is considerably more extensive than the sanitary collection system. The sanitary collection system generally reflects the established urban boundary of the Town approximately 20-25 years ago. The water service reaches beyond the sanitary system to capture the Van Luven Lane, Waterhouse and Bancroft Ridge subdivisions. The water system also extends north on Hastings street past Home Hardware providing service to York River Drive and the commercial development lands south of the Bancroft Golf Course. Lastly there is a long service extension running south of the Town on Highway 62 as far as Rona Building Centre.

Figure 2:
Existing Fully
Serviced Area



On one hand having municipal water already available would seem to be an advantage to the goal of full services; however, as these lands are already largely developed there is limited financial incentive to provide a sanitary service to these same areas. The lot patterns are overly generous for an economical introduction of a sanitary sewer. In addition the property owners have already paid for their private solutions. In reality then the partially serviced areas become a further constraint to future growth patterns.

Figure 2 depicts the extent of the water distribution and sanitary collection systems serving the Town. The dark red tone represents the area where both systems overlap and is therefore the fully serviced area of the Town. A close examination of the fully serviced area reveals very little undeveloped inventory except for the deeper parcels along Highway 28 entering the Town. These sites are envisioned to be commercial and/or industrial in the Official Plan.

The Short-term Opportunities:

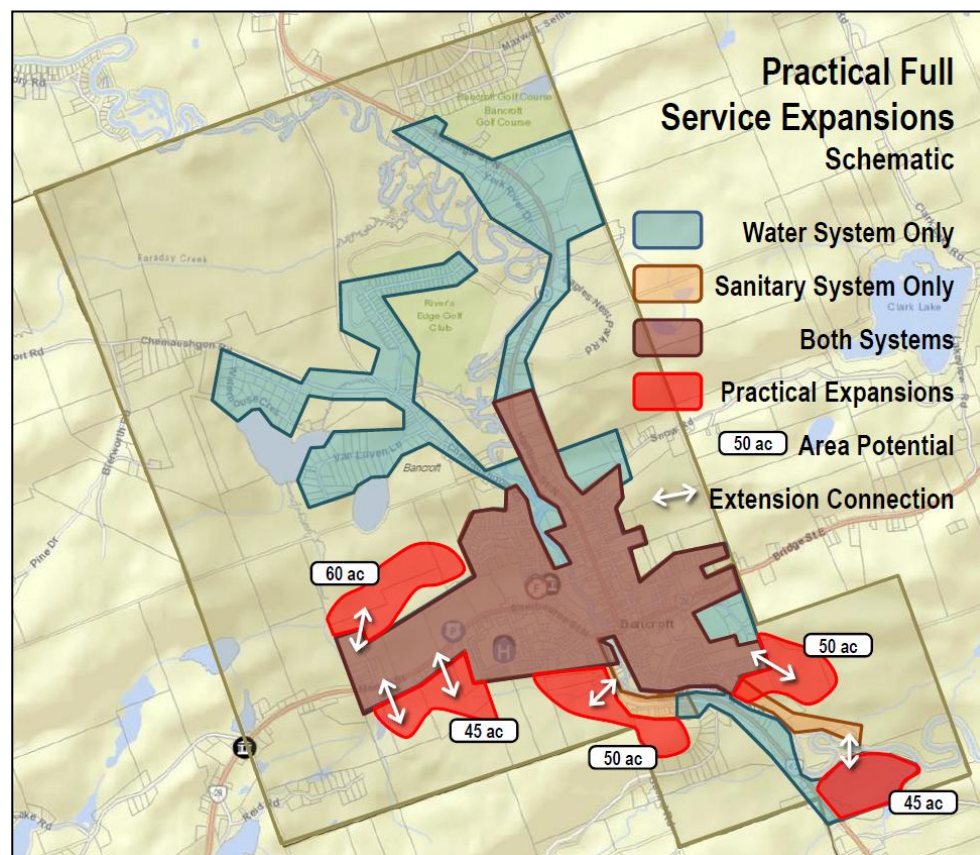
The fully serviced edge of the Town of Bancroft becomes the starting point for the short-term development opportunities. As both services are in close proximity, the extension of both into undeveloped areas becomes quite practical. As a result the Town will need to find creative ways to make things happen as this is the short-term future in a fully-serviced world.

Figure 3 depicts in red 5 areas of practical expansion opportunity with an estimate of the land area for each. The arrows depict likely connection points to existing services however, in most cases there are many such options.

Two areas merit further explanation. The 60 acre assembly at the north end of Valleyview Drive is envisioned in the Official Plan to be more or less split in land use with the west half Industrial/Commercial and the east half Residential. Due to topography the entire 60 acres will likely need to gain service connections to Valleyview Drive. From an access point of view there appear to options to access the residential half from the Foresthill neighbourhood and the Industrial from Valleyview Drive.

The 45 acre assembly at the south end of Town is already serviced by municipal water. A short sanitary sewer connection across the York River will access the Waste Water Treatment Plant.

Figure 3:
Practical Full
Service
Expansions



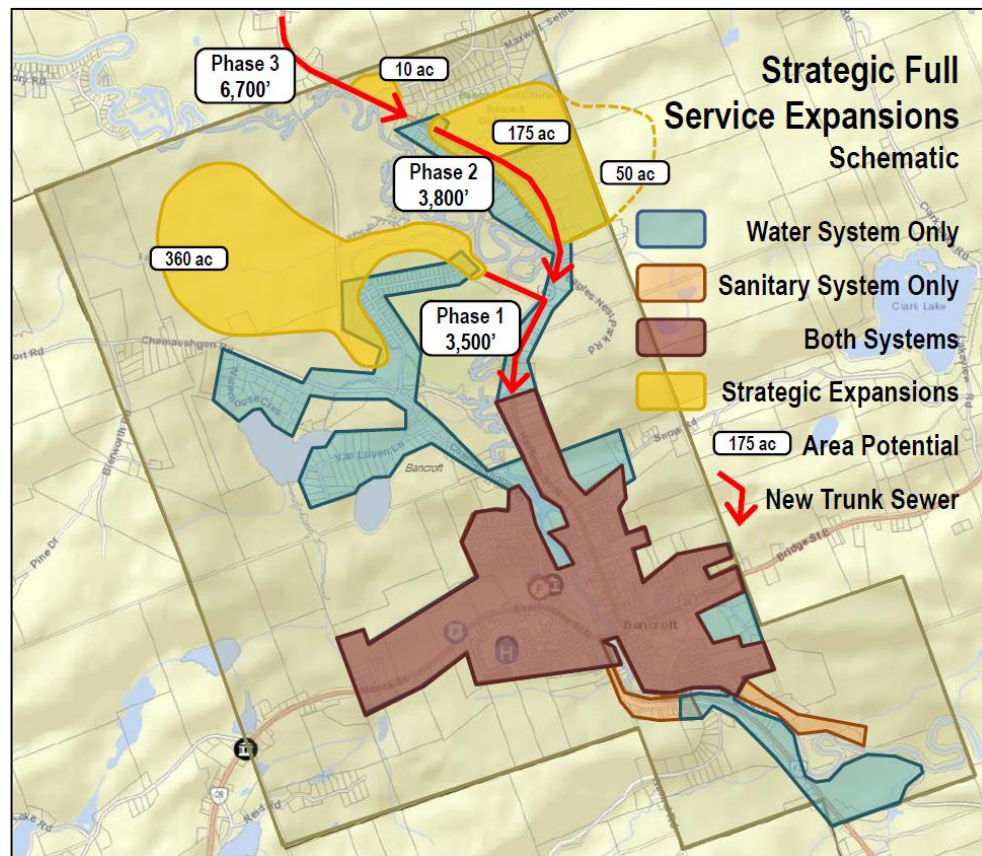
Strategic Full Service Expansions for Long-Term Success:

Given that Bancroft will always have its Lowlands and Highlands impacting the form of urban development and the economic disincentive of trying to retrofit parts of the Town on partial services the Town will be best served making strategic decisions around full service expansions. Figure 4 depicts a strategic view and not necessarily an easy view.

The yellow land assemblies schematically depict the limits of future growth possibilities by making a deliberate choice to phase the extension of a trunk sanitary sewer north on Highway 62 beyond Home Hardware. The exhibit also identifies the land area served by the service extension and the approximate phases.

Another stage of the Bancroft Ridge development is currently in the planning approvals stage. The proponent is proposing to develop approximately 110 units on septic systems. The development has already gained the ability to proceed on partial services and

**Figure 4:
Strategic Full
Service
Expansions**



There is a further phase of development that is not part of the current planning process. West of the Hasting Heritage Trail corridor and north of the Bancroft Community Airport airfield is a large tract of land with a topographic pattern conducive to development long-term. Its elevation is similar to the Bancroft Ridge and Waterhouse subdivisions lending itself to a water system expansion based on gravity flow. If carefully engineered the lands should find a common sanitary sewer outlet through the Bancroft Ridge subdivision to Hastings Street North.

Fully serviced development is simply a responsible way to use urban land. Development densities can increase significantly allowing Bancroft to grow from within and not just outward.

Extending the trunk sewer up Hastings Street and crossing the York River to the edge of development in Bancroft Ridge represents 3,500 feet of sewer. 110 units in Bancroft Ridge at \$8,000 per private

septic tank and tile bed represents a conservative investment of \$880,000 for 110 private solutions and a significant share of the total cost to put a trunk sewer at the development's door step. To miss the opportunity now means that a full service outcome for the last phase of Bancroft Ridge, the lands to the west and the airport will be out-of-reach.

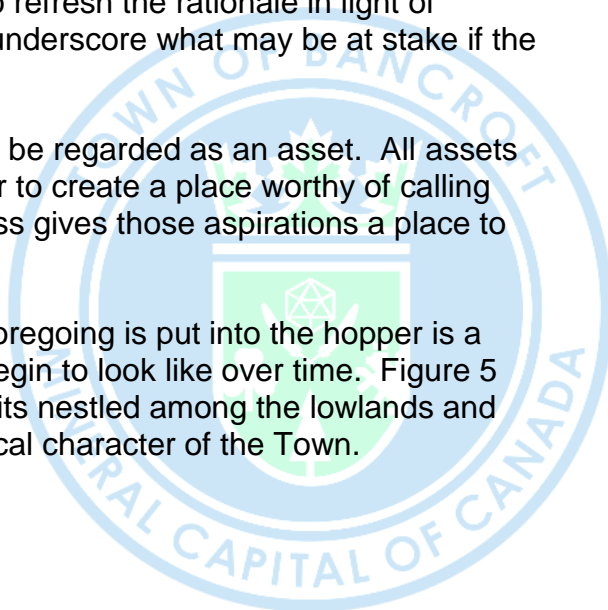
Phase 2 representing approximately 3,800 feet of trunk sewer extends the Hastings Street trunk to the north limit of the Bancroft Golf Course. Since municipal water is already available the sewer completes the full service intention of the Official Plan. More importantly it also responds to investor expectations when looking at the Town of Bancroft. Phase 2 would also service the Bancroft Golf Course, arguably one of the best land development opportunities within the Town. While the current limits of Bancroft's urban ward contain the development potential at 175 acres, an additional 50 acres to the east are available for future considerations. Phase 2 anticipates that the west side of Hastings Street becomes fully serviced also.

Phase 3 represents an opportunity worth consideration. The service extension referenced on Exhibit 4 of 6,700 feet includes 2,200 feet within the Town and 4,500 feet from the Town boundary to Y Road. Bancroft has uncommitted reserve capacity at the water and waste water treatment plants to consider an allocation to the Bird's Creek area should neighbouring municipalities pursue a mutually beneficial cooperation agreement.

Phasing of the infrastructure costs allows the cost burden to be offset by assessment gains. The sewer extension is not a new idea for the Town; rather it has been a project years in the making. The objective of bringing it forward again is to refresh the rationale in light of current land use policy and to underscore what may be at stake if the initiative does not proceed.

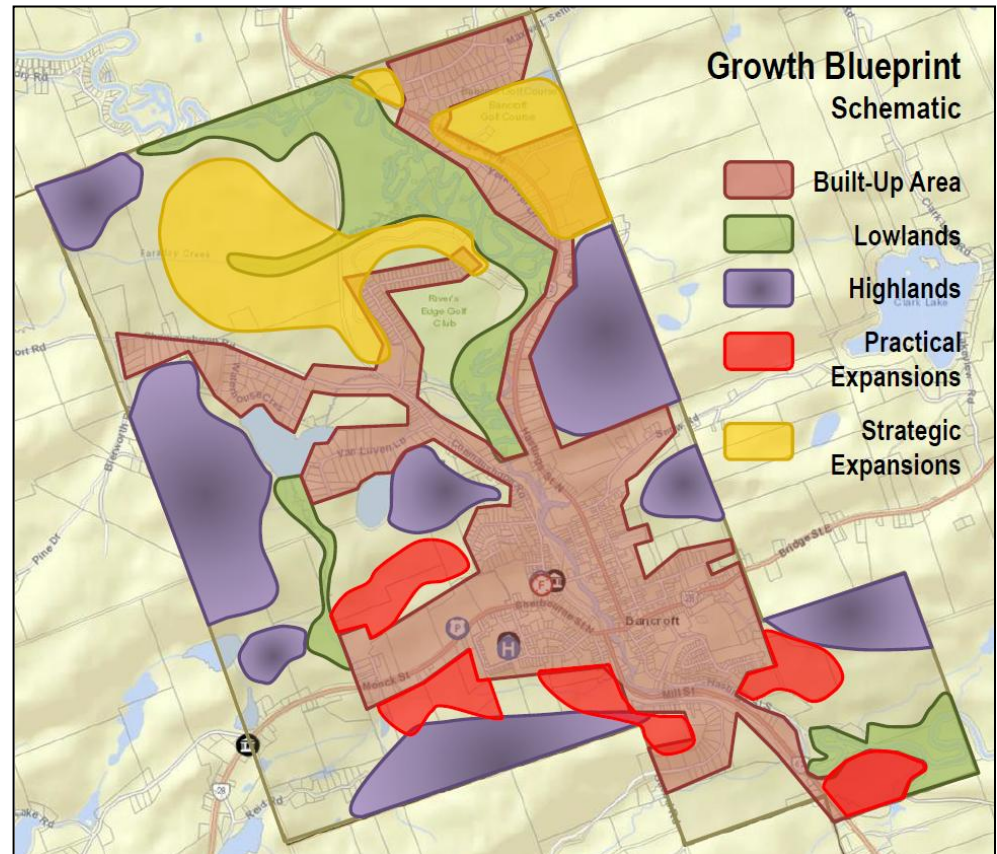
Development readiness should be regarded as an asset. All assets of the community work together to create a place worthy of calling "home". Development readiness gives those aspirations a place to land.

What remains when all of the foregoing is put into the hopper is a picture of what Bancroft may begin to look like over time. Figure 5 depicts the existing built-up limits nestled among the lowlands and highlands that define the physical character of the Town.



Superimposed over the natural fabric are the areas of practical urban expansion and those that may arise through strategic investments in infrastructure.

Figure 5:
Growth Blueprint



In that regard Figure 5 is a high-level growth blueprint and a reminder that the grand size of the urban ward should not be taken for granted. Bancroft will need to manage its urban land base wisely.



Section 5

Understanding the Way Forward – The Plan

The planning horizon of this Economic Development Strategic Plan is considered to be 5 years, 2020 to 2024 inclusive. The focus of the Plan is on initiatives that are within Bancroft's control to deliver, following the Plan's fundamental principle ***"Making Your Future"***. The Plan includes initiatives that address the way the municipality delivers its core services, the message the Town needs to send to the investment community and its citizens, and initiatives that signal hope and renewal.

The Town established, at the outset of the planning process, that the Economic Development Strategic Plan should not be constrained by traditional economic metrics like job creation and value of building permits. Rather, the Plan should consider quality of life initiatives where those initiatives also address how local citizens have defined what community success looks like.

The objective of an Economic Development Strategic Plan is to give focus to organizational and community energy. If the plan ultimately fails to improve the position of the community it has not done its job.

The Town of Bancroft, led by Council and the Senior Administrative Team, enters the planning horizon of this Economic Development Strategic Plan with solidarity of purpose to lead a renewed Bancroft. This has been evident throughout 2019 – not only in the feedback of Council collectively throughout the phases of this study but in Council's approach to decision making.

Council recognizes that the Town needs to be more competitive in its tax structure and utility costs but also knows that financial prudence is the short-term pain for long-term gain. The Town's answer to cost pressures and the restoration of that competitive edge is to increase revenues. That is achieved by growing the tax base through new investment and connecting new users to the Town's urban services. This Plan takes up that challenge. In fact, it is the core driver behind the recommendations of the Plan.

The Strategic Plan's recommendations deliberately avoid the

temptation to create a wish-list of “nice-to-haves” for a number of reasons:

- Most “nice-to-haves” are capital projects requiring expenditures that are beyond the Town’s ability to finance in this planning horizon. The Town does not need to be spending capital on “stuff” as much as it needs to be enhancing revenues so that the “stuff” can be justified.
- Everyone has a special project that they see as being important. Why raise community expectations that a long list of projects are part of the Plan if doing so leads to yet another disappointing outcome if they are beyond the practical means of the Town, at this time.
- The Town has already developed a very impressive list of solid endeavours to pursue as detailed in a number of very thoughtful and relevant studies. These studies simply need to be taken off the shelf, allow fresh eyes to breathe new life into them, and the important initiatives find their way into the capital budget forecast of the Town. Sections 3 and 4 of the Plan identify the studies and the matters that remain relevant and worthy of pursuit.

Often Strategic Plans recommend large projects to create **new tools** for economic development such as a large tourism venue, a conference centre, or a small business incubator. The idea is to stimulate economic activity on the assumption that the citizens will ultimately benefit. This Strategic Plan switches things up a bit. Bancroft is due to reward its citizens, as the first priority. Certain initiatives of the Strategic Plan are intended to promote the every day quality of life for Bancroft residents on the basis that a healthy complement of community services that everyone directly benefits from will create a community that others will aspire to be part of and thus economic development happens from within.

Even though the planning horizon of the plan is 5 years there is still merit in assigning a sense of priority to the recommendations. For simplicity the High Priority initiatives should be commenced in the next 2 years (2020/21). The other recommendations should be commenced during the 5 year planning horizon. Some initiatives do not have a simple start and end date because they speak to a style of business or an attitude that is transformational and becomes what Bancroft is known for, as opposed to what Bancroft has.

