
2019 Business Plan & Budget

Economic Development

Prior Year Accomplishments

Economic Innovation & Prosperity

- Instituted numerous action items included within the Integrated Economic Development Master Plan
- Continued the growth and development of immigration services within Northumberland receiving Ministry of Citizenship and Immigration funding to undertake the following initiatives:
 - Settlement Services funding for the period April 2018 to March 2021 including funds for a part-time coordinator
 - Hosted a highly successful 2 day conference in support of diversity in March 2018 with representation from throughout Ontario
- Ontario Agri Food Venture Centre (OAFVC) became fully operational during the course of 2018 with numerous new product developments, a growing roster of clients and operational modifications and additions to further strengthen its ability to meet growing client demands resulting in the purchase of 116 Industrial Rd. N – home of the OAFVC
- Received funding support from the Greenbelt Fund to increase production capacity with the acquisition of a multi-head filler
 - Hosted another annual client trade fair attracting some 200 participant which was part of a regional food and beverage conference – Bon Appetite - hosted in partnership with the Agri food Management Institute
 - Toured well over 500 visitors, municipal leaders and international guests
- Business and Entrepreneurship Centre Northumberland (BECN) continues to thrive and hosted its first ever Business and Entrepreneurship Conference attracting 140 participants
- The co-working space **“The Factory”** at 600 William St. is at capacity with some 50 plus members from throughout Northumberland.
- Continued to expand programming significantly in the BECN to include youth engagement and unique offerings to drive entrepreneurship and self-employment



- In partnership with community organizations and established lenders created an enhanced client granting program to provide funds to early stage entrepreneurs
- Undertaken an extensive role in supporting new Canadian business opportunities by coordinating support services both internally and externally
- The 2017 MOU to work collaboratively and extend services through the Chambers of Commerce has been highly successful resulting in increased entrepreneurial initiatives
- Continued work to support the implementation of the County Official Plan
- In conjunction with Ontario East Economic Development Commission (OEEDC) investment opportunities have increased considerably
- Organized and hosted numerous Agricultural Forums and Agri Food events
- Continued to initiate discussion/opportunity for regional angel investor network
- Secured additional funds from Federal and Provincial sources
- Increased significantly the use of technology to support and measure tourism activity in Northumberland
- Supported the activities of the Community Employment Resource Partnership, Workforce Development Board and the Local Employment Partnership Council and the Northumberland Learning Advisory Committee
- In conjunction with the Town of Cobourg, hired a Manufacturing Attraction Specialist resulting in significant business investment inquiries and activities

Sustainable Infrastructure & Services

- Supported and undertook an active role in shaping a collective framework for supportive services amongst the economic development partners in creating a one stop shop/ one door approach to enhanced economic development services county wide
- Leveraging existing funding for services such as business entrepreneurship and immigrant attraction to enhance services county wide

Thriving & Inclusive Communities

- Continue the development of cross department partnerships with Community and Social Services to provide employment service enhancement, Community Employment Resource Partnership (CERP) as a carryover from the previous year to coordinate activities amongst educators, employers and labour market support organizations, as well as integrating Food4All, faith community and related service groups with opportunities associated with OAFVC



Organizational Excellence

- On-going dialogue to determine the needs of project based only human resources and the implications within a municipal structure
- In partnership with the Town of Cobourg a partnership to expand foreign direct investment and manufacturing attraction through enhanced human resource capacity

2019 Service Objectives & Initiatives

Economic Innovation & Prosperity

- Continue to re-vamp website to provide a single source resource for information, referral, relationship and coordination services – proudlynorthumberland.ca/investnorthumberland.ca
- Integrated Communication – utilizes print (collateral materials) and technology to support business attractors – welcometonorthumberland.ca/investnorthumberland.ca/becn.ca to leverage ease of access and rapidity of response
- Relationship building activities with educational partners Durham/Loyalist/Fleming, economic development organizations – (OEEDC, Economic Development Association of Canada, Economic Development Council of Ontario, Eastern Ontario Warden’s Caucus, Eastern Ontario Community Futures Development Corporation Network and Workforce Development Board.) Increase relationship opportunities with the food processing sector through participation with Food and Beverage Ontario, Ontario Co-op Association and related specialty food organizations

Sustainable Infrastructure & Services

- Expansion of services related to enhanced settlement services opportunities, funding to support ethnic food growing and BECN services
- Community Employment Resource Partnership workforce development technology initiatives
- Institutionalizing the relationship between Chambers/DBIA’s/BECN and Northumberland media to enhance business retention and attraction with a focus to re-set next steps



Thriving & Inclusive Communities

- Strengthened volunteer commitment and potential partnership development through service agencies, industry and the small business community as a result of BECN and Business Immigration

