
2019 Department Overview

Economic Development, Tourism and Land Use Planning

Economic Development

Service Description

To provide leadership and support in coordinated economic development activities throughout Northumberland County in a collegial and cooperative manner in order to secure long term sustainable benefits for all residents and businesses.

Mandatory Programs

The Economic Development Department provides the following services:

- **Information Services:** Acts as a focal point for investment attraction by providing a single source of data related to Northumberland opportunities, as well as sources of provincial and federal assistance to new and existing investment driven initiatives.
- **Referral Services:** Support information and cooperative information exchange to individual municipal staff and service providers in support of business retention and attraction.
- **Relationship Services:** Seeking public and private sector financial and human resources to support local and regional activities related to strategic infrastructure development.
- **Coordination Services:** Strategic Development Initiatives:
 - Agricultural, agri-food, and agri-tourism awareness and initiatives as defined by the agricultural action plan and the regional “local food” BR&E,
 - Investment development coordination and
 - Manufacturing undertakings in technology, training and product development and attraction including a manufacturing attraction specialist position in partnership with the Town of Cobourg



- Regional economic development strategies
- New Canadian investment and attraction
- Integration of small business entrepreneurship programs to retain and attract small business enterprises
- Land use planning in conjunction with the County Official Plan
- Environmental Inspection Services
- Settlement Services in collaboration with the New Canadian Centre

Discretionary Programs

Discretionary programs in Economic Development are project specific.

In order to create a climate for economic renewal and prosperity the department embraces the vision of the county which is to bring together people, partnerships and possibilities for a strong and vibrant Northumberland County

The following represents discretionary programs both formal or under development that shape the role of the department:

Integrated Economic Development Master Plan

At the core of economic development is the interdependency of the factors sustaining economic growth and human development. There are several systems that feed this including connective economic, political and social infrastructures, which in turn generate the needed resources used to improve social well-being resulting in wealth generation, job creation and community renewal through innovation. The strength of the relationship between economic and social capital ensures that economic activity remains resilient.

An **Integrated Economic Development Master Plan** bolsters the local economy and ensures the community's continued vibrancy. It is this interconnectedness that creates the framework for this integrated economic development master plan. Each of these components shares an interdependency that provides a framework for economic development in Northumberland. The integration of these components will result in an innovation driven department.

- **Focused and Robust Entrepreneurship/Can-Do-Attitude:**

Entrepreneurship and innovation are inseparable components for economic renewal. Creating an environment which supports focused and robust entrepreneurship is essential to a community's well-being.

- **Research and Policy Engagement/Anticipating and Understanding Goals:**

The process is research develops policy which creates programs that result in funding. Research is dependent upon engagement with community stakeholders that benefits community as a whole.



- Flexible Social Infrastructure/Supporting Physical and Emotional Needs:

It is essential to develop partnerships with non-governmental organizations, not for profits, the faith community and service clubs to garner broad based community support.

- Resilient Economic Activity/Dollars for Goods and Services:

A resilient economy is one which builds human and social capital through dollars spent for production, consumption, distribution, and exchange of goods

- Skilled and Diverse Workforce/Productivity over Increased Number of Jobs:

By attracting skilled labour and promoting educational opportunities through technical training, public education, and workforce development existing businesses renew and potential businesses are attracted to a highly productive community.

- Connective Infrastructure/Services for day-to day living:

Residents needs to be connected to external opportunities and markets via transportation corridors, technology, services and institutions of wellness and learning.

- Liveability/Quality of Life:

An integrated economic development master plan is designed to support the creation of public amenities and the renewal of established communities.

- Serendipity/Things coming together when you need it to:

A collective vision which “brings together people partnerships and possibilities for a strong and vibrant Northumberland” is essential for integration.

Ontario Agri Food Venture Centre (OAFVC)

As a niche food processing facility, it accommodates small batch processing, packaging and storage of foods and supports second source revenues from farming operations. The accelerator component consists of business support services in conjunction with our strategic partners and services.