Theme

**Recommendation
No. 1**
*Rescue senior staff
from the Tyranny
of the Urgent*

BUSINESS CULTURE READINESS

Context	An organization that is focused on the “day to day” or “just in time” has little organizational capacity to “think”. When consumed by process it becomes challenging to seize opportunity even when it is staring at you.
Action	<p>The Town should assess its processes (particularly those that feed the council/committee cycle) to make sure the benefits are commensurate with the efforts. For example, in the corporate structure the Director of Corporate Services is the face of the organization to investors and community partners. The Director’s job description should prioritize product over process so that this position has more creative time to lead the Town’s economic development efforts.</p> <p>The Administrative team is small in number with each member carrying a wide portfolio. All positions would benefit from a key responsibilities review to ensure that the Corporation has time for strategic thinking.</p>
Champion	Council
Who Else?	Senior Administrative Team
Priority	High Priority

**Recommendation
No. 2**
*Adopt a refreshed
vision of Public
Service*

Context	During the preparation of the Economic Development Strategic Plan the administrative team has welcomed fresh perspectives to solve problems and work with the development community. Staff have been receptive to finding new ways to respond to old challenges.
Action	<p>It is recommended that the Town empower staff to pursue the following approaches to public service:</p> <ul style="list-style-type: none"> • Be principled but be practical. • Be proactive in the public interest. <p>“Be principled but be practical” really requires staff to be helpful and solutions-focused. Municipal leadership at the administrative level can use the</p>

legislative and governance processes as a rule book (what you can't do) or as a play book (what you can do).

“Be proactive in the public interest” is a reminder that when staff are acting in the public interest it is OK to be proactive, to take actions that may not be normal business practice, to lead and not follow.

On staff's recommendation Council processed a major residential development application with an accelerated planning process, Council adopted a creative way to use the CIP program to provide tax relief, and Council agreed to initiate a review of the industrial zoning districts of the Zoning By-law when opportunity was found lacking. These are examples of being proactive in the public interest.

Champion	Council
Who Else?	Senior Administrative Team
Priority	High Priority

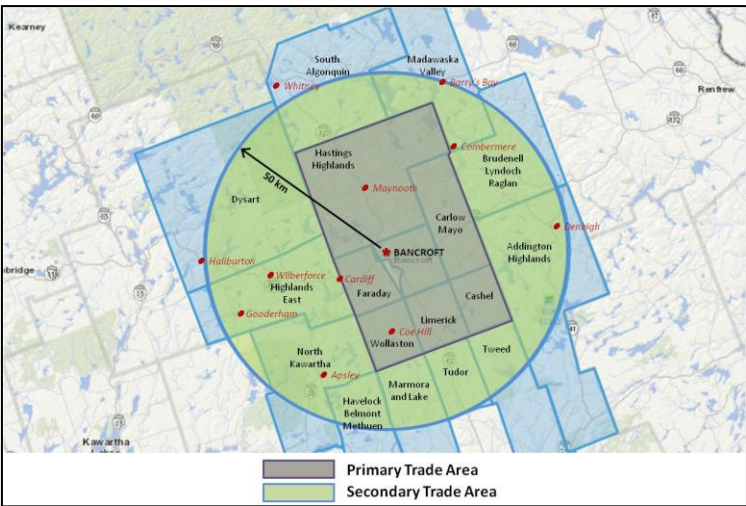
Theme:

Recommendation
No.3
Embrace
Bancroft's Unique
Role in the
Regional Market

POSITIONING BRANCROFT IN THE REGION

Context

The Town of Bancroft is an urban centre - the largest urban centre in North Hastings. The Town is



also the largest service hub to a primary market of 12,400 and a secondary market of an additional

16,550. Seasonally the primary market grows to a population of 23,800 while the secondary market becomes 44,860.

The Town of Bancroft has modern municipal water and waste-water services, a distinction un-matched by municipal neighbours.

Action It is recommended that the core principle of the Town's Economic Development Strategic Plan simply be that the Town continue to focus on growing its regional influence as **North Hastings urban centre of choice**. The Town can be supportive of other regional interests, such as supporting the tourism sector, promoting the outdoor adventure brand, and such; however, the Town's fundamental economic development interest should be to become a more successful urban centre.

Champion Council

Who Else? Senior Administrative Team

Priority High Priority

Theme:

Recommendation No. 4
Evaluate the effectiveness of regional economic development.



THE NORTH HASTINGS COMMUNITY OF INTEREST

Context There is, without question, a community of interest shared amongst North Hastings municipalities. It is an interest bound by geography, a common settlement history, proximity and interdependence.

It is in everyone's mutual interests to work together and be seen as partners, not rivals. The North Hastings community of interest is represented, in a large part, by the North Hastings Economic Development Committee (NHEDC). It can be a valuable organization for raising the profile of regional issues and for cooperating to solve them as partners in regional economic development.

Action The Town should pause and evaluate how well the Town's economic development issues are communicated to the NHEDC and how effective the

Committee has been addressing those interests. The Economic Development Strategic Plan has identified at least three issues that must be tackled at the regional level for meaningful progress to be made:

- The Sustainability of the Bancroft Community Airport
- Reclaiming the Region's Mining and Mineral Story
- Elevating the Arts and Cultural Sector as a key regional economic driver.

Other issues will also emerge. If the NHEDC is unable to commit its energies to regional issues that are important to Bancroft, the Town will need to decide how it wishes to participate going forward.

Champion Town Council

Who Else? North Hastings Economic Development Committee and area Municipalities.

Priority Within 5 years

Theme:

Recommendation No.5
Fine-tune the CIP for greater participation.

COMMUNITY IMPROVEMENT PLAN

Context

The Town's Community Improvement Plan is a powerful economic development tool. During the course of the Strategic Plan's preparation Council has activated 2 tax assistance programs:

- Tax Increment Equivalent Grant
- Brownfield Tax Assistance Grant

The objective was to demonstrate an "investment ready" climate, grow the tax base and connect more users to urban services. The County has also agreed to participate.

Previously the Town activated the Façade and Signage Improvement Grant for the Downtown Core Area.

Actions

- a) It is recommended that the Town activate the Accessibility Improvement Loan and Grant Program for the Downtown and fund it through an annual allocation from the Town through the

budget process.

The Downtown is surprisingly unfriendly to persons with accessibility challenges. Most businesses have entry thresholds that are barriers to access. Bancroft should strive to be known throughout North Hastings as a community that easy for everyone to navigate.

- b) It is further recommended that the matching grant amount for the Façade and Signage Improvement Grant be increased from \$2,000 to \$5,000 to make the program more attractive relative to cost and that the Town create an annual fund through the budget process to establish the municipal share. This will require a formal amendment to the CIP program.
- c) It is recommended that the financial benefit of the Brownfield Tax Assistance Grant be increased to “the greater of 3 years or 75% of the remediation costs”. This will require a formal amendment to the CIP program. The program currently caps the full tax rebate at three years while the amendment would continue the rebate until 75% of the remediation cost is covered. The intent is to make the program more attractive relative to potential costs.

Champion	Director of Corporate Services
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Who Else?	Planning Co-ordinator
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Priority	Within 5 years
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Theme:

Recommendation No.6
Make the Town’s most significant economic development asset as effective as it can be.

BANCROFT’S MOST IMPORTANT ECONOMIC DEVELOPMENT ASSET - URBAN SERVICES

Context	The Town’s historical investment in its water and waste water systems represents the Town’s largest investment in economic development. The replacement cost of both systems is approximately \$45 million.
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Urban services will be what drive Bancroft's economic growth. Accordingly this Plan recommends that the Town's capital budget include the funding of system fixes as priority expenditures.

Actions

- a) It is recommended that the Town engage an engineering consultant with experience operating municipal water systems, or seek the independent assistance of an experienced municipal operator, to undertake a system-wide evaluation of the system's treatment, storage and distribution components in order to develop a multi-year program to make the water system work as efficiently as possible. The scope needs to address, but not be limited to, water quality, pressure and fire suppression supply at the outer reaches of the system, water loss within the system, storage capacity and water turn-over, and ways to maximize the design treatment and storage capacity.
- b) It is recommended that the Town's budgeting process include an ongoing allocation to isolate and remedy inflow and infiltration issues currently impacting system performance.
- c) At the conclusion of the Composite Correction Program it is recommended that the Town retain a consulting engineer to calculate the uncommitted reserve capacities of the water and waste water systems using the Ministry of the Environment, Conservation and Parks formula so that the Town can meet its reporting requirements and have a solid basis for making system owner decisions about releasing capacity to support growth and development opportunities within and beyond the Town's boundaries.

Champion Manager of Public Works

Who Else? Senior Administrative Team

Priority Recommendations 6a) and 6b) - High Priority

Recommendation 6c) – Within 5 Years

Theme:

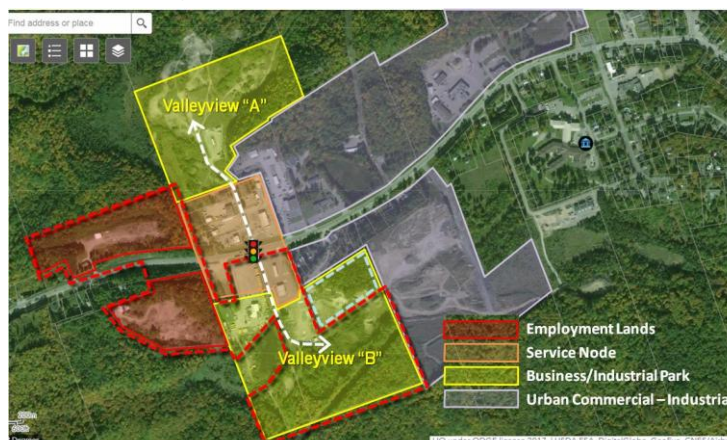
**Recommendation
No.7**
*Give opportunity a
place to land.*

DEVELOPMENT READINESS

Context

Development on serviced land needs to be the Town's priority. If possible investors should be directed to fully serviced land because the Official Plan requires it, the investor usually expects it, and it makes long-term economic sense for the Town.

The challenge for Bancroft is that the supply of vacant parcels of land of any size, on full services, is very limited as there has been almost no expansion of the waste water collection system over the past 25 years. It is imperative that Bancroft not repeat past practice. The Town, therefore, must prioritize the expansion of the trunk sewer network as a catalyst for growth.



Development readiness should be regarded as an asset. All of the assets of the community work together to create a place worthy of calling “home”. Development readiness gives those aspirations a place to land.

Actions

- a) Section 4 of the Strategic Plan has identified several practical and cost effective expansions of the servicing systems because water and waste water services are generally available in close proximity. It is therefore recommended that the Town work closely with investors to bring serviced land on line by finding creative solutions to investment barriers. This includes ensuring vacant lands have appropriate land use permissions to attract investment, assisting with lot creation, and being prepared to participate in

the cost of servicing where service extensions must be brought past properties that are unlikely to require full services in a reasonable time frame.

- b) It is recommended that the Town give serious consideration to a 3-phase extension of the Hastings trunk sewer from the Highway 62 Tim Hortons to the north Town limits. It is recommended that the Town begin the financial planning for and commit to the engineering design for a first phase immediately so that further growth in the Bancroft Ridge subdivision can proceed on full municipal services.
- c) It is recommended that a second phase of the trunk sewer extending to the north limit of the Bancroft Golf Course be fully engineered and that implementation proceed based on developer financial commitments, infrastructure grants and the Town's capital budget. Phase 2 will permit existing commercial sites to intensify and provide a full urban service solution for the Bancroft Golf Course property, arguable one of the most attractive properties available for new residential growth.
- d) Assuming that the Town is satisfied that there is sufficient uncommitted reserve capacity at the water and waste water treatment plants it is recommended that the Town put into play a potential 3rd phase to extend municipal water (already available at Hwy 62 and York River Dr) and waste water to the north Town limit and potentially beyond offering access to Town services to the Bird's Creek industrial area and potentially the balance of the Bird's Creek Secondary Plan.

Champion	Town Council
Who Else?	Senior Administrative Team, Developers
Priority	Recommendations 7a), 7b) and 7c) – High Priority
	Recommendation 7d) – Within 5 Years

Theme:

**Recommendation:
No.8**
*Allow the Town's
planning
documents to
facilitate
opportunity.*

THE OFFICIAL PLAN – BANCROFT SECONDARY PLAN

Context The passage of a new Official Plan by Hastings County requires the Town to update its Zoning By-law by 2021. Fortunately the Official Plan contains a limited number of Land Use Designations and transfers decisions regarding flexibility to member municipalities as local zoning by-laws are updated.

- Actions**
- a) It is recommended that the Town adopt a simple approach to the structure of the zoning by-law, patterned after the Official Plan, with fewer zoning districts each permitting broader opportunity.
 - b) It is recommended that where the Official Plan allows both Commercial and Industrial opportunity and gives the Town the flexibility to choose what emphasis it will apply, that the Town create zoning districts that also allow both broad land uses to co-exist, in order to acknowledge that the market is constantly changing and narrowly defined zoning districts can quickly become irrelevant.
 - c) The Economic Development Strategic Plan planning process has identified growth and development issues that would justify a fresh conversation with the County on the Land Use and Servicing Schedules of the Official Plan (UCSP A.1 and UCSP B.1). For example, if the Town initiates the extension of the Hastings Trunk Sewer north to the Town limits, it is recommended that the Official Plan recognize:
 - The lands north of the Airport as Phase II development priority.
 - The Bancroft Golf Course as “Urban Residential” similar to the Bancroft Ridge designation.
 - The potential extension of the Urban Boundary east of the Bancroft Golf Course to include the full catchment area of municipal services.

Champion Director of Corporate Services

Theme:

Recommendation No.9
Clarify roles and expectations for Downtown revitalization.

Who Else? Planning Co-ordinator

Priority Recommendations 8a) and 8b) – High Priority

Recommendation 8c) – Within 5 Years

DOWNTOWN REVITALIZATION

Context Between the Building Bancroft Report and the Bancroft Downtown Revitalization Report, the Town possess two Bancroft-specific expressions of revitalization initiatives and design guidelines that will stand the test of time. There is no need to repeat those planning efforts during the planning horizon of this Plan. There is a need, however, to look at both with a fresh perspective.

After a full year of research and conversation it is still unclear if there is a mutually accepted and supported relationship between the Town of Bancroft and the Bancroft Business Improvement Area (BBIA). This tension is not helpful.

Action It is recommended that the Town and the BBIA work in a collegial way to establish each organizations expectations of the other so that roles can be agreed upon and supported.

The following principles are offered as guideposts for that review:

- i. BIA's are creatures of the municipality but most often exist because the members of the downtown commercial community want a formal organization to represent their collective interests and a legal mechanism to collect revenue to support that collective interest. There is little justification for the Town to insist on the existence of a BIA if the potential members are not interested.
- ii. BIA's typically devote themselves to the following activities:
 - Promotion and marketing

- Beautification (some fund capital projects)
 - Special events to raise the profile of the downtown community
 - A voice representing BIA member's concerns and visions for the downtown
 - A point of contact for the Town and other agencies
- iii. BIA's can raise concerns about civic issues but should avoid becoming opponents about decisions that Council makes in the interests of the entire Town.
- iv. The Bancroft BIA represents a very broad community of interest that is geographically quite disparate. Citizens likely see the BBIA as representing a compact downtown. The BBIA collects its levy from a very broad group of commercial businesses but typically spends the larger share of the levy on a small part of BIA area. The BBIA must always be prepared to answer the question from its members "what have you done for me lately?"
- v. Retail is a tough environment. Shoppers are mobile. Shoppers have online shopping opportunities like never before. Fatigue and apathy is the Achilles heel of any BIA. Not all contributors to the BIA levy can benefit equally. A sidewalk sale and flower baskets may be embraced by the small Main Street retailer. A sidewalk sale likely means nothing to the Main Street bank or insurance office. A sidewalk sale and flower baskets on Main Street means little to the national retailer on the edge of the BIA.

Champion Town Council

Who Else? Bancroft Business Improvement Area

Priority High Priority

**Recommendation
No.10**
*Breathe new life
into the original
Downtown
Revitalization
Report*

Context	The Town and the BBIA have a mutual interest in Downtown Revitalization. The Downtown Revitalization Report of 2009 is an excellent inspiration for revitalization activities to be pursued over the next 5 years.
Action	It is recommended that the BBIA, the Town of Bancroft, the Algonquin Arts Council and other interested participants review the Downtown Revitalization Report and celebrate the accomplishments, evaluate the relevance of outstanding actions 10 years later, and identify new measures worthy of pursuit. Use the review process to identify champions for outstanding and new initiatives. This action could be completed in conjunction with Recommendation No.9 as it may help the BBIA and the Town refresh their relationship and the BBIA's mandate.
Champion	Bancroft BIA
Who Else?	Town of Bancroft, Algonquin Arts Council
Priority	High Priority

**Recommendation
No.11**
*Establish first
principles for
Downtown
Revitalization*

Context	Downtowns have always been regarded as the heart of the community but the strategies for enhancing the significance of a downtown have tended to place an over-reliance on commercial activity to “save the day”. Successful urban centres have, in the face of an ever-changing retail sector, come to see Downtown as so much more. Understanding this causes a community to see its downtown as the ideal place for everything that gives life and vibrancy to the community experience.
Actions	<p>a) It is recommended that the Town adopt the following promotional strategy for Downtown Bancroft:</p> <p><i>The success of downtown will be realized by:</i></p> <ul style="list-style-type: none"> • <i>Expanding the permanent population of downtown;</i>

- *Encouraging the investment in cultural, hospitality and entertainment venues; and*
- *Recruiting new boutique retailers to complement the existing retail and service base.*

- b) It is recommended that the Town and the BBIA adopt the following vision statement to guide the activities of the BBIA and the priorities of the Town:

The historic downtown will work hard to present itself as an attractive and viable multi-functional district that is differentiated from other commercial areas by its pedestrian scale, its walk-ability, its charm, and its shopping/commercial service mix and quality.

Champion Town of Bancroft

Who Else? Bancroft BBIA

Priority High Priority

Theme:

**Recommendation:
No.12**
***Make the “Mineral
Capital of Canada”
brand relevant to a
new generation.***

MINERAL CAPITAL OF CANADA

Context The 2016 Earth Sciences Centre Master Plan presents a compelling vision and rationale that aligns with the story of Bancroft but it also presents a capital and operating burden that is presently unrealistic and unsustainable. There is no capacity to pursue a new Heritage Facility of the scale envisioned by the Master Plan, at this time.

Action In place of a new facility, the energy of the community should be focused on the following:

- a) Re-creating the “experience” of mineral collecting in the North Hastings landscape.
- b) Recapturing the important exploration sites that have become lost to public access or finding new ones.