Organizational Excellence

- Project based deployment of human resources based on skills and expertise
- Re-deployment of existing resources to fulfill specific needs based on project timelines

Long Term Plan & Strategic Objectives

Economic Innovation & Prosperity

- Integrated economic development support system – providing timely information directed to matching opportunities
- Strengthen partnership opportunities specifically in the agricultural community to enhance “field to fork” concept of potential aspects of business development

Sustainable Infrastructure & Services

- Reliance on enhanced technology to support information flow, representation and capacity
- On-going relationship building between upper and lower tier functions to lend support to individual municipal requirements

Thriving & Inclusive Communities

- Partnerships– educational, manufacturing associations, federations of agriculture to integrate local employment and succession planning opportunities
- Relationship building



Organizational Excellence

- Continue to attract the brightest and the best through innovative programs and unique program offerings and creative initiatives.

2019 Business Plan & Budget

Land Use Planning and Inspection Services

Prior Year Accomplishments

Economic Innovation & Prosperity

- Continued to apply Official Plan policies and sound planning principles to effectively manage growth, protect resources and support economic development initiatives
- Advanced the land use studies for a major employment area in Port Hope
- Integrated Provincial Growth Plan mapping, including the regional natural heritage system and agricultural land base, into development review processes
- Continued to provide plumbing and septic system inspections for all buildings and renovations in the County

Sustainable Infrastructure & Services

- Established a natural heritage technical advisory committee with representatives from the member municipalities, conservation authorities and province
- Formed a technical working group of building experts to develop a backflow prevention by-law
- Completed a comprehensive review of plumbing and sewage services fees
- Drafted a County building by-law to detail the role and procedures for County inspectors
- Improved use of City Reporter software for inspection scheduling and permitting
- Implemented electronic reporting/notification from in the field for completed inspections
- Advanced subdivision plans in Alnwick/Haldimand, Cramahe and Hamilton
- Considered official plan amendments for Alnwick/Haldimand, Brighton, Cramahe and Hamilton
- Tracked and monitored population and growth through member municipal building permits
- Coordinated the land use review of cannabis legalization with member municipal planning officials.



Thriving & Inclusive Communities

- Updated planning and inspection webpage content to provide relevant and accurate information to residents and businesses
- Provided planning and development advice to member municipalities, local residents and businesses
- Accommodated a local high-school co-op placement

Organizational Excellence

- Represented the County at land use planning forums and events across Ontario
- Hosted workshops and seminars for member municipal planning staff and local planning professionals
- Advanced planning and inspection staff professional development through training and continued education learning opportunities
- Relocated planning and inspection offices for an improved client experience

2019 Service Objectives & Initiatives

Economic Innovation & Prosperity

- Initiate a comprehensive review of employment lands within the County
- Update the County Official Plan to identify a major employment area for business and industry seeking to locate in Northumberland
- 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 communities in Northumberland

Sustainable Infrastructure & Services

- Plumbing service reform - update service agreements with member municipalities
- Investigate options to enhance building, plumbing and septic system inspections with member municipalities
- Initiate a septic system re-inspection program

Thriving & Inclusive Communities

- Increase engagement with member municipalities, Alderville First Nation, land owners and business on planning and development



- Advocate community interests on development activity within the County
- Represent and promote land use planning and inspection services at relevant events and forums
- Establish a planning advisory committee for local youth

Organizational Excellence

- Attend relevant professional planning workshops and educational events to keep informed of the latest trends and best practices in the planning and building professions
- Evaluate the need for additional resources to support land use planning and inspection services

Long Term Plan & Strategic Objectives

Economic Innovation & Prosperity

- Municipal comprehensive land use review
- County Official Plan update
- Aggregate industry assessment
- Cultural heritage assessment

Sustainable Infrastructure & Services

- Renew sewage service agreements with member municipalities

Thriving & Inclusive Communities

- Effectively manage growth and development
- Protect and enhance the natural environment
- Advocate community interests

Organizational Excellence

- Formalize a planning and development department
- Host County Planning Directors conference

2019 Issue Paper

Major Employment Area Study - Phase 2: Municipal Comprehensive Review

Purpose

This issues paper outlines the funding requirements to undertake a municipal comprehensive review in accordance with Provincial Growth Plan requirements to facilitate a Major Employment Area in the County.

Background

In 2016, the Northumberland County Official Plan was approved with a founding vision to establish a variety of employment uses such as manufacturing, warehousing and technology. To achieve the vision, approximately 112 hectares of land located north of Highway 401 and east of County Road 28 in Port Hope was identified as a preferred location for a “Major Employment Area” in the County Official Plan. A planning process was established in Official Plan policies to achieve the envisioned employment area.

