
2020 Business Plan & Budget

Economic Development

Prior Year Accomplishments

Economic Innovation & Prosperity

Instituted numerous action items included within the Integrated Economic Development Master Plan which included:

- Continued the growth and development of immigration services within Northumberland receiving Ministry of Immigration, Refugees and Citizenship funding for a period of three years
- Hosted the 5th annual multi-cultural festival on the Canada Day weekend which included our third Citizenship Ceremony welcoming 44 new Canadians with another citizenship Ceremony in late October welcoming 50 future new Canadians
- 2019 proved to be a year of significant change in the operation of the OAFVC as the facility strived to gain efficiencies and establish itself as not only a local but regional asset. During the year numerous new product developments took place along with relationships for clients with major grocery chain operators, an increase in our roster of clients as well as operational modifications and additions to strengthen our growing client demand. The OAFVC also was utilized as a training facility in partnership with Loyalist College in the delivery of their Elevate Skills Training program.
- Business and Entrepreneurship Centre Northumberland (BECN) continues to thrive and hosted its second Business and Entrepreneurship Conference attracting 150 participants
- The co-working space “**The Factory**” at 600 William St. is at capacity with some 60 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



- Worked collaboratively to extend services through the Chambers of Commerce resulting in increased entrepreneurial initiatives
- Successfully acquired Women Entrepreneurship Strategy funding (\$826,000.00) in partnership with the Ontario East Economic Development Commission (OEEDC) to lead programming and support to 225 women lead start-ups in 5 different constituencies in Eastern Ontario
- 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
- Increased significantly the use of technology to support and measure tourism activity in Northumberland
- Secured Canadian Experience Funding (\$340,000.00) to enhance and upgrade Hastings Marina as part of attracting Foreign Direct Investment in the form of Leboat.
- Supported the activities of the Community Employment Resource Partnership, Workforce Development Board and the Local Employment Partnership Council and the Northumberland Learning Connection.

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
- Took on an active role in support of the Northumberland Digital Strategy as developed by the Director of IT resulting in the development of activities in support of Economic Development

Thriving & Inclusive Communities

- Continue development of cross department partnership 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
- Continue to leverage and take an active role in supporting affordable/attainable housing initiatives



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/BACN 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.

2020 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 land use studies and strategies to establish new employment areas
- Integrated changes to Provincial Plans and legislation into development review processes
- Continued to provide plumbing and septic system inspections for all buildings and renovations in the County

Sustainable Infrastructure & Services

- Coordinated review of provincially significant employment zones with member municipalities.
- Reviewed plumbing service, developed service enhancement practices and drafted plumbing service agreement renewal
- Analyzed building permit activity across Northumberland and prepared building activity summary report
- Implemented revisions to inspection services fees
- Continued with natural heritage technical advisory committee and established stakeholder committee with key community interest groups
- Continued technical working group of building experts to develop a backflow prevention by-law
- Improved use of City Reporter software for inspection scheduling and permitting
- Advanced subdivision plans in Alnwick/Haldimand, Cramahe and Hamilton
- Considered official plan amendments for Alnwick/Haldimand, Brighton, Cramahe and Hamilton
- Continued to track and monitor population and growth through member municipal building permits



- Coordinated the review of legislative changes with member municipal planning officials.

Thriving & Inclusive Communities

- Provided planning, development and building 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
- Hired a university student intern for a co-operative planning placement

2020 Service Objectives & Initiatives

Economic Prosperity & Innovation

- Initiate a municipal comprehensive review/County Official Plan update - including identifying major employment areas for business and industry seeking to locate in Northumberland
- Finalize the natural heritage system plan
- Initiate agricultural assessment plan to protect viable farm land and support the local agricultural communities in Northumberland

Sustainable Growth

- Investigate options to enhance building, plumbing and septic system inspections with member municipalities
- Finalize backflow prevention by-law and initiate service review for installation of backflow prevention devices
- 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

Leadership in Change

- 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 Prosperity & Innovation

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

Sustainable Growth

- Renew sewage service agreements with member municipalities

Thriving & Inclusive Communities

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

Leadership in Change

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



2020 Issue Paper

County Official Plan Update - Growth Plan Conformity

Purpose

This issue paper outlines the funding requirements to undertake an update to the Northumberland County Official Plan in accordance with Provincial Growth Plan requirements.

Background

In 2016 the Northumberland County Official Plan was approved in accordance with Provincial legislation, including the former Growth Plan for the Greater Golden Horseshoe (Growth Plan). The Growth Plan is a policy framework for implementing the Government of Ontario's vision for managing growth in communities that are within the Greater Golden Horseshoe, including Northumberland County. In February 2015, the Province launched a coordinated review of Provincial planning documents, including the Growth Plan. Northumberland County actively participated in consultation and review processes with the Province. A revised Growth Plan came into effect on July 1, 2017 (Growth Plan, 2017). Upon release of the Growth Plan, 2017 the Minister directed that upper and single-tier municipal official plans are to be updated (i.e. brought into conformity) with the Growth Plan by July 1, 2022.