- c) Engaging a new generation to the mineral story of Bancroft. To be effective the “Mineral Capital of Canada” brand needs to be owned by a new generation rather than a tag line describing what once was.
- d) Moving the mineral story of Bancroft to a regional story of North Hastings where it belongs. The energy and resources to build the “brand” and one day an Earth Sciences Centre needs to be shared by the municipalities of North Hastings. This needs to be a core emphasis of the North Hastings Economic Development Committee.

Champion	North Hastings Economic Development Committee
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Who Else?	Town of Bancroft and Area Municipalities, Bancroft Gem and Mineral Club, Chamber of Commerce
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Priority	Within 5 years
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Theme:

Recommendation No.13

Tip the playing field in favour of new affordable housing supply and lead by example.

AFFORDABLE HOUSING

Context	Success breeds success.
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There is nothing quite like the sense of accomplishment knowing that municipal participation has made an affordable housing project possible. If affordable housing was an easy business there would not be a desperate need for it.

For the Town to be an agent of change, expanding the supply of affordable housing, Council must accept that municipalities are in the affordable housing business, even though it might not be a comfortable place to be. Council must be prepared to make the expansion of the supply a core municipal priority. This does not mean the Town is obliged to do all the work – it does mean inspirational leadership.

Actions	a) It is recommended that the Town enhance the financial sustainability of a new affordable housing supply by offering access to land,
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cancelling certain municipal fees, considering the provision of short-term construction financing, and maintaining political determination in the face of opposition.

- b) It is recommended that the Town value and nurture the commitment of any local affordable housing development entity that is willing to take on the challenge to build. Send a clear signal to the Service Manager (Hastings County) that Bancroft will be champion for new affordable supply.
- c) Finally, it is recommended that the Town always be one step ahead. It is so important to have the next partner and project in the queue. Consider being a partner in the development of the next business case to better position success when funding opportunities arise.

Champion	Director of Corporate Services
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Who Else?	Planning Co-ordinator, Hastings County, Local Housing Proponents/Advocates
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Priority	High Priority
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Theme:

Recommendation No.14

Resolve what has been left undone with the Arts and Cultural Sector.

ARTS AND CULTURE AS ECONOMIC DEVELOPMENT

Context

The cultural planning program carried out 10 years ago (as detailed in Section 3) demonstrated the breadth of the creative economy in North Hastings. The planning process validated that cultural interests deserve a seat at the table and that the economic impact of the arts and cultural sector are worthy of celebrating and nurturing. Unfortunately the focus on culture in the municipal discourse was short-lived and the recommended governance structures to give longevity to the cultural voice never materialized. This includes formalizing the Cultural Planning Coalition as an ongoing working group and establishing municipal heritage committees in North Hastings municipalities.

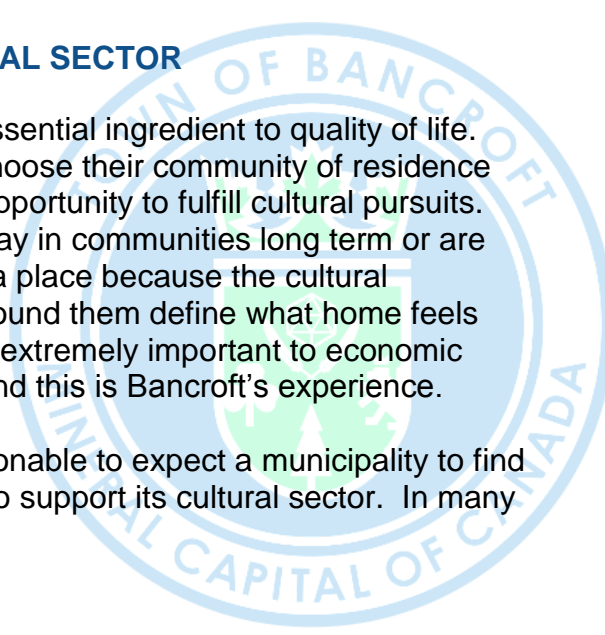
	<p>The Economic Development Strategic Plan planning process did not find a lingering resentment in the cultural sector to being forgotten as much as a sense of disappointment. Yet again so much energy was spent by committed volunteers only to be let down.</p>
Action	<p>It is recommended that the Town of Bancroft formally resolve the unfinished business. It is recommended that the Town host a series of forums to bring the Arts and Culture community together and to specifically explore whether, 10 years later, there is a will or need to have a formal place at the economic development table.</p> <p>That process should establish if the representation should be local, such as an advisory committee to council, or whether Arts and Culture needs to be elevated to a regional interest, such as a working group under the North Hastings Economic Development Committee with periodic reports to local councils.</p>
Champion	Town of Bancroft (Council and Staff)
Who Else?	Algonquin Arts Council, Arts and Culture providers not represented by the Arts Council, NHEDC members.
Priority	Within 5 years

Theme:

Recommendation No.15
Find a simple but practical way to support the Town's vibrant cultural sector.

SUPPORTING THE CULTURAL SECTOR

Context	<p>Culture is an essential ingredient to quality of life. People often choose their community of residence based on the opportunity to fulfill cultural pursuits. People often stay in communities long term or are drawn back to a place because the cultural expressions around them define what home feels like. Culture is extremely important to economic development and this is Bancroft's experience.</p> <p>It is not unreasonable to expect a municipality to find creative ways to support its cultural sector. In many</p>
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communities the municipality financially supports the operations of individual cultural organizations, such as art galleries, performance venues, museums, and libraries or it shoulders a greater burden maintaining the facilities that support cultural activities. When the going becomes too onerous for cultural organizations to carry on the municipality is often pressured to step in to fill a leadership or financial void.

The fact that the Village Playhouse, the Art Gallery, the Gem and Mineral Museum and Place for the Arts operate with no annual operating support from the municipality is remarkable and is a testament to the commitment of dedicated organizational leadership and community support. Even the Heritage Museum places a limited financial obligation on the Town relative to the Museum's annual budget.

This Plan does not recommend changes to that relationship. The Plan does flag some obvious pressure points and opportunities to support the cultural sector in tangible ways.

Action

Given the independent financial relationship between the Town and the Arts and Cultural sector of the economy, it is recommended that the Town establish, through its annual budgeting process, a "Helping Hand" grant to support the sector in creative ways.

While the terms of the grant should be developed with the input of the cultural community, it has become evident through the planning process of this Strategic Plan that some cultural organizations may have difficulty meeting the user fees of the Village Playhouse – fees that were established to sustain the facility. One way to support the cultural sector at large would be an annual grant to subsidize the user fees cultural groups must pay to use local cultural facilities. As an example the grant could be deemed to represent 12 facility rental fees at the Village Playhouse. The 12 dates could then be offered other cultural organizations to conduct their events

Recommendation No.16
Support the efforts to re-imagine the North Hastings Public Library with a sense of urgency given its importance to community life.

at no cost to them in a first class cultural facility that needs rentals to pay its operating costs.

This could also be a matching grant where benefitting organizations also contribute to allow the Town's grant, using public funds, to go even further.

This is but one example of a municipal grant to assist the cultural sector.

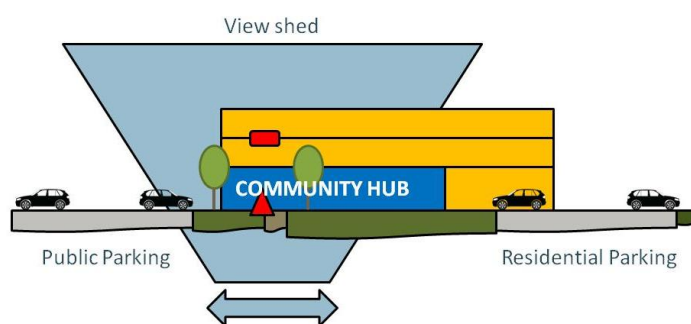
Champions Town of Bancroft and the Algonquin Arts Council

Who Else? Arts and Culture providers not represented by the Arts Council

Priority Within 5 years

Context

The patrons of a community library tend to cross all ages and economic means. As a result a library is typically considered a core cultural service in any community. A modern library is replacing access to traditional print material by access to information in all of its forms. Libraries are creating more social spaces. Libraries are reinventing themselves to maintain relevance in contemporary society.



Municipal governments should invest in cultural amenities intentionally. Cultural facilities, if made strategically, can be transformational.

Actions

- It is recommended that the Town actively support the relocation of the North Hastings Public Library to an accessible facility and that this be considered the most urgent investment in the cultural assets of the Town of Bancroft.

Recommendation No.17
Give the Bancroft North Hastings Heritage Museum and the Bancroft Gem and Mineral Museum incentive to be bold TOGETHER.

- b) It is further recommended that the Town demonstrate confidence in its downtown by securing a location for a re-imagined library within the historic, walk-able main street area.

Champion Town of Bancroft

Who Else? Library Board

Priority High Priority

Context

The Bancroft North Hastings Heritage Museum has recently moved to become a 12 month operation. In doing so it faces a tenuous existence if reliant on the success of annual grant writers to seek operating and/or program funding. The availability of grants ebbs and flows based upon funder priorities. Grants can often be akin to the tail wagging the dog where organizational energy is spent pursuing a grant and then tailoring the organization's objectives and work program to fulfill the requirements of a grant.

The Bancroft Gem and Mineral Museum exists as a result of the relentless dedication by many individuals who shared a vision for what could be.

Actions

- a) If the Heritage Museum's move to a full year operation brings greater profile to the Town, or prompts a significant increase in visitation, or there is a measurable outcome that adds to the viability of the Town, then the Town should consider increasing its annual contribution to reflect the cost pressures of a year-round operation and the tenuous financial position created by grant dependency.
- b) If the move to a full year operation also stretches the physical capacity of the Heritage Museum to host a wider range of program and educational activities it is recommended that the Town and Museum develop an understanding on the use of additional municipal property for museum purposes, in the vicinity of the current building.

This will give the Museum greater incentive to think big and will provide the Museum with confidence to do so.

- c) The proximity of the Heritage Museum to the Bancroft Gem and Mineral Museum is an untapped opportunity. The 2 museums sit adjacent to each other but the relationship seems worlds apart. The Heritage Museum should loan its mineral and mining collection for display in the Mineral Museum which currently has empty display cabinets while the Heritage Museum lacks physical space to display the breadth of its own collection.
- d) The 2 museums should have one admission fee that gains access to both facilities. The proximity to each other is a gift. This should be celebrated.
- e) The Bancroft Gem and Mineral Museum would benefit greatly from interactive content as the current exhibit is a static display. The visitor would also benefit from stories of the region's mineral legacy. Animating the collection would enrich the visitor's experience, particularly casual mineral enthusiasts who may not appreciate what the collection really means. It is recommended that the Gem and Mineral Museum explore a partnership with Fleming College's Museum Management Program to give life to its outstanding collection.

Champions	Bancroft North Hastings Heritage Museum, Bancroft Gem and Mineral Museum
Who Else?	Town of Bancroft
Priority	Within 5 years

Theme:

**Recommendation
No.18**
*Elevate the profile
and sustainability*

BANCROFT COMMUNITY AIRPORT

Context The Bancroft Community Airport is a significant economic development asset serving all the

*of the Bancroft
Community Airport
as a North
Hastings economic
development issue.*

municipalities of North Hastings and beyond. It happens to be located within the municipal limits of the Town of Bancroft. The Airport receives no operating funds from any level of government. It is sustained by the sweat equity of committed airport and aviation enthusiasts and through the sale of aviation fuels.

The Airport's Highest and Best Land Use Study proposes a land use future for airport lands that can generate revenue for airport sustainability.

Action

- a) It is recommended that the Town do all it can to support the viability of the Airport in the Town's traditional areas of municipal responsibility. For example, the Town should enshrine the Airport's land use aspirations in the Town's Zoning Bylaw. Section 4 of the Strategic Plan identifies other ways the Town can assist.

The Town's population of 4,000 relative to the population of the Primary Market of 12,000 is small. The large resource based employers and the higher end tourism destinations and lakefront properties lie beyond the Town within the Primary Market. Early air traffic counts completed by the Airport indicates that 28% of all air movements are made by the Ministry of Natural Resources, Ornge Air Ambulance, Hydro One, Department of National Defence and the OPP. These users operate in the public interest and use the airport to fulfill their mandates throughout the region.

- b) It is recommended that the Town seek to elevate the financial sustainability concerns of the Bancroft Community Airport as a regional economic development interest and that the North Hastings Economic Development Committee take a leadership role in this cause.

This regional perspective is reinforced by the County Official Plan which states, "The airport represents an important link within the North Hastings Market Area. The County recognizes

the positive economic impact of the airport, as well as the airport's overall contribution to improving quality of life in the region."

Champion Town of Bancroft

Who Else? North Hastings Economic Development Committee, Bancroft Community Airport, Hastings County

Priority Within 5 years

Theme:

Recommendation No.19
Make progressive investments in important public spaces to enhance the resident experience as the first priority rather than the tourist experience.

PUBLIC OPEN SPACE (DESTINATION BANCROFT!)

Context The Destination Bancroft Report of 2014 developed a vision for 3 important public spaces – Millennium Park, Riverside Park and the Heritage Trail/CN Rock Pile. Although 5 years old, the vision for each space remains relevant and realistic. The improvement programs are easily phase-able as funding permits within each park space and between each park space. The improvement programs largely focus on what exists in order to enhance the experience.

The concept plans for each facility came to be as a tourism development strategy – to improve the attractiveness of the Town so that visitors stayed longer.

This Strategic Plan takes a different rationale. The improvements should be made to enhance the resident experience of Bancroft citizens and young families in particular. Visitor attraction becomes a bonus.

Action It is recommended that the 3 improvement strategies for public open space as presented in the Destination Bancroft! report be pursued as funds are available through grants, donations, and the Town's capital budget, in order to enhance the resident experience. Priority investments should include:

- Accessibility improvements
- Beach enhancement
- Splash pad
- Trail enhancements, particularly separating

Champion Town of Bancroft

Who Else? Bancroft Business Improvement Area, Trail Groups

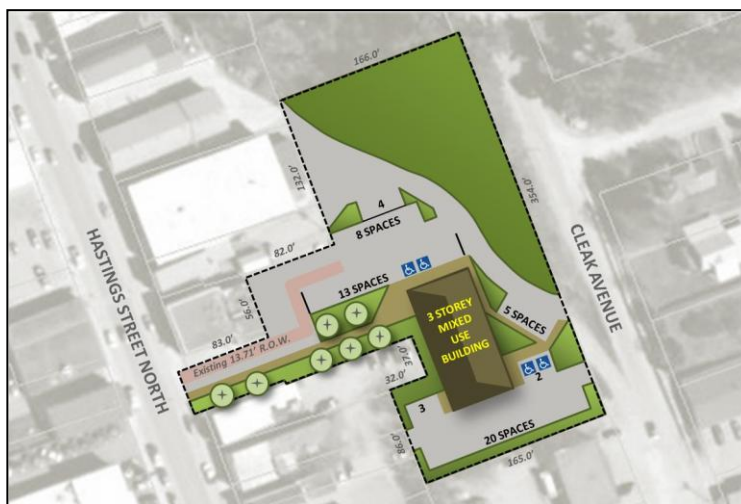
Priority Within 5 years

MUNICIPAL PROPERTY ASSETS

Context

Bancroft has at least 4 municipal properties that should be viewed as strategic assets. These properties are very different from cherished public spaces which are deemed untouchable. As strategic assets they should be viewed for what they can be and therefore there is justification for letting go. Section 4 of the Strategic Plan provides a detailed rationale and future use scenario for each of the following:

- Flint Avenue Parking Lot at Hastings Street
- Former Municipal Office
- Block 68 (Former IGA Food Store)
- Cleak Avenue Parking Lot



Strategic acquisitions may not always produce short-term results; however, if the long view is taken, municipal land often becomes a catalyst for change producing community benefits well surpassing the initial cost of acquisition.

Action It is recommended that the Town of Bancroft actively promote the re-use of the following municipal property assets:

- Flint Avenue Parking Lot at Hastings Street;
- Former Municipal Office;
- Block 68 (Former IGA Food Store); and
- Cleak Avenue Parking Lot

and that the disposal of these properties not be viewed as a real estate transaction but rather an investment in the community's future.

It is further recommended that this list be reconsidered as properties are sold or repurposed so that municipal needs, such as public parking, remain in balance. The availability of these properties to serve public interests should take priority over temporary uses, such as seasonal vendors.

Champion Town of Bancroft

Who Else? Developer Partners, BBIA

Priority High Priority

In-Year Progress Report

2019 – PLAN IMPLEMENTATION IN PROGRESS

The plan development phase has concluded with noteworthy progress being made on several of the Plan's Recommendations. This is due to the phased reporting on research findings and Council's desire to waste no time implementing the Plan when solutions were in plain sight. The following table identifies the Recommendation and the in-year progress.

Recommendation	Action to Date
2 A Refreshed Vision of Public Service	<ul style="list-style-type: none"> • Expedited approval process for Bancroft Public School rezoning. • Activation of the Brownfield and Tax-Increment Grant Programs under the CIP.
6b) Servicing Systems Effectiveness	<ul style="list-style-type: none"> • Completed CCTV and Smoke Testing to isolate I&I problem spots.

		<ul style="list-style-type: none"> Commissioned the Composite Correction Program to justify WWTP capacity re-rating.
7a)	Development Readiness	<ul style="list-style-type: none"> Council endorsed Town-initiated zoning reform to improve investment opportunities for employment lands. Town assisted new industrial investor evaluate development opportunity on Valleyview Drive. Town prepared a proposal to attract a new manufacturing investment opportunity on serviced industrial land.
11	Downtown Revitalization	Council identified a downtown property as the proposed location for a new Public Library and reinforced the principle that downtown success will be realized by encouraging investment in cultural venues.
13	Affordable Housing	Council allowed the Cleak Avenue property to be utilized for affordable housing and developed a partnership with Springale Developments to create 20-26 affordable housing units on donated land.
16	Re-imagine the Public Library	Council established the North Hastings Community Hub as the Town's project under the ICIP Grant Program.
18	Community Airport	Council agreed to initiate a zoning change to implement the Airport's Highest and Best land Use Study.
20	Municipal Property Assets	<ul style="list-style-type: none"> Council has committed to a shared municipal/private use of the Cleak Avenue property for affordable housing and a community hub. Block 68 is being actively promoted for sale and continues to be of considerable interest to investors.

Appendix 1

Understanding the Size of Bancroft's Trade Area

Understanding the Size of Bancroft's Trade Area

In previous studies Bancroft's primary market has been defined as the Town of Bancroft plus the 6 surrounding Hastings County townships. (Destination Bancroft! and Hastings County Demographic Forecasting and Land Demand Analysis by Watson Associates.) For consistency this analysis retains the historical definition of the Primary Market. The Primary Market is summarized in Table 1.