The 15,000 square foot facility offers a multitude of services including niche food processing facility rental, refrigeration and freezer cold storage, educational and meeting space and potentially space leased to private sector food-related distribution businesses.

Objectives:

By initiating the creation of an agri-food accelerator and niche food processing facility our purpose is to:

- Provide resources to support, facilitate and advance a sustainable regional local food economy
- Provide facility to small batch/niche batch processing/packaging of local food
- Engage a broader regional rural constituency to create the necessary demand for the service



- Create the necessary infrastructure and support for value-added production, minimal processing and business services to existing and emerging businesses, organizations and the surrounding community
- Act in partnership with supporting agencies to enhance and educate individuals regarding food preparation and availability
- Research and develop in conjunction with established post-secondary institutions product methodologies for chilling/freezing and packaging local food products to extend seasonality
- Insure sustainability through multiple revenue streams

Anticipated Outcomes:

In developing and investing in this resource it will:

- Create new business opportunities resulting in increased revenues and employment
- Broaden product offerings by increasing the seasonality of locally grown products through new technologies in food processing and packaging
- Increase production of local food offerings by enhancing demand
- Re-introduce individuals to food preparation techniques which will create more balanced and healthy diets
- Encourage investment in local agriculture and support more entrepreneurial endeavours in agriculture and related support industries
- Increase the awareness of regional local food availability and accessibility

Integrated Economic Development Service Partnerships – continue to evolve the services available 600 William to include Regional Tourism Organization 8 (RTO8), Ontario East Economic Development Commission (OEEDC) ,Export Development Canada, Business Development Bank, FedDev Ontario , Chambers of Commerce as well Contact North and the New Canadian Centre (NCC).

Business Entrepreneurship Centre of Northumberland has integrated its functions into the overall mandate of Economic Development especially in areas such as partnership development, business immigration and new Canadian attraction and youth engagement.

Goals

- Create new and innovative programs and services to serve Small Business and Entrepreneurial Development
- Strengthen involvement of community partners in programs and services to increase effectiveness and scope
- Utilize the co-working space known as **The Factory** to foster entrepreneurial learning and development with new methods and techniques



Workforce Diversification Strategy – continues to be a priority for the department. Utilizing our extensive partnership network we took a leadership role in bringing together the needs of manufacturing training and the technological innovations created by Magnet and most recently the work of CIMS - Carleton Immersive Media Studio to provide three dimensional visualizations of production and labour requirements to attract and retain talent in Northumberland and Eastern Ontario. In addition the department has a leadership role with the Local Employment Planning Council in support of workforce development initiatives.

Educational Partnerships – continuing the need to establish relationships with post-secondary institutions in a manner which provides Northumberland centric training opportunities to support both under-employed/under skilled youth and existing/future industry requirements. Integrating the activities of the Community Employment Resource Partnership C.E.R.P with newly released government programming further supports this initiative. In conjunction with the activities of the OAFVC memorandums of understanding are being developed between Durham College as well as Loyalist College to support the food processing industry and new product development.

Regional Local food BR&E – completed with actionable items to be undertaken both in Northumberland and Eastern Ontario it remains an on-going road map for regional relationship development in agriculture.

County Official Plan – integral to the creation of an operational framework to support economic development is the County Official Plan. With the encouragement of the Province the County submitted its first Official Plan in the fall of 2015. The Industrial Lands Strategy completed and submitted by early 2013 addressed the lack of readily available investment ready lands within the County. The County Official Plan was fully in effect beginning January 2017

Departmental Goals

- Formalize a major employment area to provide accommodation for businesses seeking to locate in Northumberland and commence secondary plan activities
- Formalize a natural heritage system with protected natural areas across the County
- Assess the agricultural sector and develop policies to protect viable farm land and support the local agricultural community in Northumberland
- Ensure extraction of mineral aggregate deposits are protected and ensure that extraction is carried out in a manner that minimizes social, economic and environmental impacts
- Establish inspection services as “the hub” for all information related to on-site sewage systems and plumbing permits