In 2019, the Province proposed changes to the Growth Plan, 2017. The changes (Amendment 1) were approved through an Order in Council under the Growth Plan Act on May 16, 2019. The Plan, now known as A Place to Grow: Growth Plan for the Greater Golden Horseshoe (Growth Plan, 2019) is currently in effect. The County Official Plan will need to be updated and brought into conformity with the Growth Plan, 2019.

Consultation/Options

An update to the County Official Plan to bring it into conformity with the Growth Plan will require a comprehensive review of current growth management strategies, land uses and policies. In accordance with the Growth Plan, the following updates/studies will need to be completed for the County Official Plan:



- a land needs assessment (including identifying excess lands)
- an employment land assessment (including mapping and density targets)
- watershed (water resource system) planning
- natural heritage system planning
- agricultural system planning

In addition, a review of the allocated growth forecasts; intensification and density targets; housing policies; and aggregate resource policies will also need to be undertaken as part of the comprehensive review.

The Growth Plan also encourages municipalities to develop strategies for greenhouse gas emissions, excess soil reuse and cultural heritage resources.

Financial Impact

A few of the studies required for the County Official Plan update have already been accounted for with Council approved financing from previous years. A natural heritage system plan is currently underway; and financing for an agricultural system plan and an employment lands assessment were approved in 2016 and 2019 respectively. The agricultural and employment lands studies were put on hold as a result of changes to the Growth Plan which were finalized in 2019. As a result, Council approved financing for the agricultural system plan (2016) and an employment lands assessment (2019) were carried-over from previous years and will be used to fund those individual components of the Official Plan update.

The cost to comprehensively review and update the Official Plan with the remaining Growth Plan requirements outlined above is \$210,000. In 2008, the Province provided \$125,000 to the County for growth management initiatives; the funds are currently held in a reserve. It is recommended that the reserve be used to fund a portion of the County Official Plan update/Growth Plan conformity. It is proposed that funding be over a 3-year period (to meet the July 1, 2022 deadline) as follows:

- 2020 - \$70,000 (fully funded from reserve)
- 2021 - \$70,000 (partially funded from reserve - \$55,000)
- 2022 - \$70,000



Risk Considerations

Once a municipal comprehensive review has been completed and the County Official Plan updated, a copy of the updated Official Plan will need to be approved by the Province. Northumberland County is 1 of 21 upper and single tier municipalities within the Greater Golden Horseshoe required to undertake a municipal comprehensive review and update an official plan by July 1, 2022. As well, the County (and all other upper and single tier municipalities in the GGH) will need to undertake an official plan review and update every 5 years (i.e. 2027, 2032, 2037... and so on). If the County Official Plan update is not completed by the July 2022 deadline, the County and the Official Plan would be non-compliant with Provincial policy which could impact future Provincial funding opportunities.

Impacts to Member Municipalities/Partners

Following Provincial approval of the County Official Plan update, member municipalities will have to update their local official plans within one year of the County Official Plan update taking effect.

Included in 2019 Long Term Plan: YES/NO

Yes. A municipal comprehensive review of the County Official Plan was anticipated as a result of the Growth Plan review (Growth Plan, 2017) when the Minister directed that Growth Plan conformity for upper and single tier municipal official plans be completed by July 1, 2022.



2020 Business Plan & Budget

Tourism Department

Prior Year Accomplishments

Economic Prosperity & Innovation

2019 has seen the successful implementation of programs and innovative initiatives to create economic renewal and prosperity.

- Developed 4-season digital campaign promoting multiple experiences to enhance awareness and interest year-round by focusing on our key assets and the uniqueness of our product and experiences.
- Launched tourism *Winter Getaway 2019* digital advertising campaign deploying new data driven programmatic marketing tactics resulting in increasing Northumberland's winter visitation to an additional 2,389 visits during the shoulder season in Feb-March resulting in an estimated economic activity of \$229,344.
- Supported the development of the *Trent Severn Trail Town* program resulting in the official program launch in Campbellford August 2019 and linking various communities along the Trent-Severn Waterway to develop a destination and recreational corridor through community development and promotion.
- Launched the successful *Northumberland Fall Getaway* contest in collaboration with key tourism stakeholders, enhancing consumer engagement and expanding email marketing opportunities.
- Partnered on various 2019 cross-regional marketing campaigns e.g. winter getaways & experiences, best fall road trips, cycling routes, sport fishing on Rice Lake TV production, craft beverages route, butter tart tour, etc.... to expand marketing communication.
- Host partner for the *2019 Rural Terroir Retreat* an industry culinary event to showcase our region's local food producers and Ontario chefs. Attracted 250 media and earned media for local food producers and our destination including print, social media and blog features.
- Hosted the *Northumberland Ambassador Familiarization* industry tour to expand tourism stakeholders' knowledge of local attractions/experiences and improve their visitor ambassador skills. Provide business networking opportunities.
- Continue to grow Northumberland's group tour market through collaboration with group-friendly businesses and group tour organizations.
- Production of marketing communications tools e.g. specialty publication map guides, travel trade publications, tourism services booklet, print-friendly digital publications and website.