Table 1: THE PRIMARY MARKET (2011 Census Information with Undercounting)

Municipality	Permanent Population	Seasonal Population	Total Population
Town of Bancroft	4,140	305	4,445
Hastings Highlands	4,450	5,675	10,125
Carlow/Mayo	950	525	1,475
Cashel	155	500	655
Faraday	1,570	2,045	3,615
Limerick	375	1,145	1,520
Wollaston	760	1,220	1,980
TOTAL	12,400	11,415	23,815

The Destination Bancroft! Study of 2014 identified Bancroft's Secondary Market as the population base between the Primary Market and a 50 km radius around Bancroft's commercial centre. Given that market preferences have no regard for artificial municipal boundaries but rather the natural affinities created by proximity, distance to competing centres, historical employment and travel patterns, the practical primary trade area of Bancroft is likely somewhere between the "Hastings County" municipalities and the 50 km radius. Regardless, the sum of both the primary and secondary trade areas is an appropriate representation of the sphere of influence that Bancroft has on the decisions made by regional consumers.

Figure 1 identifies the Primary and Secondary trade areas as well as the municipal entities influenced by both. Census data is not readily available below the municipal level and so estimates are required. For the purpose of this analysis total permanent populations and seasonal populations in the Secondary Market have been discounted as noted in Table 2. In addition, Census data is not specifically collected for seasonal population counts. Rather, Census data tallies all dwelling unit as well as permanently occupied dwellings. The difference is assumed to represent the seasonal dwelling count. The County of Haliburton's Housing Study of April 2013, prepared by SHS Consulting, identified an average household size for seasonal dwellings to be 3.26

persons per unit (ppu). For the balance of the Secondary Trade area a conservative estimate of 3 ppu has been used to establish the seasonal population.

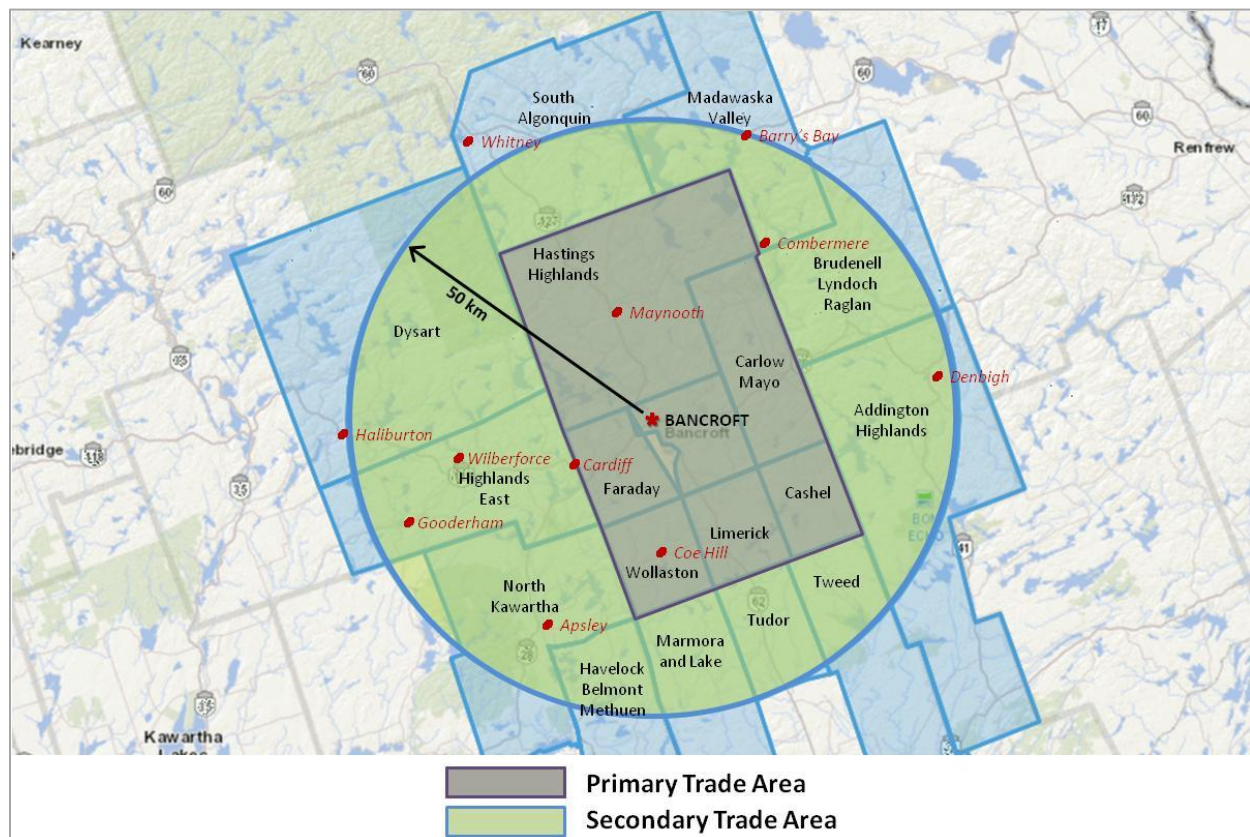
Table 2: THE SECONDARY MARKET (2011 Census Information)

Municipality	Permanent Population		Seasonal Population		Total Population	
	Actual	Adjusted	Actual	Adjusted	Actual	Adjusted
Dysart et al (50% area adjustment)	5,966	2,983	15,325	7,662	21,291	10,645
Highlands East (no area adjustment)	3,249	3,249	9,721	9,721	12,970	12,970
South Algonquin (50% area adjustment)	1,211	605	981	490	2,192	1,095
Madawaska Valley (50% area adjustment)	4,282	2,141	2,739	1,369	7,021	3,510
Brudenell, Lyndoch... (50% area adjustment)	1,658	829	930	465	2,588	1,294
Addington Highlands (50% area adjustment)	2,517	1,258	3,882	1,941	6,399	3,199
Tweed (25% area adjustment)	6,470	1,617	965	241	7,435	1,858
Tudor (no area adjustment)	470	470	770	770	1,240	1,240
Marmora and Lake (25% area adjustment)	4,355	1,088	2,210	552	6,565	1,640
Havelock-Belmont... (25% area adjustment)	4,523	1,130	5,763	1,440	10,286	2,570
North Kawartha (50% area adjustment)	2,369	1,184	7,318	3,659	9,683	4,843
TOTAL	37,070	16,554	50,604	28,310	87,670	44,864

Table 3: THE BANCROFT TRADE AREA (based on 2011 Census data)

Market	Permanent Population	Seasonal Population	Total Population
A. Town of Bancroft	4,140	305	4,445
B. Primary Market (Town plus surrounding Townships)	12,400	11,415	23,815
C. Secondary Market (Beyond the Primary Market but less than 50 km from Town)	16,554	28,310	44,864
Total Market (B plus C)	28,954	39,725	68,679

Figure 1: Depiction of the Primary and Secondary Trade Area



Summary:

The Town of Bancroft is the economic hub serving north Hastings County and a regional population much greater than the Town's municipal population. The Primary Trade Area has a permanent population of 12,400. Portions of the Secondary Trade Area may have a weaker affinity to Bancroft than the Primary Trade Area however Bancroft continues to capture a significant amount of consumer traffic from this area. The combined permanent population of the Primary and Secondary Trade Area is approaching 29,000 persons. The seasonal population at an additional 40,000 persons may not contribute to the economic activity of the region on a year round basis but with the region's emphasis on 4 season tourism it is still a powerful factor. In addition, the seasonal market develops a growing affinity with Bancroft over time and the experience of many recreational markets is that seasonal residents often become permanent residents because of that affinity.

Appendix 2

Understanding the Income Characteristics of Bancroft's
Trade Area

Understanding the Income Characteristics of Bancroft's Trade Area

Bancroft's Trade Area is comprised of the Primary Market, which includes the Town of Bancroft as municipally defined plus the 6 abutting Townships in north Hastings County. The Secondary Market includes the population beyond the Primary Market but within 50 km of the Bancroft's downtown. It is a conservative measure of the market influence of Bancroft given that consumer affinity to a market is not influenced by artificial municipal boundaries but by proximity, the presence or lack thereof of competing centres, historical travel patterns and the like. Figure 1 illustrates the geographic extent of the Primary and Secondary markets.

Census data is only readily available based on municipal boundaries. Data collection for partial municipalities, such as the Secondary Market, can only be estimated. Adjustments for partial municipalities are noted in red throughout this profile. The adjustment process begins with an area adjustment to approximate the portion of the Township falling within the Secondary market boundary. While it is recognized that the population is not evenly distributed over the municipality, in some cases the counts will be over estimated and others will be under counted.

Table 1 depicts basic income information for the municipalities comprising the Primary Market.

Table 1: Income Characteristics in the Primary Market (2016 Census Data)

Municipality	Average Total Income of Households	Average Total Income of 1-person Households	Average Total Income of 2 or more person Households	Total Private Households	Total Private Households with Household Income More Than \$60,000	% of Private Households with Household Income More Than \$60,000
Bancroft	\$60,093	\$32,509	\$77,447	1,750	670	38.3
Hastings Highlands	\$76,581	\$32,991	\$89,908	1,820	835	45.9
Faraday	\$70,590	\$35,831	\$79,606	630	265	42.1
Carlow/ Mayo	\$70,858	\$26,535	\$82,896	380	165	43.4
Tudor and Cashel	\$54,210	\$30,963	\$63,564	270	90	33.3
Limerick	\$48,652	\$30,595	\$60,552	160	50	31.3
Wollaston	\$77,190	\$41,317	\$94,853	310	130	41.9
Primary Market	\$68,100 (weighted)			5,320	2,205	41.4

Average weighted income for all households in the Primary Market is \$68,100. The weighted average sums the total income for all households in each municipality divided by the total number of households in the Primary market. Bancroft's Primary market is represented by 5,320 private households of which 2,205 have a household income more than \$60,000.

Table 2: Income Characteristics in the Secondary Market (2016 Census Data)

Municipality	Average Total Income of Households	Average Total Income of 1-person Households	Average Total Income of 2 or more person Households	Total Private Households	Total Private Households with Household Income More Than \$60,000	% of Private Households with Household Income More Than \$60,000
Dysart et al (50%)	\$75,715	\$38,367	\$91,249	2,895 1,448	1,465 733	50.6
Highlands East (100%)	\$63,299	\$36,112	\$73,167	1,610 1,610	660 660	41.0
South Algonquin (50%)	\$62,761	\$46,308	\$70,927	530 265	210 105	39.6
Madawaska Valley (50%)	\$63,520	\$29,781	\$78,709	1,705 853	725 427	42.5
Brudenell, Lyndock (50%)	\$59,446	\$34,969	\$68,532	655 328	255 128	38.9
Addington Highlands (50%)	\$57,626	\$33,139	\$68,529	1,030 515	405 203	39.3
Tweed (25%)	\$66,370	\$35,951	\$78,213	2,570 643	1,155 289	44.9
Marmora & Lake (25%)	\$61,465	\$32,515	\$73,927	1,725 431	700 175	40.5
Havelock Belmont (25%)	\$68,734	\$34,472	\$81,040	2,015 504	905 226	44.9
North Kawartha (50%)	\$76,641	\$39,770	\$89,576	1,115 558	540 270	48.4
Secondary Market				15,850	7,020	43.4
Adjusted	\$66,825			7,155	3,216	

Table 2 depicts the income characteristics of the Secondary market. Adjustments have been made to census data to more accurately capture that portion of the municipality which is located within 50 km of Bancroft. The Secondary market's average household income is \$66,825. There are 7,155 private households in the Secondary market of which 3,216 have a household income more than \$60,000.

Census data also provides insight into the characteristics of private households. Table 3 highlights selected household characteristics in the Primary market.

Table 3: Household Characteristics in the Primary Market (2016 Census Data)

Municipality	Total Private Households	Private Households led by Primary Household Maintainers 55 years of age of older (% of total)		Median Income of One-Person Households	Median Income of 2 or More Person Households
Bancroft	1,750	1,085	62.0%	\$22,029	\$63,982
Hastings Highlands	1,820	1,215	66.8%	\$27,456	\$65,536
Faraday	630	420	66.7%	\$26,816	\$62,080
Carlow/ Mayo	380	235	63.5%	\$25,280	\$67,712
Tudor and Cashel	270	155	56.4%	\$20,288	\$55,360
Limerick	160	110	66.7%	\$22,944	\$56,704
Wollaston	310	215	69.4%	\$24,256	\$60,032
Primary Market	5,320	3,435	64.5%	\$23,754 (weighted)	\$63,668 (weighted)

In the Primary market 64.5% of all private households or 3,435 private households identify the primary household maintainer as an individual 55 years of age or older. While average income is a relatively easy calculation, it can be also skewed by extreme highs and lows. Median income simply identifies the value where 50% of incomes are above the value and 50% are below. The median income of one person households in the Primary market is \$23,754. The median income of 2 or more person households is \$63,668.

Table 4 provides similar household characteristics for the Secondary market. The table relies on the adjusted Total Private Household figures from Table 2 and calculates the share of household maintainers 55 years of age or older using the percentages available from census data for the whole Township.

Table 4: **Household Characteristics in the Secondary Market (2016 Census)**

Municipality	Total Private Households (using adjusted #'s from Table 2)	Private Households led by Primary Household Maintainers 55 years of age or older (using adjusted Private Households) (% of total)	Median Income of One-Person Households	Median Income of 2 or More Person Households	
Dysart et al	1,448	1,005	69.4	\$30,752	\$74,715
Highlands East	1,610	1,145	71.1	\$25,771	\$61,722
South Algonquin	265	185	68.9	\$33,408	\$64,128
Madawaska Valley	853	585	68.3	\$24,853	\$67,712
Brudenell, Lyndock	328	210	64.6	\$25,920	\$60,544
Addington Highlands	515	365	70.5	\$23,296	\$58,624
Tweed	643	395	61.1	\$27,456	\$66,611
Marmara & Lake	431	285	66.1	\$26,304	\$62,240
Havelock Belmont	504	335	66.0	\$27,488	\$67,686
North Kawartha	558	390	70.0	\$30,272	\$70,802
Secondary Market	7,155	4,900	67.6	\$27,436 (weighted)	\$66,498 (weighted)

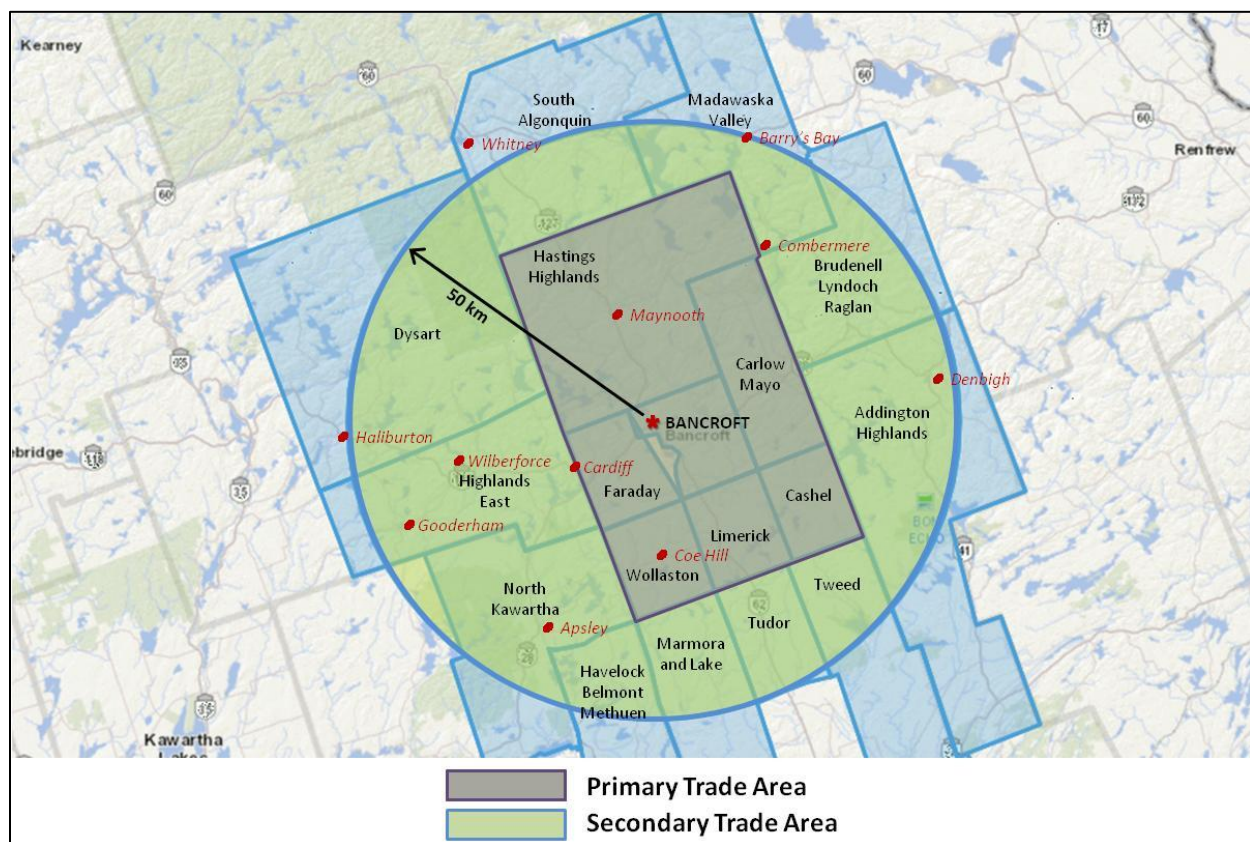
The Secondary market contributes an additional 4,900 households to the Bancroft Trade Area where the household is maintained by an individual 55 years of age or older. Median income is higher in the Secondary market than the Primary market.

Table 5 provides a summary of the key income and household indices for the Bancroft Trade Area. The permanent population of the Trade Area is 28,954 housed in 12,475 private households. 8,335 of those households are maintained by individuals 55 years of age or older. 5,421 of the 12,475 private households are sustained by household income greater than \$60,000.