- Develop a database for tracking and monitoring all inspection-related permits across Northumberland

Business Immigration Ontario Portal is critical to attract individuals to renew the workforce as well as a tool to attract new business investment. Economic development has been successful in acquiring further funding to begin to integrate business support services into the overall attraction strategy. We anticipated that business immigration will become a critical element in both Federal and Provincial programs that support economic development activities. The tool has resulted in further investment federally and provincially through Status of Women and Innovation/Immigration funding. We have successfully negotiated the need for Settlement Services with our Provincial partners for Northumberland.

Goals

- Creation of a local immigrant partnership council with the participation of the business sector, faith community, settlement, training and skills development, schools, non-profit sector and member municipalities
- Development of a Municipal Strategy on Settlement and Integration
- Creation of a local business support network for immigrant entrepreneurs
- Delivery of full settlement services in Northumberland County
- Research-based initiatives that address increasing demands and demographic shifts as an outcome of increased immigration and migration activity in the area

Community Employment Resource Partnership (CERP) – linkage between all agencies which provide employment assistance CERP is evolving through the use of technology, integral to immigration portal development and a supportive tool in the business attraction process. Its role will continue to evolve and assist in the formulation of a workforce diversification strategy

Capital Pools/Lending Framework – initial review of partnership opportunity with the Peterborough Region Angel Network (PRAN) as incentive for new business development specifically in commercialization of technology start-ups. Initial discussions have taken place with Federal representatives where a three party partnership of Peterborough, Quinte and Northumberland was proposed. This is a carry-over from 2018.

Human Resource Allocation – currently the department continues to creatively allocate resources which meet the needs of the marketplace.



Partnerships

As noted in the discretionary programs – everything the department engages in is linked to well entrenched relationships and working collectively with a wide and varied range of partners.

Environmental Scan

Information regarding demographic and economic trends are included as part of the 2017 Integrated Economic Development Master Plan

Funding

Project funding is available through a limited number of provincial and federal programs. Applications are on-going for specific funding requests for projects which require investment in marketing, training, capital investments and/or research.

Legislative

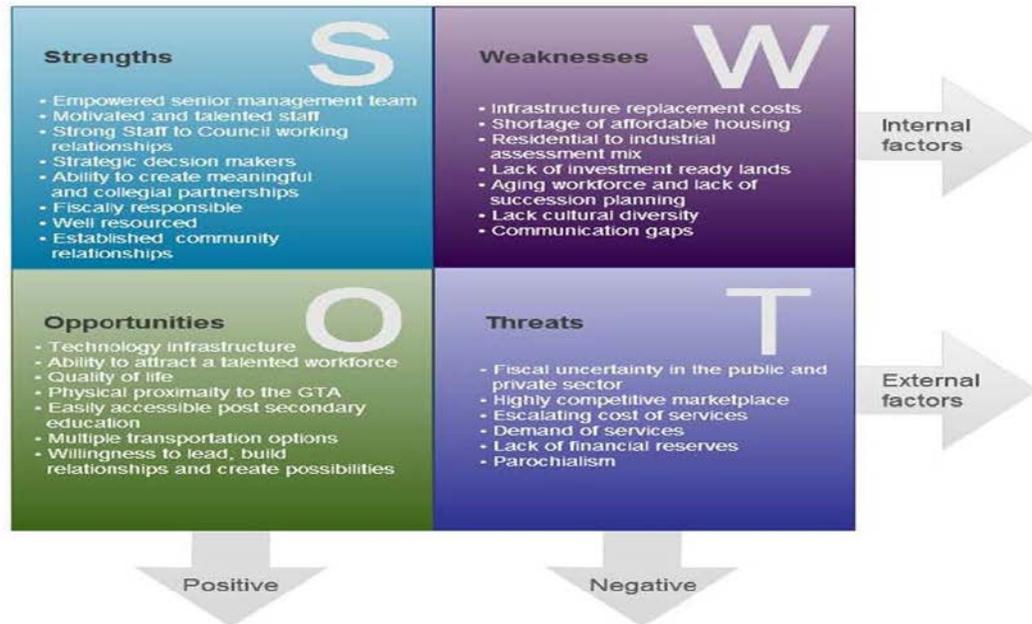
Provincial funding for economic development initiatives are currently being reviewed by individual ministries. Programs such as RED/ EODF/Tourism Investment are under review - no details are available as to program funding access.