Leadership in Change

Provided excellence in leadership in mobilizing Northumberland's tourism stakeholders as we work together to deliver our services

- Developed and launched the program Digital Footprint 2019, designed to help tourism businesses increase their digital marketing competitiveness. The initiative individually assessed over 73 businesses and their digital platforms and provided them with targeted recommendations and best practices. The highly successful program was implementing in partnership with Northumberland member chambers of commerce.

Sustainable Growth

Supported sustainable tourism growth through research and product enhancement development

- Supported food tourism growth by launching a Northumberland food tourism landscape assessment and research initiative with the goal of understanding the current state of food tourism in Northumberland; identify high-value food tourism assets and identify areas of opportunity for developing food tourism.
- Collaborated with Parks Canada and tourism partners to develop and promote multiple paddling routes along Trent-Severn Waterway locks in Northumberland expanding the region's product outdoor recreational offerings.
- Expanded recreational cycling by collaborating with *Ontario By Bike* network and introduce and host a *Trent Severn Trail Tour* regional cycling route.
- Supported product enhancement opportunities through industry training e.g. IGNITE experiential training and individual consultations to increase tourism product or activities.
- Partnered on regional consumer insight survey in 2019 assist industry with more timely local research and insights; capture information on our travel consumer profile, brand perception, competitive understanding, tourism performance and travel preferences.

2020 Service Objectives & Initiatives

Economic Prosperity & Innovation

Our goal is to continue to develop cost-effective programs which will focus on attracting new visitors to the region and enhance tourism spending. We will support and assist in the marketing efforts of Northumberland's tourism industry. 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 2020 opportunities will:

- Seek and leverage promotional opportunities which will increase awareness of Northumberland's tourism offerings.
- Elevate the awareness of Northumberland County as a travel destination and increase tourism visitation through the promotion of the county's key attractors. Focus on Northumberland's uniqueness, authenticity of place and diversity of quality offerings: festivals & events, recreation and outdoor adventure, touring, arts & entertainment, attractions and shopping & food experiences.
- Engage consumers and develop an integrated marketing campaign to promote getaways and encourage overnight stays.
- Leverage our investment by collaborating with non-traditional partners and engage new communications outlets.
- Continue to partner with Kawarthas Northumberland (RTO8) to strengthen the competitiveness of the region's tourism industry. This includes sport fishing promotion and product/experience development, leveraging collaborative marketing, branding the Trent-Severn Waterway as a National Historic Site and developing the product offerings along the watershed and further development of the Trent Severn Trail Town program which supports community development. Continue to participate on the RTO8 Board as an advisor.
- Collaborate with member municipalities to enhance their promotion of core tourism experiences and work with tourism partners to develop a common messaging of our regional product.

Sustainable Growth

Support sustainable tourism growth through research and product enhancement development

- Work in partnership with local and regional partners such as the local chambers of commerce and municipal organizations to deliver programs e.g. Digital Footprint 2020 and professional development sessions designed to help businesses improve their consumer experiences and align service needs with the shifts in consumer interest and demand and improve communication and digital marketing competitiveness.
- Grow the outdoor recreation economy through trails, cycling, paddling and fishing.
- Collaborate with the County's transportation department in developing cross-regional cycling routes as well as
- Support County initiatives which will increase tourism growth



- Support industry's workforce development opportunities and increase their competitiveness.

Leadership in Change

Provide excellence in leadership in mobilizing Northumberland's tourism stakeholders as we work together to deliver our services.

- Implement the Digital Footprint 2020 program to increase individual tourism operators' digital competitiveness.
- Grow food tourism and mobilize the industry around an industry-driven collaborative effort which seeks to build capacity in the food tourism and development initiatives, promoting industry action & support for food tourism growth.
- Introduce and integrate new digital marketing campaigns/tactics to enhance visitor engagement

Long Term Plan & Strategic Objectives

Economic Prosperity & Innovation

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 e.g. share research, product development, address gaps in service delivery.

Sustainable Growth

Support industry's workforce development opportunities and increase their competitiveness

Leadership in Change

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