Table 5: **Income and Household Characteristics of the Bancroft Trade Area Summary**

Market	Average Household Income	Total Private Households	Total Private Households with Household Income More Than \$60,000	Private Households Led by Primary Household Maintainers 55 Years of Age or Older
Primary Market (Town plus surrounding Townships)	\$68,100	5,320	2,205	3,435
Secondary Market (beyond the Primary Market but less than 50 km from Town)	\$66,825	7,155	3,216	4,900
Total Market		12,475	5,421	8,335

Figure 1: **Depiction of the Primary and Secondary Trade Area**



Appendix 3

Phase 1 Progress Report – January 22, 2019



Economic Development Strategic Plan

Phase 1 Progress Report
Community Development Committee
January 22, 2019



1

Town of Bancroft

Community Leader Dialogues

- In November and December of 2018, 29 Community Leaders participated in a structured one on one conversation:
 - Council members
 - Senior staff
 - Past council members
 - Business leaders
 - Active community representatives/volunteers
 - Government allies



2

Town of Bancroft

Community Leader Dialogues

- The dialogues were important :
 - to provide rich, local perspective to the community and the project.
 - to help validate the scope of the project.
- Establishing these early contacts should:
 - build local awareness of the project
 - enlist champions of the process
 - help validate the outcomes.



3

Town of Bancroft

Dialogue Themes



1. Defining a successful community.



5. Influencing investment priorities.



2. What Bancroft is doing right.



6. Making the Plan worth the effort



3. What holds Bancroft back.



7. Words of wisdom.



4. Living up to Bancroft's reputation.



4

Town of Bancroft



Theme 1:
**What does a
successful
community look
like to you?**



5

Town of Bancroft

...a successful community...

- The 29 dialogues generated approximately 64 indicators, some repeated several times.
- The most **consistent** “hits” were:
 - Citizens have a sense of belonging and are engaged (no one is left behind)
 - The community is inclusive, welcoming and diverse
 - Citizens are enjoying life – they are happy!
 - Citizens want to be here – hometown pride.



6

Town of Bancroft

...a successful community...

- **Recurring** “hits” included:
 - Citizens look after each other
 - There is lots of activity and a vibrancy to businesses and the centre of town
 - The community is well-planned and sustainable
 - There are good social and community amenities
- The “**consistent**” and “**recurring**” hits account for 2/3rds of all responses.



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Town of Bancroft

...a successful community...

- If you were wondering where your comments might be, the following indicators were shared by at least 2 participants:
 - *Evidence of growth*
 - *Opportunity for personal achievement*
 - *Leadership that is visionary*
 - *Good quality employment*
 - *Citizens are empowered for personal achievement*
 - *A spirit of collaboration/working together*



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Town of Bancroft

Take-aways from Theme 1

- CONSISTENT
 - A sense of belonging and engagement
 - Inclusive, welcoming and diverse
 - Happy!
 - Hometown pride.
- RECURRING
 - We look after each other
 - Lots of activity and a vibrancy to the town
 - The community is well-planned and sustainable
 - Good social and community amenities
- REPEATED
 - Evidence of growth
 - Opportunity for personal achievement
 - Leadership is visionary
 - Good quality employment
 - Citizens are empowered for personal achievement
 - A spirit of collaboration/working together



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Town of Bancroft

Take-aways from Theme 1

- RELATIONAL OR INTERPERSONAL
 - A sense of belonging and engagement
 - Inclusive, welcoming and diverse
 - Happy!
 - Hometown pride.
- TANGIBLE AND MEASURABLE
 - We look after each other
 - Lots of activity and a vibrancy to the town
 - The community is well-planned and sustainable
 - Good social and community amenities
 - Evidence of growth
 - Opportunity for personal achievement
 - Leadership is visionary
 - Good quality employment
 - Citizens are empowered for personal achievement
 - A spirit of collaboration/working together



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Town of Bancroft

Take-aways from Theme 1

- There is a relationship between the “**indicators**” of a successful community and the **expectations** for the Economic Development Strategic Plan.
- Many of the indicators (the relational ones) are not typically addressed in a traditional Economic Development Strategic Plan, although there can be an indirect relationship.
 - For example, development of income or age-friendly housing can supply specific population groups more appropriate housing and therefore a greater sense of belonging and personal satisfaction.



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Town of Bancroft

For Discussion (pick one)

- a) Should the “success” expectations of the community be tempered and the Plan focus on traditional economic development indicators that are more tangible?
- b) Should the Plan simply become a community Strategic Plan with an emphasis on initiatives that promote economic health?
- c) Should the scope of the Plan consider traditional indicators as well as “quality of life” initiatives, especially where there is an obvious relationship to the indicators of success?



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Town of Bancroft

Theme 2:

What is Bancroft doing right?

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Town of Bancroft

What are we doing right?

- The dialogues generated significant consistency between respondents, in the following order of support:
 1. Widespread community support for community causes – especially healthcare causes (recognized by almost 50% of the respondents)
 2. Celebration of our natural assets
 3. Leadership of community organizations
 4. Hope springs eternal – a sense of resiliency



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Town of Bancroft

Take-aways from Theme 2

- The community sees its members as credible agents of change.
- Moving forward will be well-served by enlisting community champions and supporting them where-ever possible.
- The community places high value on the natural assets that defines this place. Respect and stewardship should be guideposts for future endeavours.
- Hope springs eternal. Seize the moment.



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Town of Bancroft

Theme 3:

What is holding Bancroft back from greater success?

16

Town of Bancroft

What is holding us back?

- All of the responses are insightful and give clues to where opportunity lies.
- But the recurring responses are telling:
 - An insular perspective within area municipalities (31% of the Community Leaders cited this)
 - A community desire to stay the same (18%)
 - Limited financial resources (18%)
 - Negativity - moving past “the past” (14%)



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Town of Bancroft

What is holding us back?

- Other responses include:
 - Lack of long-term planning especially infrastructure planning (incl. roads, airport)
 - Limited employment
 - Lack of housing
 - High volunteerism but in isolation
 - **Perception** of being disadvantaged
 - **Reality** of being disadvantaged
 - Lack of transparency in decision-making
 - All talk – no action



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Town of Bancroft

Take-aways from Theme 3

- Unless there is a profound change in thinking at the Provincial government level, for the foreseeable future only **inter-municipal cooperation** will adjust the status quo.
- There are some real opportunities here for both regional **and** Bancroft wins but this will require some non-traditional thinking.



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Town of Bancroft

Take-aways from Theme 3

- For example, there may be a tendency to look at water and sewer services as a financial millstone but in today's urban context they are golden, especially where there is reserve capacity.
- Urban services:
 - Are environmentally responsible
 - Allow for more compact and affordable development
 - Differentiates Bancroft from its neighbours



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Town of Bancroft

Take-aways from Theme 3

- Perhaps it is time to find creative ways to get more users on the system so that the cost of urban services is more broadly shared.
- Maybe doing so can address:
 - An insular perspective within area municipalities
 - A community desire to stay the same
 - Limited financial resources
 - Negativity - moving past “the past”



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Town of Bancroft

Take-aways from Theme 3

- Bancroft does not have an “expense” issue but rather a “revenue” challenge (you are not alone).
- The focus of the Strategic Plan needs to explore creative ways to enhance revenue, especially public and private investment that will stimulate growth in the tax base, non-tax revenues, and enhanced economic activity within the community.



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Town of Bancroft



Theme 4:

Does Bancroft live up to its reputation as the economic hub of north Hastings County?



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Town of Bancroft

Living Up to Reputation?

- The good news is that 80% of the respondents said “**yes**”.
- However most qualified their response with statements such as:
 - “...but we are all there is”
 - “...but there is significant room for improvement”
 - “...but self employment is becoming more popular in remote locations”



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Town of Bancroft

Living Up to Reputation?

- "...but we are not working hard enough to keep it that way"
- "...but our stature is eroding"
- "...but complacency has set in"
- "...but there is lots of economic activity in the region"
- "...but we often stymie our advancement"
- "...but only in comparison to our neighbours"
- "...but other centres are challenging it"



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Town of Bancroft

Living Up to Reputation?

- 20% of respondents had no reservations saying "no".
- Their responses were explained as follows:
 - "A service hub, but not an economic hub"
 - "We overstate our significance"
 - "It is what we aspire to be – we need to earn it"
 - "The fundamentals are here but jobs and employment are very scattered"
 - "Economic Hub implies regional leadership and Bancroft falls short"



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Town of Bancroft

Take-aways from Theme 4

- There is a difference between service hub and economic hub and there is little disagreement that Bancroft is *the* service hub.
- While there is a great deal of economic activity generated from within Bancroft, many of the opportunities to grow economic opportunity available to Bancroft are available regionally.



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Town of Bancroft

Take-aways from Theme 4

- There is room for improvement. Bancroft will always be the regional centre for health, education and government services. Major retail enterprises that require a minimum market size will continue to find Bancroft and the immediate vicinity as the sweet spot.
- But Bancroft will need to work hard to grow small-scale and specialty retail, small office and employment uses, housing, leisure and cultural attractions to stay competitive.



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Town of Bancroft

Take-aways from Theme 4

- Perhaps the most profound message is one of **leadership**.
- It seems that in recent years Bancroft's message beyond the town has been heard as a story of lament, of woe, of hardship and its "Bancroft against the world".
- The region appears to be asking Bancroft to take hold of the mantle of inspirational leadership and creative partner.



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Town of Bancroft

Theme 5:
What should be the Town's top priority to influence the investment tone?



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Town of Bancroft

Top Priority to Set the Tone

- You may be surprised to hear that the Community Leaders had all kinds of suggestions for you! All are insightful and worth repeating.
- There were 2 priorities that did recur:
 - Don't say no – focus on finding a solution. **"Be principled but be practical"**
 - Be nice: demonstrate that the community can work with Town staff and politicians.



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Town of Bancroft

Top Priority to Set the Tone

- Other suggested priorities mentioned by more than one Community Leader include:
 - Improve telecommunications infrastructure.
 - Let the public access staff and clarify roles.
 - Raise the profile of Bancroft. Promote better.
 - Be honest with the public. Build trust.
 - Walk the talk. Role model what you want the community to be.
 - Emphasize business retention over attraction. Understand the businesses you have.



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Town of Bancroft

Top Priority to Set the Tone

- Other good suggestions include:
 - Support the development of the Airport
 - Assess the **strategic** value of Town property not just the **market** value.
 - Seek more meaningful civic involvement.
 - More support by the Town of community events.
 - Identify a project the community can rally around and achieve.



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Town of Bancroft

Top Priority to Set the Tone

- Other good suggestions include:
 - Bury the hatchet. Start fresh.
 - Facilitate the construction of housing.
 - Communicate positive messages proactively.
 - Seize upon the growing senior's demographic.
 - Address the tax disincentive with a realistic plan.



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Town of Bancroft

Take-aways from Theme 5

- The organization has experienced significant change in the past year. As you continue to refine your organizational structure and responsibilities keep in mind the community calls to:
 - Be solutions focused throughout the organization. Let roles be well-understood.
 - Be approachable, be helpful, be transparent.



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Town of Bancroft

Take-aways from Theme 5

- Kudos to Council for establishing a new council meeting schedule including adjustments to the times of meetings. Community participation at the Committee level is also a positive step. Both actions were high on the "must-do" list but Council has already taken care of it.
- The Plan will address directly many of the other "Top Priorities".



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Town of Bancroft

Theme 6:

What does the Strategic Plan need to address for it to be worth the effort?



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Town of Bancroft

Making it Worth the Effort

SCOPE AND TONE

- The plan can reasonably only cover matters that the Town of Bancroft has jurisdiction over but the Plan needs to place Bancroft in a regional context because economic development doesn't recognize municipal boundaries.



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Town of Bancroft

Making it Worth the Effort

PROCESS AND PRODUCT

- The Plan needs to include a practical, itemized action plan, with priorities identified and champions enlisted, and a target timeline for implementation.
- The Plan needs to reflect **public** priorities and live beyond the life of a council term.



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Town of Bancroft

Making it Worth the Effort

PROCESS AND PRODUCT

- The Plan needs to be direct. It needs to make recommendations that drive positive results even if it hurts.
- The Plan should conclude with a political commitment to tackle the action items one at a time, subject to budget approval.



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Town of Bancroft

Making it Worth the Effort

SPECIFIC ISSUES

- Assess the value of a regional economic development partnership.
- How to get development happening, particularly housing.
- How to attract tourist accommodation.
- A clear development plan for available town properties.



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Town of Bancroft

Making it Worth the Effort

SPECIFIC ISSUES

- Identification of a catalyst project to rally the community around. A common cause that citizens want.
- Business retention.
- Clarity on the long-speculated Earth Sciences Centre.
- Speak to the needs of youth.



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Town of Bancroft

Making it Worth the Effort

SPECIFIC ISSUES

- Opportunities to increase employment.
- Unfinished business. How to get initiatives in progress done with a sense of urgency.



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Town of Bancroft

Making it Worth the Effort

WOULDN'T IT BE NICE IF...

- the Plan could prescribe how growth can happen and retain an authentic experience for residents, businesses and visitors.
- the Plan could connect the Economic Development Strategy to potential returns for citizens.
- the Plan could rekindle community pride and heal hurt feelings.



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Town of Bancroft

Take-aways from Theme 6

- I will be busy.
- The study process will uncover other issues to be explored but the Committee should give consideration to the specific issues identified through the dialogues to verify if they are consistent with your expectations.



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Town of Bancroft

Theme 7: Words of Economic Development wisdom.



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Town of Bancroft

Challenge to Local Business

- Learn to adapt because change is coming.
- If you can't or won't let someone else do it.
- Do a better job on your image.
- Treat the town as fragile ... so nurture it.
- Customer service, please!
- The condition of your space impacts the business health of your neighbours.
- Be engaged with us and communicate!



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Town of Bancroft

Challenge to Local Business

- Don't be complacent – look for growth.
- Network – see the rest of the world.
- Wake up and smell the roses.
- Be involved in community life and events.
- Be proud and let it show.
- Think about the face you present to all.
- Have faith, fix your exterior, stay relevant.
- The community is more than cottagers.



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Town of Bancroft

Challenge to Citizens

- Get involved. We need your insights.
- Let's embrace bigger steps.
- We have the assets, let's go for it.
- Quit complaining! Let's play nice.
- See what we have, appreciate and improve it.
- Don't draw conclusions without facts.
- Don't give up. There is still hope.



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Town of Bancroft

Challenge to Citizens

- Let the community grow. Accept change.
- Be proud and positive. Be an agent of change.
- This is your town. Don't rely on others to make it great.
- Support local business.
- There is so much here. We are fortunate.



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Town of Bancroft

Challenge to Town Council

- Make long-term decisions, not popular ones.
- Complete the Plan, build consensus, trust it, pursue it.
- Don't do it alone. Create the environment and let go.
- You have a very serious job. Take it seriously.
- This is a team effort.



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Town of Bancroft

Challenge to Town Council

- Appreciate staff, empower them, support them.
- Be prepared to make the hard decisions.
- Be encouragers.
- Play nice. Set aside differences. Unify.
- Keep focusing on openness and good communication.
- Be honest with the citizens.



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Town of Bancroft

Challenge to Town Council

- Listen to the people. Seek out their advice.
- Don't take on the world but stay positive.
- Be leaders in cooperation.
- Get to know your business community and the critical issues they face.
- Start fresh. Be prepared to see through new lenses.
- Just do it.



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Town of Bancroft

In Summary

- There was a wealth of information shared by so many committed individuals.
- I was worried about community fatigue. But when I communicated with the Leaders, seeking some of their time, most expressed excitement to talk and appreciation for the initiative.
- In fact, the 29 individuals provided contact info for 28 more people to engage with.



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Town of Bancroft

Phase 1: Community Leader Dialogues



Discussion or Questions?



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Town of Bancroft

Appendix 4

Phase 2 Progress Report – April 23, 2019



Economic Development Strategic Plan

Phase 2 Progress Report
Understanding Where We Have Been
Community Development Committee,
April 23, 2019



1

Town of Bancroft

Understanding Where We Have Been

- The Town has completed many studies or participated in planning reviews over the past 15 years in order to refresh local policy approaches and further the advancement of the community.
- Most of the work has tapped into the rich perspective of local citizens.
- There is a significant level of fatigue and scepticism about **more study**. We would do well to honour their service by not starting over.
- Past work is available to inspire new actions where it remains relevant and form a solid basis for the next planning horizon.



2

Town of Bancroft

Building Bancroft



2010

- The objectives of the Building Bancroft project included:
 - To increase tourism visitation and longer duration stays
 - To celebrate the York River
 - To introduce new retail opportunities in a way that reinforces the existing retail structure of the core
 - To create a museum/heritage facility which includes a multi-purpose community amenity
 - To upgrade the aesthetics of Downtown
 - To improve parking



3

Town of Bancroft

Building Bancroft



- The Master Plan vision remains inspirational and elements of it are worthy of pursuit in concept.
- The wealth of research material generated does not have an expiration date and therefore will give valuable infrastructure guidance to support new development.
- The design guidelines for streetscapes and buildings remain relevant and live on through Bancroft's Community Improvement Plan.



4

Town of Bancroft

Building Bancroft



- The overall Building Bancroft program of \$80.8 million (2010\$) was intended to be a series of public investments totalling \$54.4 million that would stimulate private investment of \$26.4 million on commercially viable ventures.
- In current dollars the program would be in the order of \$124.0 million based on a 5% per annum construction cost increase.



5

Town of Bancroft

Building Bancroft



LIBRARY/HERITAGE ATTRACTION - EXTERIOR PERSPECTIVE

- Building Bancroft makes the case for public sector investments.
- Building Bancroft demonstrates that public sector investments are often leaps of faith.
- **"Make Your Future"**
- Unfortunately, the project was built upon an impossible business proposition.



6

Town of Bancroft

Community Improvement Plan



2014

- The objectives of the Plan are to:
 - Support the revitalization and improvement of the Downtown Core;
 - Encourage favourable development in the outer regions of town;
 - Identify and adhere to a long term Community Vision; and,
 - Provide a fiscally responsible framework for the direction of public and private expenditures to community improvement activities.



7

Town of Bancroft

Community Improvement Plan



2014

- The Town needs to consider:
 - When a development triggers more than one incentive program, the **duration** of the benefits must be **consecutive** if the programs are to yield the financial benefit intended.
 - Remediation is costly. Development is costly. Is the incentive offered commensurate with the cost and does it provides an adequate financial incentive to entice investment?



8

Town of Bancroft

Community Improvement Plan



- For example: If a Part A site clean up cost is \$400,000 but the Brownfield Tax relief only yields a tax savings of \$26,300 per year for 3 years, will \$78,900 against a cost of \$400,000 be sufficient to entice the investment?
- Peterborough allows the Brownfield incentive in the downtown to run until cleanup costs are covered.