Federal funding specifically through the Ministry of Innovation Science and Economic Development remains somewhat developmental and aspects are available through FedDev Ontario. The Eastern Ontario Development Program and its regional component are currently under review.

Economic Factors

The illustration below remains fairly indicative of the current situation in Northumberland however the resulting Integrated Economic Development Master Plan will enhance the strengths and opportunities and may provide the necessary momentum to overcome some of the stated weaknesses.

Northumberland County SWOT



Tourism

Service Description

Our goal is to attract new visitors to Northumberland County and increase tourism spending. Through innovative marketing strategies and branding, we will highlight the uniqueness of the region and maximize Northumberland's potential to attract new visitors and increase visitation. This will be undertaken by working with Northumberland's tourism industry and regional partners and prioritizing opportunities by assessing their potential to generate economic impact.

Mandatory Programs

A. Marketing & Research

The Tourism department works towards leveraging resources and efforts to support a competitive tourism destination. It markets Northumberland's unique tourism offerings and experiences to high-potential markets (over 7.3 million potential tourists within a three hour drive) to increase visitation, overnight stays and spending year round. This is achieved by



developing a visitor-centric marketing strategy and implementation plan which incorporates consumer market research.

B. Consumer Services

Our goal is to increase travel intentions. The department responds to visitor/travel trade inquiries and requests which may result in fulfillment packages, referral or itinerary building. Various forms of communications are employed using consumer trends to improve the customer service experience including interactive consumer website, social media engagement and promotion, visuals and video and specialty publications.

C. Industry Services

To support the tourism industry, our service includes identifying resources available to tourism operators which will expand their marketing or development opportunities i.e. funding programs, partnerships etc. The department maintains an industry-dedicated website, NorthumberlandPartners.com and broadcasts an industry e-newsletter, “Build Your Business”; both serve to communicate business best practices, improving the quality of the tourist experience, marketing resources and industry news, workshops to partnership opportunities.

Discretionary Programs

The following represents two programs which create additional opportunities for tourism growth. These programs involve partnership with other organizations. Similar to the mandatory programs, specific projects are identified in the department’s business plan and strategic project reports.

A. Experience and Product Development

Consumer segmentation studies provide useful perspective into the current state of tourism within our destination and form the basis of determining new product development activities which align with consumer demand. The department will work with tourism partners and businesses that are willing to participate in experience/product development programs with this goal in mind. This includes increasing the economic impact of underdeveloped or underperforming tourism assets and developing strategies to leverage and sustain long term development. This will be undertaken by working in partnership with regional tourism partners.

B. Workforce Development

As consumers needs shift, we will work towards offering small business training to minimize the gaps in tourism service or marketing communication. This can include workshops on social media, improving the effectiveness of their own website, responding to travel reviews, cultural preparedness, to becoming a cycle-friendly business. This will be undertaken by working in partnership with regional and provincial tourism organizations and local business advisory centre.

Partnerships

The department continues to seek partnerships and opportunities which increase economic impact of tourism.

Environmental Scan

Population & Demographics

Tourism is a significant industry in Northumberland County attracting over 1.52 million visitors in 2012 - 42% from the Greater Toronto Area, and 41% from other areas of Ontario. With over 600 tourism-related businesses in Northumberland, visitor spend in the local economy is reported at \$138 million. Average visitor spend per trip is \$91, with average spend of \$158 for overnight trip and \$42 for same day trip.