In 2018, the County, in coordination with the Municipality of Port Hope, initiated a Major Employment Area Study (phase 1) to undertake detailed technical analysis and prepare the land use policies in the Port Hope Official Plan (Secondary Plan) in order to facilitate the Major Employment Area. The Major Employment Area Study and associated Port Hope Secondary Plan are currently underway.

Consultation/Options

As indicated in the County Official Plan, the objective of the Major Employment Area is to:

- Provide strategic locations for industrial development in planned business park settings with access to Highway 401;
- Support the establishment of the County as a preferred destination for employment within eastern Ontario;
- Provide accommodation for businesses seeking to locate in a setting with a specific range of compatible land uses and high quality building forms and settings;



- Provide a long-term and stable location for manufacturing, processing, warehousing and technology uses; and,
- Support the planned function of the designation by ensuring that the introduction or presence of sensitive uses that may be incompatible with the viability and continued operation of the intended primary industrial uses is prevented.

The County Official Plan defines a planning process in accordance with Provincial legislation to formally establish a Major Employment Area designation.

The general planning process can be summarized as follows:

1. Removing previously identified, remnant and underutilized parcels of employment land from various local municipal official plans (currently underway).
2. Prepare a secondary plan for the Port Hope Official Plan which will be based on servicing, transportation and environmental studies for the Major Employment Area lands (currently underway).
3. Undertake a comprehensive review of all urban areas in the County.
4. Prepare amendments to the County Official Plan for provincial approval.

This issues paper is to secure funding in order to prepare a municipal comprehensive review, as required by the Provincial Growth Plan, and to prepare the necessary amendments to the County Official Plan for provincial approval (items 3 and 4 above). The municipal comprehensive review and amendments to the County Official Plan are the final phase of the planning process to facilitate a Major Employment Area in the County.

In short, the municipal comprehensive review process involves identifying the need for additional land; reviewing and assessing the current land supply Countywide, looking at alternative locations and selecting the location that is the most appropriate. A considerable amount of work to support such a process has already been carried out as part of the County Official Plan but will need to be updated in accordance with recent changes to Provincial policies. The Ministry of Municipal Affairs recently established a new land budget methodology that is to be relied upon in determining the amount of land required to meet forecasted growth. While the basic premise and outcome is the same, there are a number of nuances that need to be considered in the carrying out the assessment.

Financial Impact

The cost to comprehensively review forecasted growth; undertake a land budget analysis; identify and evaluate all employment lands; and, prepare an employment strategy in accordance with Provincial Growth Plan requirements has been estimated at \$125,000. It is anticipated that the stages of the planning process outlined above can be completed



sequentially or in parallel. As such, it is anticipated that the funding for this phase of the Major Employment Area be financed over a 3-year period as follows:

2019 - \$31,250

2020 - \$62,500

2021 - \$31,250

Risk Considerations

Land dedicated specifically for major employment uses was a founding vision of the County when preparing the first County Official Plan. The Province is the approval authority for the County Official Plan. The current and future works to facilitate the Major Employment Area will be completed in accordance with Provincial requirements and in consultation with the Ministry of Municipal Affairs. At this point in time there is no precedent for this type of study in the Greater Golden Horseshoe.

Once finalized, the County Official Plan and Major Employment Area will need to be approved by the Province. Recent changes to Planning Act legislation direct that any Provincial decision with respect to the County Official Plan is final and cannot be appealed.

Impacts to Member Municipalities/Partners

As indicated in the general planning process summarized above, some member municipalities will need to remove previously identified, remnant and underutilized employment lands from their respective official plans. The County is the approval authority for local official plans once adopted by a member municipal council.

Further, as the preferred location of the Major Employment Area is in Port Hope, additional approvals to the Port Hope Official Plan and County Official Plan will be require Provincial approval before any development can occur. The Municipality of Port Hope and County will continue to coordinate efforts to facilitate the Major Employment Area.

Once finalized, the Major Employment Area will provide unprecedented opportunity for major employment, businesses and investment in Northumberland and attract economic growth across the County.

Included in 2018 Long Term Plan: Yes/No

An overall municipal comprehensive review of the County Official Plan was anticipated as a result of the 2017 Provincial Plan Review (Growth Plan update) to be completed by July 2022.



This focused municipal comprehensive review for employment lands will advance the County's obligations to implement the Provincial Growth Plan by 2022.

2019 Business Plan & Budget

Tourism Department

Prior Year Accomplishments

Economic Innovation & Prosperity

2018 has seen the successful implementation of programs and innovative initiatives to create economic renewal and prosperity.