9

Town of Bancroft

Official Plan



2018

- The Official Plan is brand new, coming into effect in the fall of 2018.
- Within the next 3 years Bancroft will be obliged to bring the zoning by-law into conformity with the new OP. Consider this an opportunity.
- In the OP the **Urban** communities are recognized for significant growth potential due to the fact that they are or will be serviced by municipal water and wastewater infrastructure.

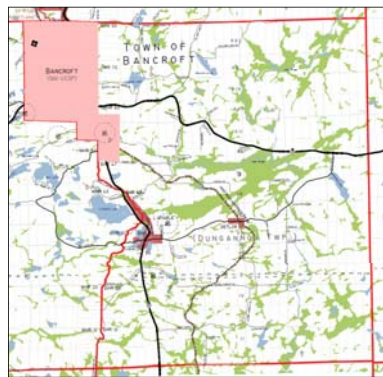


10

Town of Bancroft

Official Plan

- The Town has the largest **Urban** community land use designation in the County.
- There are 2 **hamlets**: L'Amable and Detlor
- By policy, development throughout the County is directed to **Urban** communities as the first priority.
- Hamlets** are of second priority followed by the **Rural** designation.



11

Town of Bancroft

Official Plan

- Residential development must proceed on the basis of full municipal services unless currently approved and/or zoned for private or partial services.
- While there are a few exceptions to this rule, the provision of private communal services will still require the Town to assume responsibility, making a compelling case to require that developments proceed on full services.

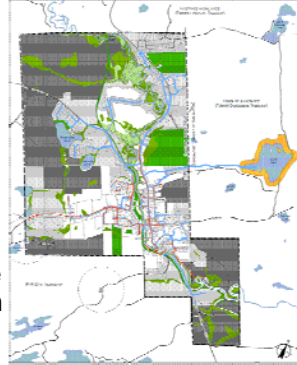


12

Town of Bancroft

Official Plan

- In order to satisfy the objective of the Official Plan for Bancroft to grow using full municipal services, Bancroft may need to promote growth in specific areas where servicing is practical.
- This may require some discussion with the County on potential "swaps" between the Urban Residential designation and the "Urban Future" designation.



13

Town of Bancroft

Downtown Revitalization



2008/09

- The Bancroft Downtown Revitalization Report was an initiative by 3 neighbouring municipalities seeking revitalization strategies for Bancroft, Maynooth and Coe Hill.
- The Final Report is an Action Plan organized around 4 themes:
 - Organization and Collaboration
 - Marketing and Promotion
 - Economic Development
 - Design

with a number of stated goals for each theme.



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Town of Bancroft

Downtown Revitalization



2008/09

ORGANIZATION & COLLABORATION

Goal	Actions
Develop a "Be Friendly" Campaign	Create "Welcome Packages" Introduce welcome banners Develop "Friendliest Business" award Coordinate shopping hours with events Carry out a secret shopper exchange Survey needs of seasonal residents
Develop new Special Events and Enhance Existing Ones	Outdoor weekend music festival Develop a night life in the downtown Busker festival Youth focussed music events
Build on Existing Assets: Minerals, Arts/Culture, Outdoor Adventure	Bring back canoe races Triathlon Adventure Race Blackfly Celebration Gemboree



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Town of Bancroft

Downtown Revitalization



2008/09

- While the report is now a decade old the revitalization objectives remain valid. It is practical and Bancroft-specific. It is **excellent work** and should be revisited as inspiration for the way forward.
- An influential part of the Downtown Revitalization initiative was The North Hastings Design Dialogue. The Downtown Bancroft chapter presents a number of highly valid "urban design" suggestions which, if followed, will stand the test of time.



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Town of Bancroft

Downtown Revitalization



- The Design Dialogue is critical of the land use planning decision-making in the preceding decade particularly with regard to commercial expansion. This may be overly harsh.
- For a community of its size Bancroft has a regional influence in the trade area that allows it to punch above its weight.
- A 50,000 sq ft Canadian Tire store and 2 large full-service food stores are not supported by the Town's population alone.



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Town of Bancroft

Downtown Revitalization



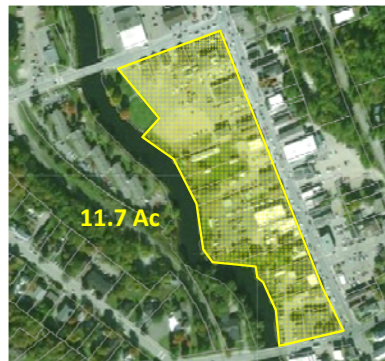
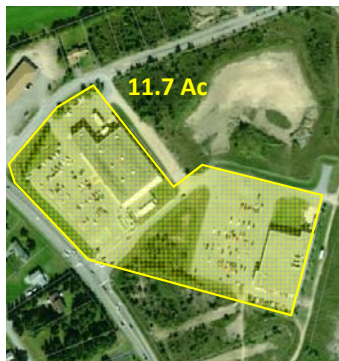
- Once a retail establishment reaches a certain size it no longer physically fits in the downtown. The pedestrian scale of historic downtowns can no longer be respected.
- The same market draws that are pushing the store size up are serving to reinforce the regional influence of Bancroft. The consequence is that all retailers in the community can take advantage of a more powerful regional draw.



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Town of Bancroft

Downtown Revitalization



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Town of Bancroft

Downtown Revitalization

"Ultimately, it (the downtown BIA area) will win its visitors by how good a destination it can become on its own merits."

Design Dialogue, pg 31

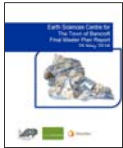
- The success of downtown will be realized by expanding the permanent population of downtown and encouraging cultural and entertainment venues and new boutique retailers, to complement the existing retail base.
- The downtown must also work hard to present itself as an attractive and viable commercial district that is differentiated by its pedestrian scale, its walk-ability, its charm and shopping/commercial service mix and quality.



20

Town of Bancroft

Earth Sciences Centre



Master
Plan
May, 2016

- The objective of the Master Plan was to present a capital and operating blueprint for the creation of an Earth Sciences Centre as a tourist destination in North Hastings, located in Bancroft.
- Expressed in 2016 dollars the capital requirement of the centre is approaching \$17 million with an annual operating budget approaching \$400,000, of which \$260,000 relies on sustained public sector funding.



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Town of Bancroft

Earth Sciences Centre



Master
Plan
May, 2016

- The cost is a major barrier (prohibitive?).
- There are currently discussions to advance the Earth Sciences Centre concept in more practical ways that do not rely on the creation of a new facility with its burden of capital and operating costs.
- These discussions are more focussed on the re-creation of the “experience” of mineral collecting and the wonder of the pursuit in the North Hastings landscape.



22

Town of Bancroft

Earth Sciences Centre



Destination Bancroft! May 2014

- Given the realities of limited capital funding and the burden of sustainable operating funding, Bancroft would be well served by parking the ambitious new facility concept for another time, if at all.



23

Town of Bancroft

Earth Sciences Centre



Master
Plan
May, 2016

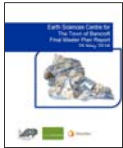
- Bancroft's mineral story is really the story of North Hastings. Going forward the resources to build the Earth Sciences Centre concept needs to be shared by the municipalities in North Hastings.
- Bringing more municipalities into the fold may capture the scattered sites that allow the mining and mineral history of the region to be **experiential**. These locations are gradually being lost to public access.



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Town of Bancroft

Earth Sciences Centre



Master
Plan
May, 2016

- As time passes, communities and the priorities of their citizens change. Once the region's economy was based on lumbering, mining and mineral exploration. Those resource-based industries have been largely replaced by initiatives that support the public's pursuit of leisure and recreational activities.
- Those who live or vacation here may actually see the mining and mineral history of the region as contrary to current interests.



25

Town of Bancroft

10-Year Housing Plan



Hastings
County
10-Year
Housing and
Homelessness
Plan
2014

- Social Housing** describes the supply of housing, typically rental housing, which is supported to varying degrees by annual public funding.
- In some cases the housing supply is owned by public agencies and there is therefore limited risk to its longevity as social housing.
- In other cases the supply is owned by private non-profit housing providers and the longevity of that supply is dependent on service agreements between the County and the provider.



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Town of Bancroft

10-Year Housing Plan



RJ Brooks
Living Centre



Woodview
Lane

- The County is actively preparing for life after the service agreements expire. The County will try to develop an ongoing relationship with the existing non-profit housing providers into order to preserve the supply.
- Regardless, the County is required, under current Housing legislation, to maintain the existing service levels (the supply of units) however they can be moved to other forms of housing, other owners or other communities in the County.



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Town of Bancroft

10-Year Housing Plan



Hastings
County
10-Year
Housing and
Homelessness
Plan
2014

- The County is also the window to access funding for capital grants to create new affordable housing.
- The term **affordable housing** is used to distinguish housing that does not rely on annual public subsidies. The housing is financially sustainable because a large capital infusion at the outset lowers the annual debt financing requirement to such an extent that the rents collected cover the remaining debt and operating costs.



28

Town of Bancroft

10-Year Housing Plan



Hastings
County
10-Year
Housing and
Homelessness
Plan
2014

- For the past 15 years senior levels of government have made available capital funding programs for affordable housing.
- During this period only a limited expansion of the affordable housing supply has taken place in the Town of Bancroft using these capital programs.



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Town of Bancroft

10-Year Housing Plan



Hastings
County
10-Year
Housing and
Homelessness
Plan
2014

- Municipalities which have seen growth in the affordable housing sector can often trace this success to the following factors:
 - There is a local political culture that accepts that the municipality is "in the housing game" whether they like it or not.
 - New affordable housing development is not just talked about but becomes a core municipal priority.



30

Town of Bancroft

10-Year Housing Plan



Hastings
County
10-Year
Housing and
Homelessness
Plan
2014

- The local municipality takes steps to further enhance the financial sustainability of new supply by offering incentives.
- The Service Manager (County) is highly engaged in the new supply mission and actively supports the local housing sector.
- The commitment of at least one local affordable housing development entity to be the champion, to take on the challenge and build. Success breeds success.



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Town of Bancroft

10-Year Housing Plan



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Town of Bancroft

Sustainable Bancroft

Sustainable Bancroft

An Integrated Community Sustainability Plan for Bancroft, Ontario



March - May 10, 2011

Integrated Sustainability Plan
May 2011

- The objective of Sustainable Bancroft! was to reset the way a community looks at short term decisions in light of long-term consequences - a new filter to local decision-making.
- Like most municipalities across the province Bancroft scrambled in 2010/11 to complete a Sustainability Plan in order to preserve the opportunity to secure Federal Gas Tax revenues. Federal funding was provided to complete the plan but not to ensure its longevity or outcomes.



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Town of Bancroft

Sustainable Bancroft

Vision Statement

"Our sustainable future will be based on thoughtful growth, health and wellness, creative expression and preservation of our natural environment."

- The core of the Plan is the future picture it paints of Bancroft in 16 theme areas covering a broad spectrum of cultural, economic, social and environmental issues. There is no stale date on the issues and they remain as relevant in 2019 as they appeared during the Plan development process in 2011.



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Town of Bancroft

Sustainable Bancroft

- The authors of Sustainable Bancroft recognized the volunteer energy and leadership behind the creation of the Plan and recommended a governance design to ensure the Plan lives on:
 - governed by a Community Sustainability Planning Committee
 - that it would be a committee of Town Council.
 - that the Committee would report to Council on a quarterly basis and present an Annual Report on sustainability to the community.



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Town of Bancroft

Sustainable Bancroft



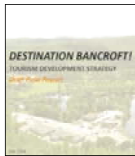
- Sustainable Bancroft does not appear to have been part of the public discourse for the past 5 years:
 - It may be an example of how important it is to have a champion and a leadership succession plan for sustained momentum.
 - It may also have suffered from doing the right thing for the wrong reason. The prerequisite to prepare a Sustainability Plan to ensure Gas Tax funding sets the stage for doing something out of necessity rather than deep commitment.



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Town of Bancroft

Destination Bancroft!



Destination
Bancroft!
Tourism
Development
Strategy
May 2014

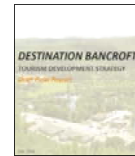
- Destination Bancroft! was prepared in 2014 as a visitor destination strategy for the Town of Bancroft.
- Its aim was to take the Town's core visitor attractors – outdoor experiences, rocks and minerals, a picturesque village, and arts, culture and heritage – and to envision 3 important public open space assets celebrating these core attractors.



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Town of Bancroft

Destination Bancroft!



Destination
Bancroft!
Tourism
Development
Strategy
May 2014

Market	Permanent Population	Seasonal Population	Total Population
A. Town of Bancroft (2011 Census)	3,880		
B. Primary Market (Town plus surrounding communities)	12,054	14,692	26,746
C. Secondary Market (beyond the Primary Market but less than 50 km from Town)	15,221	32,288	47,509
D. TOTAL (B plus C)	27,275	46,980	74,255

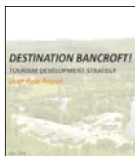
The size and influence of the primary and secondary markets will define the scope of the “opportunity”.



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Town of Bancroft

Destination Bancroft!



Destination
Bancroft!
Tourism
Development
Strategy
May 2014

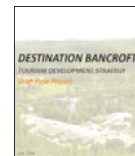
- The primary market for Bancroft is 3.5 times larger than the size of the Town of Bancroft
- The **primary** market size of 12,054 persons is the year-round population which has a high affinity and loyalty to Bancroft's shops, services and amenities.
- The **seasonal influx** of cottagers and part-time residents boosts the **primary** market population to 26,746 – almost 7 times the population of the Town of Bancroft.



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Town of Bancroft

Destination Bancroft!



Destination
Bancroft!
Tourism
Development
Strategy
May 2014

- The **secondary** market has a weaker affinity and loyalty to Bancroft due to distance and the lure of competitive centres.
- The secondary market just has to be convinced that Bancroft is the best of the available options.
- The secondary market includes an additional 15,221 permanent residents and 32,288 seasonal residents.



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Town of Bancroft

Destination Bancroft!



Destination
Bancroft!
Tourism
Development
Strategy
May 2014

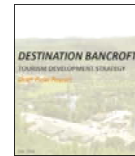
Riverside Park Preferred Concept



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Town of Bancroft

Destination Bancroft!



Destination
Bancroft!
Tourism
Development
Strategy
May 2014

- All three concept plans present a realistic program of improvements appropriate for the scale of the Bancroft community.
- The improvements focus on improving what exists to enhance the experience.
- The program is easily phase-able within each concept and between concepts.
- As such, the Destination Bancroft! plan remains viable and a worthy endeavour to embrace as finances permit.



42

Town of Bancroft

NH Municipal Cultural Plan



North Hastings
Municipal
Cultural Plan
(Phase 1)
2009/10

- Municipal Cultural Planning attempts to understand the power of the creative economy in a municipality.
- Those who create, design, and think – the “creative” class - are contributing to the economic health of communities in increasingly large numbers.
- In many locales the creative economy is the largest sector but it goes relatively unrecognized by traditional economic metrics.



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Town of Bancroft

NH Municipal Cultural Plan



North Hastings
Municipal
Cultural Plan
(Phase 1)
2009/10

- The Plan was borne out of a municipal partnership involving Bancroft, Hastings Highlands and Wollaston and other community partners collaborating on the Downtown Revitalization Project 2008/2009.
- The intuition was, consistent with contemporary thinking about the “new economy”, that culture would be proven as a significant driver of economic development.



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Town of Bancroft

NH Municipal Cultural Plan



- The planning exercise was guided by the North Hastings Cultural Planning Coalition representing cultural producers, advocates and consumers, municipal staff and politicians, and organizations.
- The local effort was ground-breaking for its multi-municipal focus in a largely rural part of Ontario.
- The momentum appears to have suffered the same fate as some other community-based planning initiatives.



45

Town of Bancroft

NH Municipal Cultural Plan



- The planning process developed 6 priority recommendations as follows:
 - Maintain the North Hastings cultural inventory.
 - Secure funding for a cultural liaison/cultural planning project leader.
 - Formalize the Cultural Planning Coalition as an ongoing working group.
 - Establish Municipal Heritage Committees in North Hastings County.
 - Promote and market North Hastings culture.
 - Support the ongoing work and health of the established North Hastings cultural sector.



46

Town of Bancroft

Community Futures



Community
Futures
Regional
Action Plan
2013

- Community Futures prepared a 5-year plan for the agency seeking to match their own funding priorities with the priorities of the communities within its service area.
- The plan drew upon the participation of community members and focused on understanding the assets of the community from which to build on rather a process which starts with what is lacking.



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Town of Bancroft

Community Futures



Community
Futures
Regional
Action Plan
2013

- The priorities identified by participants were:
 - Biomass development
 - Forest Industry – equipment loans, promoting local producers and retail
 - Tourism Destination Plan and Master Recreation Trails Plan
 - Expanded Loyalist College programming
 - A viable and vibrant Centre for the Arts
 - North Hastings School of Performing Arts
 - Culture, wellness, leisure centre (including an indoor pool)



48

Town of Bancroft

What's Next

- The recent work has attempted to:
Understand where we have been.
- The next phase of the work will attempt to:
Understand what we have. It will focus on the community's assets.
- Subjects include:
 - Bancroft Airport and Opportunities
 - The Eagle's Nest
 - Municipal Property Assets



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Town of Bancroft

What's Next

- Development Land Supply and Readiness
- Water and Waste Water Reserve Capacities
- Water and Waste Water Servicing Sheds and Expansion Opportunities
- Active Development Proposals and Issues to Overcome
- Local Business Growth Opportunities
- Tourism Assets
- Cultural, Leisure and Other Quality of Life Assets.



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Town of Bancroft

Appendix 5

Phase 3 Progress Report – September 24, 2019



Economic Development Strategic Plan

Phase 3 Progress Report

Understanding What We Have

Special Meeting of Council and Committee of the Whole,
September 24, 2019



1

Town of Bancroft

Understanding What We Have

- This is not a review that looks at Bancroft's
 - Strengths
 - Weaknesses
 - Opportunities, and
 - Threats
- Phase 1 looked at strengths. Weaknesses can't usually be materially changed.
- Community **assets** represent **opportunity**.
- "**What We Have**" is a more positive way to launch a plan to drive change.



2

Town of Bancroft

Water System



- The Town has a modern water treatment and distribution system including 33,000 metres of water mains and 146 fire hydrants.
- The Town's Asset Management Plan places the replacement cost for the water treatment and water distribution network at **\$16.2 million** (2016\$).