The department's strategic objectives are supported by research which identifies the experiences and products which drive visitation to the region; visitor perception of the region; and visitor profiles.

Core Attractors and Strategic Assets

Research supports outdoor recreation as the key core attractor which drive visitation to Northumberland.

The Great Outdoors:

- Trail systems
- Provincial parks
- Cottages, campgrounds

Water-based activities:

- Exploring waterways, lakes and rivers
- Fishing – lake, river, stream, ice fishing and fly fishing
- Beaches

Small town and villages and rural landscape:

- Touring, car and motorcycling exploring scenic landscapes, small towns and villages, heritage sites and specialty shopping, attending festivals or experiencing the performing arts.



Demographic Profiles

Research has identified a trend in the 18 -34 age demographic profile for Kawarthas Northumberland region:

Age	Interest in Visiting	Past 2 Year Visitors
18-34	37 %	49 %
35-54	40 %	32 %
55 +	23 %	19 %

Our Key Visitor Segments

Through provincial studies, 5 visitor profiles have been identified as the type of traveller who most likely would be interested in visiting the county and as key target markets, provides the greatest potential for growth for Northumberland.

Primary Target:

Connected Explorers - This visitor has a need to take a break from the everyday. They want to feel empowered to create their own unique travel experience. The internet and new technologies are key instruments in facilitating these travel experiences. They research, book and share travel experiences through new technologies – before, during and after trips.

Secondary Targets:

Nature Lovers - This consumer is attracted to outdoor experiences aligned to Ontario’s parks & lakes offering. Camping and associated activities i.e. hiking, fishing, canoeing, kayaking are key interests for this group. They are also interested in other aspects of outdoor such as avid angling or hunting. The travel style is basic and includes camping.

Up and Coming Explorers - This is a youth-oriented group that is on its way up in the world, young families (18-34). Many have a diverse background, 45% are visible minorities and 40% are immigrants. This group is recently affluent and emerging into a new life phase that includes travel experiences and often start with what is nearby and typically considered a core tourist attraction. Travel is not about connecting with family or friends.

Family Memory Builders- This travel segment is driven by families with children under 18 years of age. They want a playful vacation that is centred on building family memories and strengthening the bonds. Activities such as theme parks allow the family to have fun and build these lasting memories.

Outgoing Mature Couples- This segment represents seniors and those in retirement, these travellers are driven by a desire to maintain their vitality and connection with the world. They



are not very adventurous but maintain their vitality often by interacting with new people i.e. other travellers or locals. It is important to them to feel competent and vital.

Challenges

It is important to identify areas where there are some constraints or threats so we can develop future strategies to address gaps. Listed below reflects the challenges faced by industry. These challenges are common to rural, small town communities in central and eastern Ontario.

- Our products and experiences are similar to other Ontario destinations that focus on outdoor, water-based experiences, heritage, etc.... i.e. fishing/boating, town and country experience. To be competitive, the industry will need to focus on or identify their unique and authentic service or experiences as well as provide innovative and well-coordinated tourism products to cater to current consumer demand.
- Willingness to attract new markets. The New Canadian market continues to grow exponentially and offers another visitor audience for Northumberland however businesses may be hesitant to modify and shift their services to successfully attract and nurture this market. This requires businesses to participate in cultural preparedness training, adopting best practices, shifts in attitude and the community's commitment to welcome New Canadian visitors in order to attract and maintain this market.
- Small businesses have limited resources or available time to focus on business development. Although opportunities for marketing and development exist from provincial, regional and local sources and some at no cost, low participation tends to be the trend.
- Seasonal attractions such as heritage/cultural assets are open for 2-3 months of the year and do not have the resources to open year-round. This provides fewer attractions to market or packaging /bundling during the shoulder seasons i.e. September to May.
- Inconsistency in standards, communication and customer service level. Culture of hospitality excellence needs to be adopted by entire industry. Shifts in region's visitor market require businesses to adapt their services and communication i.e. cultural preparedness for increase in multicultural visitors, consistent or extended hours of operation, availability of WiFi to improve visitors' digital experience, etc....
- Marketing best practices. The industry lags behind in adopting marketing best practises e.g. awareness of consumer trends, visitor tracking, data sharing and timely communication of new tourism product with regional marketing destination, adopting new technologies for



marketing communication such as digital/social media and reviewing their results/analytics to determine campaign success or ROI.