- Launched new *Navigate Northumberland* campaign and *Toronto Close* concept to further brand the Northumberland experience, both in print and online promotions.
- Participated in regional marketing campaigns to expand market reach eg Trent-Severn Waterway Fall Touring and Kawarthas Northumberland Arts & Tarts campaigns, cycling in Ontario campaign, paddling in Kawarthas Northumberland
- Launched *Glamping Getaway in Northumberland County* contest, targeting central Ontario Globe & Mail subscribers.
- Developed 4-season digital campaign promoting multiple experiences to enhance awareness and interest year-round.
- Hosted a VIP product tour for key marketing staff from VIA Rail, Destination Ontario, Union Station's Ontario Tourism Information Centre, Parks Canada and Kawarthas Northumberland, increasing their product knowledge and expanding partnership opportunities for local businesses.
- Supported a regional ambassador and customer service training program for business operators, resulting in increased knowledge of local attractions and experiences.
- Ongoing research to help with future development of a trail town destination corridor along the Trent-Severn Waterway. Participated in a best practice mission to see first-hand how communities along the [Great Allegheny Passage](#), C&O Canal Towpath and Appalachian Trail have embraced the "Trail Town" model to increase visitation, business development/ expansion and revenue by leveraging the trail.
- Supported product enhancement opportunities through industry training eg IGNITE experiential training and individual consultations to increase tourism product or activities.
- Collaborated with Parks Canada to grow cycling and paddling recreational opportunities along Trent-Severn Waterway, specifically Locks 8 -18. Identify gaps in infrastructure and experience and develop an action plan for near future.
- Hosted *Planning a Successful Festival* workshop offering best practices and sustainable models for successful event operations, with the goal of drawing more visitors to the area.



- Continue to grow Northumberland's group tour market through collaboration with group-friendly businesses and group tour organizations.
- Production of marketing communications tools eg specialty publication map guides, travel trade publications, tourism services booklet, print-friendly digital publications and website.
- Assist and consulted on the RFP process for the County website redesign project.
- Hosted the Northumberland County welcome site in Grafton for the *Great Lakes Waterfront Trail Adventure* cycling event. Opportunity to promote Northumberland's cycling opportunities to over 200 cyclists from Ontario, Quebec and bordering US.

Organizational Excellence

- Continue to lead in successful digital and social media campaign for the region.

2019 Service Objectives & Initiatives

Economic Innovation & Prosperity

Our goal is to continue to develop cost-effective programs which will focus on attracting new visitors to the region and enhance tourism spending. Our initiatives will:

- Be supported by current research
- Be consumer demand driven
- Integrate technology to improve marketing
- Explore new partnerships to expand opportunities
- Be more competitive

Therefore our 2019 opportunities will:

- Seek and leverage promotional opportunities which will increase awareness of Northumberland's tourism offerings.
- Engage consumers and develop integrated marketing campaign to promote getaways and encourage overnight stays. Focus on Northumberland's uniqueness, authenticity of place and diversity of quality offerings through the promotion of the region's core attractors within: festivals & events, recreation and outdoor adventure, touring, arts & entertainment, heritage and shopping & food experiences.
- Explore digital & social media marketing strategies to contemporize how marketing communication is provided with the goal of reaching new audience. Improve the trip planning experience especially for mobile users



- Expand Northumberland’s outdoor recreation/natural heritage opportunities including developing paddling experiences. Collaborate with organizations such as the Greenbelt, Waterfront Regeneration Trust, Ontario Trails Council, Trans Canada Trail and Parks Canada.
- Leverage our investment by collaborating with non-traditional partners and engage new communications outlets.
- Coordinate familiarization tours and site visits for travel trade as well as provincial tourism marketing agencies and organizations to enhance their product/service knowledge of Northumberland and generate more opportunities for our business operators.
- Continue to partner with Kawarthas Northumberland (RTO8) to strengthen the competitiveness of the region’s tourism industry. This includes branding the Trent-Severn Waterway as a National Historic Site and developing the product offerings along the watershed, further development of the Arts & Tarts initiative, supporting sport fishing and product/experience development and leveraging collaborative marketing. Continue to participate on the RTO8 Board as an advisor.
- Work in partnership with local and regional partners to deliver professional development sessions/workshops designed to help businesses improve their consumer experiences and communication and to align service needs with the shifts in consumer interest and demand.
- Collaborate with member municipalities to enhance their promotion of core tourism experiences.

Long Term Plan & Strategic Objectives

Economic Innovation & Prosperity

To continue to support initiatives which provide long-term growth for the tourism industry, here are our key strategic pillars:

- Continue to seek partnerships and opportunities to increase the economic impact of tourism.
- Increase collaboration: marketing and product/experience development regionally and provincially.
- Continue to develop relationships within the industry and improve industry capacity eg share research, product development, address gaps in service delivery.



- Increase the use of technology; utilizing new and innovative ways to reach consumers.