3

Town of Bancroft

Water System



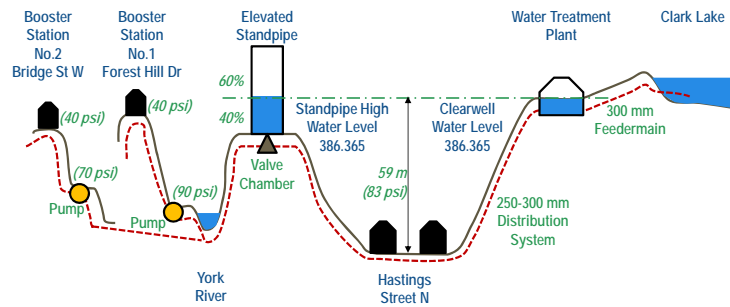
- The water system operates entirely by gravity rather than pressure zones, except for 2 small booster pumps.
- Gravity systems reduce the need for reservoirs and pumps but operational flexibility is limited.



4

Town of Bancroft

Water System Schematic



5

Town of Bancroft

Water System



- The Plant is currently **operating** at 1,900 m³/day or roughly 60% of its rated capacity.
- A minor capital investment of \$80,000 will overcome this.
- Average daily treated water production in 2018 was **766 m³/day** (less than 25% of the rated capacity).
- The clearwell at the treatment plant has a capacity of **627 m³**



6

Town of Bancroft

Water System

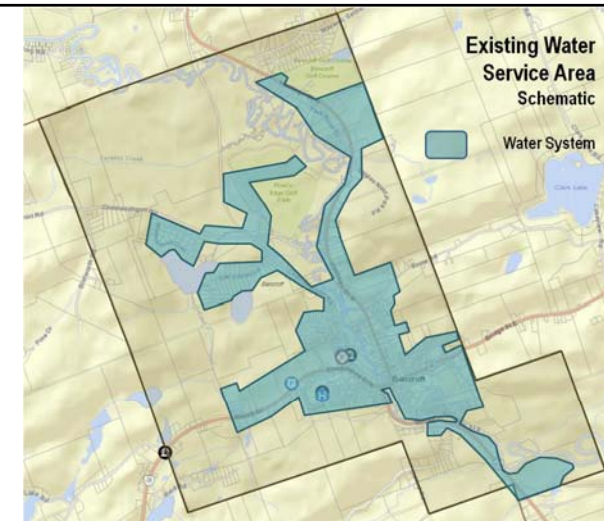


- The elevation of the clearwell and low daily demand allows it to supply water at adequate pressure to most of the distribution network before the treated water reaches the standpipe.
- The Town has an elevated standpipe but gravity limits the storage capacity to 40% of available capacity.



7

Town of Bancroft



8

Town of Bancroft

Water System

- There is significant capacity to support growth utilizing the Town's water system.

Metric	Calculation
Design Capacity of Water Treatment Plant	3,380 m ³ /day
Current Operating Capacity of WTP	1,900 m ³ /day
Average Annual Daily Use	766 m ³ /day
WTP Clearwell Storage	627 m ³
Standpipe Design Storage	2,700 m ³
Standpipe Effective Storage (due to gravity)	1,063 m ³



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Town of Bancroft

Water System

- There is also significant water loss occurring annually (leakage, unauthorized use, authorized use but unmetered).

Year	Treated Flow	Water Billed	Water Loss
2016	307,594 m ³	184,767 m ³	40.0%
2017	250,859 m ³	174,310 m ³	31.5%
2018	279,300 m ³	186,722 m ³	33.0%
Average Annual Water Loss			34.8%

- The Town is not unique; however, the acceptable standard is 10% water loss.



10

Town of Bancroft

Water System Observations

- The \$16.2 million asset is enormous and presents great opportunities.
- A significant portion of the distribution systems draws upon the clearwell supply before it reaches the standpipe. This challenges water quality in the standpipe.
- The top half of the standpipe is unused due to gravity flow limitations. Using the full capacity would boost system pressure and establish a much more reliable fire suppression system.



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Town of Bancroft

Water System Observations

- Remote reaches of the system struggle with low pressure and low chlorine residual. The Town should encourage development at the ends of the system to increase consumption.
- Bancroft should look at the water system with an eye to what it can become.
- Bancroft should seize this moment of relative calm and begin to understand the **incremental fixes** that will improve system efficiency.



12

Town of Bancroft

Waste Water System

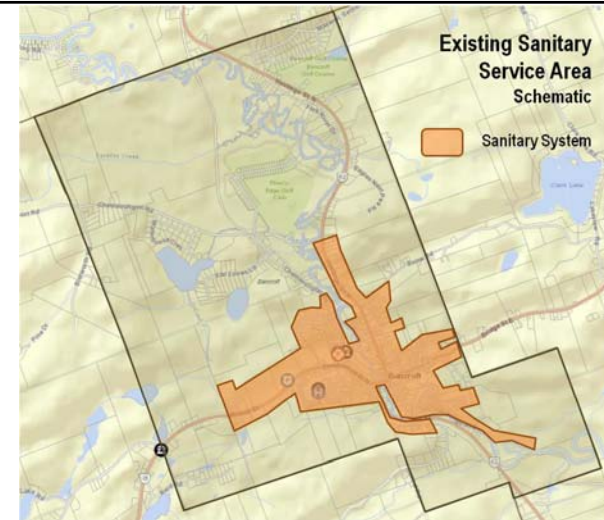


- The Plant is currently operating at roughly 77% of its design capacity using a 3 year daily flow average.
- Treated effluent from a recently modernized plant discharges to the York River.
- The Asset Management Plan identifies a replacement cost for the waste water system at **\$28.5 million**. (\$18M WWTP)



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Town of Bancroft



14

Town of Bancroft

Waste Water System

- The waste water system is highly sensitive to periods of extreme wet weather.
- Inflow and Infiltration cumulatively overwhelms the system.
- The 2018 per capita waste water flow at 532 litres/person/day exceeds the typical range of 350-500 l/s/day.
- In extreme wet weather the actual flows at the plant exceed plant capacity by a factor of 2.5-3.0.



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Town of Bancroft

Waste Water System

- The Town is conducting a capacity demonstration project and initial results have been highly positive.
- The objective is to seek Ministry approval to increase the rated capacity of the WWTP from 1,633 m³/day to 2,400 m³/day.
- If successful the existing average daily flows will represent approximately 50% of plant capacity leaving room for considerable growth.



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Town of Bancroft

Waste Water System

- Using the \$18.0 million replacement cost it can be argued that the re-rating would effectively avoid a capital expenditure of \$8.6 million to create the same capacity in a new facility.
- The re-rating is one way to find capacity. Fixing the sources of inflow and infiltration is another.
- The Town will need to be vigilant. Approval agencies are known to connect certificate renewals to process improvements or operational enhancements.



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Town of Bancroft

WW System Observations

- The Town needs to keep reminding itself that the Town's **servicing systems** represents the municipality's **largest investment in economic development**.
- Don't become complacent in the fact that actual daily flow at the WWTP is far less than rated capacity.
- A 2-3 week period of extremely high flow is like adding another month or 2 to the annual flow.
- Very quickly "all kinds of room" can disappear.



18

Town of Bancroft

Loyalist College



- Bancroft has enjoyed the presence of Loyalist College since the beginning days of the College in 1967.
- In the current era of post-secondary funding a satellite campus would never happen.
- Loyalist in Bancroft is a stroke of good fortune for citizens and local business. Use it or risk losing it.



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Town of Bancroft

Loyalist College



- The College locally offers 6 main program activities:
 - Paramedic Training (unique schedule)
 - 9 month PSW Certificate
 - E-Learning – self-directed learning accessing system-wide curriculum
 - Continuous Education (eg. food handling, chainsaw safety)
 - Literacy and Basic Skills programs
 - Local employment services



20

Town of Bancroft

Eagles Nest Park



- Iconic images define places.
- Nothing expresses Bancroft quite like the rock face on Highway 62.
- Eagles Nest Park is a cherished asset, iconic to Bancroft.



21

Town of Bancroft

Eagles Nest Park



- The Town has entrusted the management of this 82 acre municipally owned property to The Stewards of Bancroft Eagles Nest Park Inc.



22

Town of Bancroft

Eagles Nest Park



- The partnership between the Stewards and the Town seems to be working very effectively with the Community reaping the benefits of a dedicated group of passionate volunteers.
- These relationships should never be taken for granted and, as the Town can, the work of the Stewards needs to be supported.



23

Town of Bancroft

Bancroft Community Airport

- Community airports can be easily taken for granted.
- Local airports **directly** impact a relatively small number of constituents.
- Many see it only as a place where those with means can fly forgetting the airport brings profile and emergency services to Town.
- For many, the airport has always been there without a real understanding of the hard work by a small group that established it.



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Town of Bancroft

Peterborough Airport



2007



2015



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Town of Bancroft

Bancroft Community Airport



- The airport sits on 78 acres.
- The Airport has a 2,400' runway strip with a gravel surface and a modest air terminal building.



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Town of Bancroft

Airport Land Use Study



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Town of Bancroft

Airport Land Use Study



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Town of Bancroft

Bancroft Community Airport

- The Highest and Best land Use Study promotes a business model that seeks the financial participation of the Town by reinvesting municipal tax revenues generated by the airport.
- The study lays out a picture of what the airport aspires to be.
- The study does not yet present a compelling justification for public sector investment in new airside infrastructure.



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Town of Bancroft

Airport Observations

- The Town population is 4,000. The primary market exceeds 12,000. The largest resource based employers and the higher end tourism destinations lie beyond the Town. The airport needs to be seen as a **regional economic development** asset.
- The Town should do all it can to support the viability of the airport in its traditional areas of municipal responsibility. (land use, property)



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Town of Bancroft

Bancroft's Cultural Assets

- Culture is an essential ingredient to quality of life.
- People make community choices based on the opportunity to fulfill cultural pursuits.
- As "life happens" people tend to become rooted in communities because the cultural expressions around them define what home feels like.
- Culture brings people back to the places they may have taken for granted.
- Culture is economic development



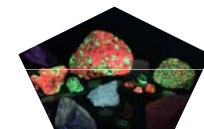
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Town of Bancroft

Bancroft's Cultural Assets



The Village Playhouse



Bancroft Gem and Mineral Museum



Art Gallery of Bancroft



North Hastings Public Library



Bancroft North Hastings Heritage Museum



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Town of Bancroft

North Hastings Public Library

- Library patrons cross all ages and economic means.
- A library is typically considered a core cultural service in any community.
- The current facility, by the library's own website description is "accessibility challenged".
- The first goal of the 2018-2020 Strategic Plan is to "re-imagine the library".
- This cannot happen soon enough.**



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Town of Bancroft

North Hastings Public Library

- The Town needs to invest in cultural amenities intentionally and strategically.
- Cultural investments can be transformational.
- Downtown success will depend on it.
- Public investments in new cultural amenities demonstrates confidence.
- It sends a signal to the private sector that proximity will enjoy profile and cross-traffic.



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Town of Bancroft

North Hastings Public Library

- Municipal governments are in the community building business.
- Most often local government directs the private sector in that business.
- Building cultural and leisure spaces are moments when local government can lead by example.
- These moments don't happen often so when the moment arises **be bold** and **set the tone** for others. Do what's best for the Town long-term.



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Town of Bancroft

Municipal Property Assets

- Municipalities accumulate property
 - Specific purpose like a road or park
 - Through the land development process such as storm ponds or natural hazard lands
 - Through gifts
 - A leap of faith – a strategic purpose to drive change.
- Some Municipalities adopt land acquisition programs:
 - Purchase waterfront
 - Land bank for affordable housing
 - Industrial parks
 - Downtown revitalization



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Town of Bancroft

Municipal Property Assets



- A municipality can't go wrong by acquiring land if the acquisition is not simply viewed as a real estate transaction but an investment in the community's future.
- Some spaces will be untouchable. A strategic asset should be positioned to "let it go".



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Town of Bancroft

Municipal Property Assets



- The site sits at transition between residential and commercial so either use fits.
- The existing building can be repurposed but not likely expanded.



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Town of Bancroft

Municipal Property Assets



- A jewel not a millstone
- The property was acquired for its contribution to Bancroft's vision for the downtown.
- The site is expandable



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Town of Bancroft

Municipal Property Assets



- Judge success by what value it can bring to Bancroft year after year – not what it can be sold for.
- Retain river edge for public use.
- Not a retail site



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Town of Bancroft

Municipal Property Assets



- Has limited appeal as a short-term parking lot.
- Encumbered by established use patterns
- Lots of room means plenty of opportunity.



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Town of Bancroft



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Town of Bancroft



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Town of Bancroft

Recommendation



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Town of Bancroft

- Allow this property to be considered for development in partnership with an experienced affordable housing developer.
- Be open to a mixed use option and a Town presence on the site.

Recommendation



450 Sidney Street, Belleville
Springale Development Inc.

- Here is a representative development that has a 6,000 sq ft footprint.
- It has 26 affordable housing units in three floors.
- An alternative would be 20 units on the upper 2 floors with 4,000 ft² of commercial/public use on the ground floor.



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Town of Bancroft

Municipal Property Assets



- Small but prominent in the heart of downtown.
- Try to ensure ground floor as commercial or cultural space but upper floors as residential.
- Zoning relief.



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Town of Bancroft



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Town of Bancroft

Development Readiness



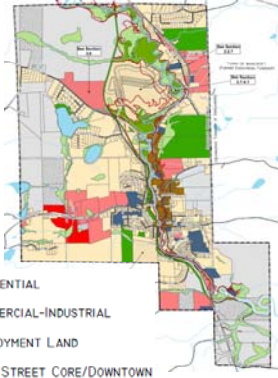
- The Bancroft Urban Community Secondary Plan has assigned significant growth to Bancroft.
- The Plan expects much of that growth and the Town will be required to make some strategic decisions for growth to happen.



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Town of Bancroft

Development Readiness



- Urban Residential and Urban Employment **requires** full services
- Urban Commercial-Industrial **anticipates** full services
- Urban Main Street Core/Downtown **is** fully serviced.



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Town of Bancroft

Development Readiness



- In reality the availability of full municipal services is what sets Bancroft apart from its municipal neighbours.
- It is also what the investment community wants when Bancroft is under consideration.
- Therefore it is constructive to assess the readiness of the Town to accommodate the kind of growth envisioned by the Official Plan.



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Town of Bancroft

The Land Shapes Our Possibilities Schematic



- Flat land is at a premium.
- Services can't leap-frog and remain affordable.



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Town of Bancroft

Existing Fully Serviced Area Schematic

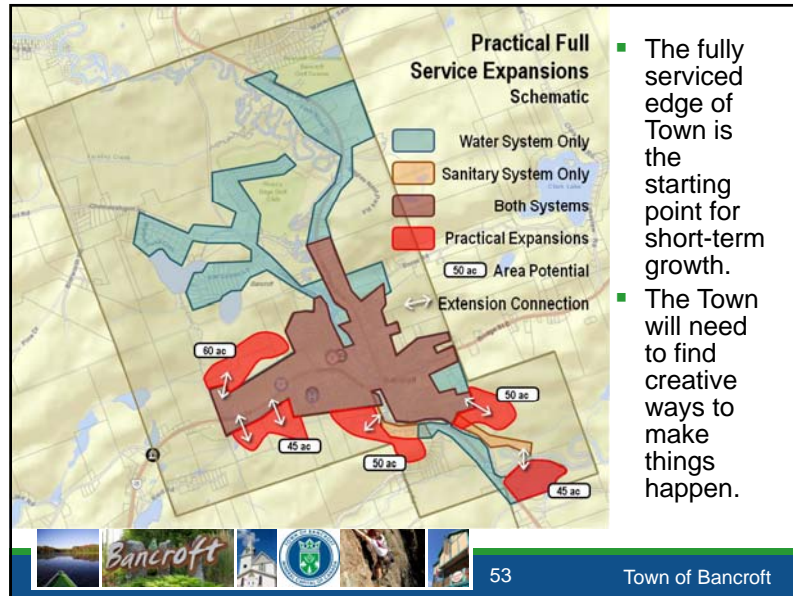


- The sanitary sewer system aligns with the built up area of 25 years ago.
- The water system has longer reaches.
- Not affordable to retrofit.



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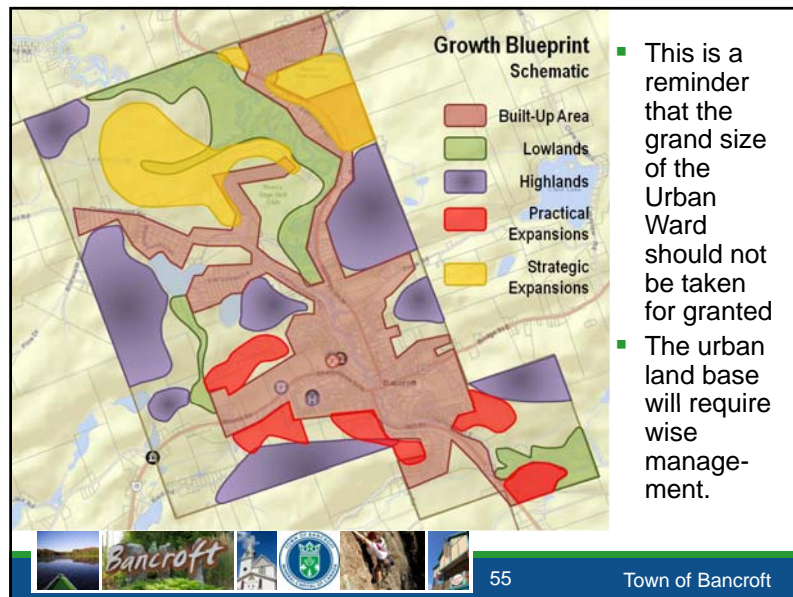
Town of Bancroft



- The fully serviced edge of Town is the starting point for short-term growth.
- The Town will need to find creative ways to make things happen.



- The Town will be best served by making strategic decisions around full service growth.
- Consider the benefits of a phased trunk sewer extension.



- This is a reminder that the grand size of the Urban Ward should not be taken for granted
- The urban land base will require wise management.



Appendix 6

Phase 4 Progress Report – November 26, 2019



Economic Development Strategic Plan

Phase 4 Progress Report
Understanding the Way Forward
November 26, 2019



1

Town of Bancroft

Planning Horizon

- The planning horizon for the Economic Development Strategic Plan is 5 years – 2020 to 2024 inclusive.



Municipal Election



2

Town of Bancroft

Plan Approach

- The Plan identifies initiatives that fall into 3 categories:

- Initiatives that address the way the municipality delivers its core services.
- Initiatives that send a message to the investment community and citizens.
- Initiatives that signal hope and renewal.



3

Town of Bancroft

Council's Direction

- The Economic Development Strategic Plan should be allowed to address quality of life initiatives where those initiatives align with the community's description of what success looks like:
 - Citizens are engaged; no one is left behind.
 - The community is inclusive, welcoming, diverse.
 - Citizens are enjoying life.
 - Citizens want to be here.