- Regional visitor statistics. Northumberland County's domestic and international visitor statistics (which includes total number of visitors, tourism expenditures, etc....) is not available from the Ministry of Tourism research department. Therefore annual benchmarking of local tourism activity is not possible. Instead aggregate statistics is being captured for Kawarthas Northumberland i.e. Counties of Northumberland and Peterborough and City of Kawartha Lakes.
- Increase regional competition from other neighbouring regions that are also increasing their efforts in marketing similar products and experiences. Likewise increased global competition. Many US border destinations e.g. Michigan are aggressively targeting both Ontario and the GTA, our primary market and are offering low-cost weekend getaways that will compete with our tourism offerings.
- Opportunity to market rural destinations through provincial marketing agency. Ontario Tourism Marketing Partnership Corporation's well-established relationship with key Ontario urban centres enables their marketing staff to be highly familiar with their product offering. OTMPC marketing campaigns and programs tend to feature more urban experiences in cities like Toronto, Ottawa and Niagara Falls instead of lesser known Ontario rural tourism destinations.
- Accommodation sector requires new investment to be able to attract all segments of visitors. Small housekeeping cottages are in need of costly renovations to meet the need of urban travellers or government regulations e.g. accessibility. Many may not be viable for business owners and there is a lack of affordable financing. More viable for owners to sell their properties to developers for conversion into private residential developments than to invest in the properties. This also decreases the availability of accommodations in the area.
- Accessibility. Establishment needs to offer accessible-friendly environment especially with the aging Baby Boomer market.
- Public transportation network. The millennial demographic (18-35 yrs. old) is a growing tourism market. This sector relies heavily on public transportation networks to travel to destinations. Likewise with an aging population in Ontario there will increasing demand towards public transportation. Opportunities attract public transportation to and within Northumberland will help grow business.



Land Use Planning

Service Description

- Mutual Trust and Respect
- Honesty and Integrity
- Collaboration/Communication
- Caring and Supportive
- Accountability
- Innovation and Excellence

Mandatory Programs

Land Use Planning

Growth management:

- Establish County-wide land uses and policies
- Allocate population forecasts to member municipalities
- Monitor development activity

Local approvals:

- Decision authority for member municipal official plans
- Approve subdivision development in Alnwick/Haldimand, Cramahe, and Hamilton

Inspection Services

Plumbing:

- inspect all plumbing infrastructure in Northumberland, including within all new buildings, building renovations, and underground services

On-site sewage (septic) systems:

- inspect on-site sewage systems for all homes and business in in Northumberland, except Trent Hills
- Review applications for septic system additions
- Search sewage system records for land owners



Discretionary Programs

Land Use Planning and Inspection Services

- Development review: review member municipal development applications including official plan amendments, zoning by-laws, variances, subdivision plans, consents, site plans; and coordinate review with other County services such as transportation, waste, and housing.

Partnerships

Environmental Scan

Population & Demographics

Land Use Planning consists of a chief planning official and a shared administrative assistant.

Inspection Services consists of a senior inspector, one full-time inspector, one part-time seasonal inspector and a shared administrative assistant.

Funding

Land Use Planning is funded in part by the County levy, application fees, and municipal service arrangements.

Inspection Services is funded exclusively from application and service fees.

Legislative

Land Use Planning and Inspection Services practices and procedures are consistent with the Planning Act and the Ontario Building Code.

Funding

Project funding for tourism is available through a limited number of provincial programs. Applications have been made for specific funding requests for projects which require investment in marketing/research and training.



Legislative

No major legislative changes appear to be on the horizon which will impact 2018 projects as planned in Tourism.