4

Town of Bancroft

A Foundational Premise

- A community may be blessed with assets in abundance or may be facing challenging days.
- Where a community finds itself is only as limiting as the community wants it to be.
- **The community itself is its own “agent of change”.**



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Town of Bancroft

A Foundational Premise

- Let the past be “the past”.
- **What is relevant is a community’s frame of mind starting now.**
- No government is going to rescue Bancroft.
- Bancroft is going to have to do it itself.



6

Town of Bancroft

A Foundational Premise

- The challenge to Bancroft is to establish a resolve to dig deep, and start a process of incremental change **that Bancroft has control of.**

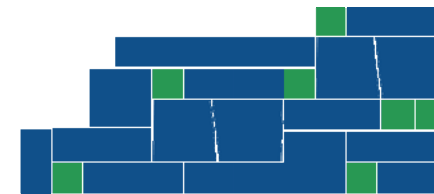
MAKING OUR FUTURE
captures the spirit of that resolve.



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Town of Bancroft

MAKING OUR FUTURE
An Action Plan for a Renewed Bancroft



*Start a process of incremental change that
Bancroft has control of.*



8

Town of Bancroft

Plan Purpose

- The objective of an Economic Development Strategic Plan is to give focus to organizational and community energy.
- If the plan ultimately fails to improve the position of the community it has not done its job.



9

Town of Bancroft

The Value of Common Purpose

- The Town of Bancroft enters the planning horizon of this Economic Development Strategic Plan with solidarity of purpose to lead a renewed Bancroft.
- This has been evident throughout 2019 – not only in the feedback of Staff and Council collectively throughout the phases of this study but in Council's approach to decision making.



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Town of Bancroft

The Big Win

- Council recognizes the Town needs to be:
 - more competitive in its tax structure, and
 - more competitive in its utility costs
- The answer to cost pressures and the restoration of that competitive edge is to increase revenues by growing the tax base through new investment and connecting new users to urban services.
- This Plan takes up that challenge.



11

Town of Bancroft

What the Plan Avoids

- The Strategic Plan avoids creating a wish-list of “nice-to-haves”:
 - Most “nice-to-haves” are beyond the Town's ability to finance in this planning horizon.
 - The Town has already a very impressive list of actions to pursue.
 - Take the studies off the shelf, allow fresh eyes to breathe new life into them, and let the important initiatives find their way into the capital budget forecast of the Town.



12

Town of Bancroft

What this Plan Avoids

- Often Strategic Plans recommend large projects to create **new tools** for economic development such as a large tourism venue, a conference centre, or a small business incubator.
- The idea is to stimulate economic activity on the assumption that all citizens will ultimately benefit.



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Town of Bancroft

What this Plan Embraces

- This Plan takes a different approach.**
- Bancroft is due to reward its citizens, as the first priority.
- Certain initiatives are intended to promote the every day quality of life for Bancroft residents.
- A healthy complement of community assets that **everyone directly benefits from** will create a community that others aspire to be part of.
- Economic development happens from within.



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Town of Bancroft

Establishing Priorities

- For simplicity the High Priority initiatives should be **commenced** in the next 2 years.
- The other recommendations should be **commenced** during the 5 year planning horizon.
- Some initiatives do not have a start and end date because they speak to a style of business that is transformational and becomes what Bancroft is known for, as opposed to what Bancroft has.



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Town of Bancroft

BUSINESS CULTURE READINESS

1. Rescue Staff from the Tyranny of the Urgent

The Senior Team needs time to “think” not just process. It is challenging to seize opportunity even when it is staring at you.

It is recommended that the Town assess its processes (particularly the council business processes) to ensure the benefits are commensurate with the efforts.

Champion	Council
Others	Senior Administrative Team
Priority	High Priority



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Town of Bancroft

BUSINESS CULTURE READINESS

2. A Refreshed Vision of Public Service

Staff have welcomed fresh perspectives to solve problems and work with the investment community.

It is recommended that the Town empower staff to pursue the following approaches to public service:

- Be principled but be practical
- Be proactive in the public interest

Champion	Council
Others	Senior Administrative Team
Priority	High Priority



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Town of Bancroft

POSITIONING BANCROFT

3. Bancroft's Unique Role in the Regional Market

The Town is the largest urban centre and service hub to a permanent population of 29,000.

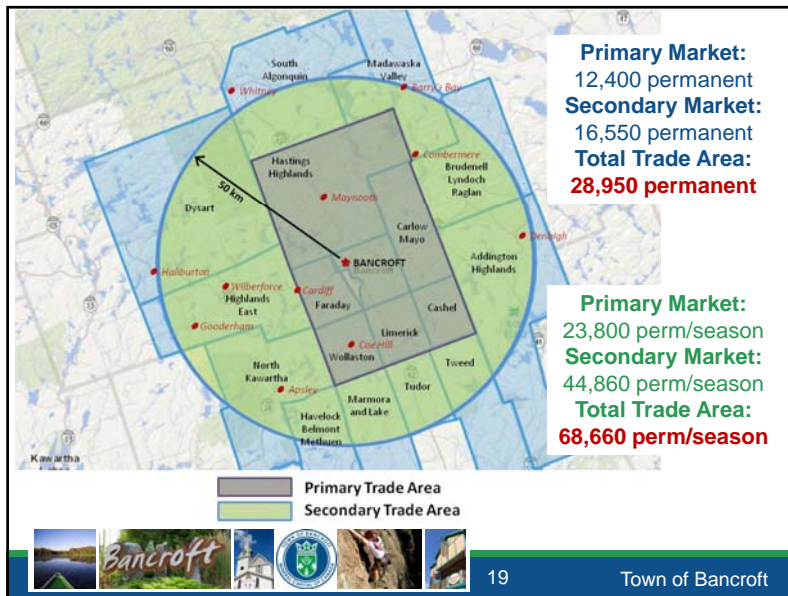
It is recommended that the core principle of the Town's Economic Development Strategic Plan be that the Town continue to focus on growing its regional influence as North Hastings **urban centre of choice**.

Champion	Council
Others	Senior Administrative Team
Priority	High Priority



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Town of Bancroft



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Town of Bancroft

NORTH HASTINGS COMMUNITY OF INTEREST

4. Effectiveness of Regional Economic Development

North Hastings has a shared community of interest that can be represented by NHEDC. Are Bancroft's interests represented?

It is recommended that the Town pause and evaluate how well the Town's ED issues are communicated to NHEDC and how effective NHEDC has been addressing those interests. The NHEDC must commit energies to Bancroft issues to be relevant.

Champion	Council
Others	NHEDC and area municipalities
Priority	Within 5 years



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Town of Bancroft

COMMUNITY IMPROVEMENT PLAN

5. Fine-tuning for greater participation.

The CIP is a powerful Economic Development tool. The Town should activate other programs / fine-tune existing programs.

- Activate the Accessibility Improvement Program and fund an allocation through the budget.
- Increase Façade Grant from \$2,000 to \$5,000 and fund an allocation through the budget.
- Increase Brownfield program to “the greater of 3 years or 75% of remediation costs”.

Champion | Director of Corporate Services

Others | Planning Co-ordinator

Priority | Within 5 years



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Town of Bancroft

URBAN SERVICES – MOST IMPORTANT ASSET

6. Making the asset as effective as it can be.

The replacement cost of the water and waste-water system is \$45 M. Services will drive Bancroft's economic growth.

- Retain an expert in municipal water systems to undertake a system-wide evaluation of treatment, storage and distribution to develop a multi-year program to improve efficiency.
- Budget annually for I&I corrective measures.
- Complete the Uncommitted Reserve Capacity calcs.

Champion | Manager of Public Works

Others | Senior Administrative Team

Priority | High Priority and Within 5 years



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Town of Bancroft

DEVELOPMENT READINESS

7a. Giving opportunity a place to land.

Development on full services: the Official Plan requires it, investors expect it, and it makes long-term economic sense.

It is recommended that the Town work closely with investors to bring serviced land on-line by finding creative solutions to investment barriers including attractive zoning, assisting with lot creation, financial participation, etc.

Champion | Council

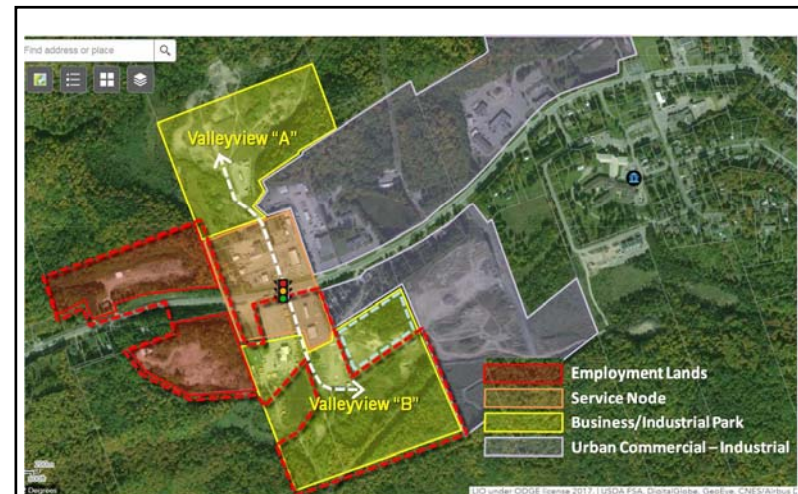
Others | Senior Administrative Team, Developers

Priority | High Priority



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Town of Bancroft



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Town of Bancroft

DEVELOPMENT READINESS

7b, 7c, 7d. Giving opportunity a place to land.

Development on full services: the Official Plan requires it, investors expect it, and it makes long-term economic sense.

It is recommended that the Town immediately commence the planning for a 3-phase trunk sewer extension from Tim Horton's on 62 to the north Town limit. Assuming capacity is available negotiate a service agreement with Hastings Highlands.

Champion	Council
Others	Senior Administrative Team, Developers
Priority	High Priority and within 5 years



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Town of Bancroft



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Town of Bancroft

BANCROFT SECONDARY PLAN

8. Allow Town's planning documents to facilitate opportunity.

Use the flexibility provisions in the Official Plan to create a flexible zoning by-law.

It is recommended that the Town's zoning approach:

- have fewer zoning districts with broader opportunity
- allow industrial and commercial uses to co-exist

It is recommended that the Town seek a better alignment of the OP when new services are built.

Champion	Director of Corporate Services
Others	Planning Co-ordinator
Priority	High Priority and within 5 years



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Town of Bancroft

DOWNTOWN REVITALIZATION

9. Clarifying roles and expectations.

There is not a mutually accepted and supported relationship between the Town and the BBIA, creating unhelpful tension.

It is recommended that the Town and the BBIA work in a collegial way to establish each organizations' expectations of the other so that roles can be agreed upon and supported. Use the Downtown Revitalization Report as a basis for dialogue.

Champion	Town Council
Others	Bancroft BIA
Priority	High Priority



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Town of Bancroft

DOWNTOWN REVITALIZATION

10. Breathe new life into the Downtown Revitalization Report

The Downtown Revitalization Report of 2009 is an excellent inspiration for revitalization activities over the next 5 years.

It is recommended that the BBIA, Town, Algonquin Arts Council and other interested participants review the Report and celebrate the accomplishments, evaluate the relevance of outstanding actions, and identify new measures worthy of pursuit.

Champion	Bancroft BIA	
Others	Town of Bancroft, Algonquin Arts Council	
Priority	High Priority	



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Town of Bancroft

DOWNTOWN REVITALIZATION

11b. Establish first principles for Downtown Revitalization

Urban centres have come to see downtown as the ideal place for everything that gives life to the community experience.

Adopt the following promotional strategy for Downtown Bancroft:

The success of downtown will be realized by:

- Expanding the permanent population of downtown;
- Encouraging the investment in cultural, hospitality and entertainment venues; and
- Recruiting new boutique retailers to complement the existing retail and service base.

Champion	Town of Bancroft	
Others	Bancroft BIA	
Priority	High Priority	



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Town of Bancroft


DOWNTOWN REVITALIZATION

11a. Establish first principles for Downtown Revitalization

Urban centres have come to see downtown as the ideal place for everything that gives life to the community experience.

Adopt the following vision statement to guide the activities of the BBIA and the priorities of the Town:

The historic downtown will work hard to present itself as an attractive and viable multi-functional district that is differentiated from other commercial areas by its pedestrian scale, its walk-ability, its charm, and its shopping/commercial service mix and quality.

Champion	Town of Bancroft	
Others	Bancroft BIA	
Priority	High Priority	



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Town of Bancroft

MINERAL CAPITAL OF CANADA

12. Make the brand relevant to a new generation.

The Mineral Capital of Canada brand is something Bancroft celebrates but the brand has been overtaken by time.

There is no capacity to pursue a new Heritage Facility at this time. Rather, focus on the following:

- **Recreating** the "experience" of mineral collecting
- **Recapturing** the exploration sites lost to public access
- **Engaging** a new generation to the mineral story
- **Elevating** the story to a Regional story where it belongs

Champion	North Hastings EDC	
Others	Town, Area Municipalities, Mineral Club, Chamber	
Priority	Within 5 years	



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Town of Bancroft

AFFORDABLE HOUSING

13. Tip the playing field in favour of new supply. Lead.

For new affordable supply to enter the market the Town must make affordable housing a core municipal priority.

It is recommended that the Town offer access to land, cancellation of certain municipal fees, etc and maintain political determination in the face of opposition.

It is recommended that the Town value and nurture the commitment of affordable housing proponents and always be one step ahead with the next partner/project in the queue.

Champion	Director of Corporate Services
Others	Hastings County, local housing proponents
Priority	High Priority



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Town of Bancroft

ARTS AND CULTURE AS ECONOMIC DEV.

14. Resolve what has been left undone.

The cultural sector once had a voice at the Ec. Dev. table but momentum ended with no formal structure for longevity.

It is recommended the Town formally resolve the unfinished business by hosting a series of forums to bring the Arts and Cultural community together and to explore if there is a will or need to have a formal place at the Economic Development table and in what form.

Champion	Town of Bancroft/Senior Staff
Others	AAC, Cultural providers, NHEDC
Priority	Within 5 years



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Town of Bancroft

SUPPORTING THE CULTURAL SECTOR

15. Find a simple but practical way to support the sector.

When the going becomes too onerous for cultural groups to carry on the Town may be pressured to step in.

Given the independent financial relationship between the Town and the Arts and Cultural sector of the economy, it is recommended that the Town establish, through its annual budget process, a "Helping Hand" grant to support the sector in creative ways.

Champion	Town of Bancroft and AAC
Others	Arts/Cultural providers not represented by AAC
Priority	Within 5 years



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Town of Bancroft

SUPPORTING THE CULTURAL SECTOR

16. Re-imagine the Library with a sense of urgency.

As a core cultural service a modern, accessible Library is urgently needed. Strategic investments are transformational.

Actively support the relocation of the North Hastings Public Library to an accessible facility and let this be considered the most urgent cultural investment.

Demonstrate confidence in the downtown by securing a site in the historical, walk-able Main Street area.

Champion	Town of Bancroft
Others	Library Board
Priority	High Priority



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Town of Bancroft

North Hastings Community Hub

View shed
Public Parking
Residential Parking

North Hastings Public Library
Bancroft · Faraday · Limerick

North Hastings Public Library Re-imagined Site Option 2

GROUND FLOOR

Boundaries information compiled from measurement data.

Ground Floor: 4,000 ft² Library
2nd Floor: 2,000 ft² Residential Common
2nd Floor: 20 Housing Units
2nd Floor: 20 Housing Units

37 Town of Bancroft

SUPPORTING THE CULTURAL SECTOR

17a. Give both museums incentive to be bold TOGETHER.

The Heritage Museum is now a 12-month operation reliant on tenuous grant-based funding.

If the 12 month operation brings greater profile to the Town, a significant increase in visitation, etc. the Town should consider increasing its annual contribution to help alleviate grant dependency.

Develop a shared understanding on property use for the Museum in the immediate vicinity.

Champion	Bancroft North Hastings Heritage Museum
Others	Town of Bancroft
Priority	Within 5 years



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Town of Bancroft

SUPPORTING THE CULTURAL SECTOR

17b. Give both museums incentive to be bold TOGETHER.

Both museums sit adjacent to each other but the relationship seems worlds apart.

The Heritage Museum should loan its mineral collection for display in the Mineral Museum to free up floor space for its collection.

The 2 museums should share one admission charge.

The Mineral Museum should partner with Fleming College to animate its outstanding collection.

Champion	Heritage Museum; Gem and Mineral Museum
Others	Town of Bancroft
Priority	Within 5 years



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Town of Bancroft

BANCROFT COMMUNITY AIRPORT

18. Elevate the sustainability of the airport as a NH ED issue.

The Airport is a significant economic development asset serving North Hastings. It happens to be located in Bancroft.

It is recommended that the Town do all it can to support the viability of the Airport in the Town's traditional areas of municipal responsibility.

Elevate the financial sustainability concerns as a regional economic development interest with NHEDC

Champion	Town of Bancroft
Others	Airport; NHEDC: Hastings County
Priority	Within 5 years



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Town of Bancroft

PUBLIC OPEN SPACE

19. Make investments to enhance the resident experience.

The Town has developed a vision for 3 important public spaces that remains relevant and realistic.

Pursue the strategies of Destination Bancroft as funds are available through grants, donations and the Town's capital budget, in order **to enhance the resident experience**. Priorities include: accessibility and beach enhancements, splash pad, trail upgrades

Champion | Town of Bancroft

Others | Bancroft BIA, Trail Groups, Service Clubs

Priority | Within 5 years



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Town of Bancroft

MUNICIPAL PROPERTY ASSETS

20. Deploy strategic properties as change agents.

Four municipal properties have been deemed strategic assets. They should be viewed as catalysts for change, not real estate

Actively promote the re-use of the following municipal assets: Flint Ave parking lot, former municipal office, Block 68 (Former IGA), and Cleak Ave parking lot as investments in the community's future.

Reconsider the list as properties are repurposed.

Champion | Town of Bancroft

Others

Priority | High Priority

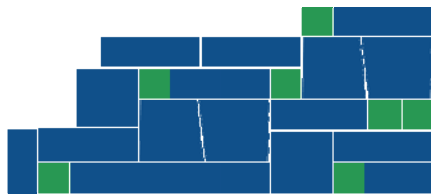


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Town of Bancroft

MAKING OUR FUTURE

An Action Plan for a Renewed Bancroft



Start a process of incremental change that Bancroft has control of.



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Town of Bancroft

