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# 2021 Economic Development, Tourism and Land Use Planning Department Overview

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## Economic Department

### 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 an investment 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 and 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 food entrepreneurs both locally and regionally as well as second source revenues from farming operations. Food entrepreneurs are encouraged to seek the supports offered by the Business and Entrepreneurship Centre.

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 businesses which have reached a growth stage which exceeds the existing capacity of the OAFVC.

**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, the New Canadian Centre (NCC), the Rural Ontario Institute, Workforce Development Board, and the Community Training and Development Corporation.

**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
- Expanded its portfolio of programming to offer regional supports to the Women's Entrepreneurship Strategy

**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 with an update to be completed by June 2022.

#### **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 farmland 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
- **Settlement Services** - 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 Federal 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



- **Lending Framework** – announce a Memorandum of Understanding (MOU) with Lending Loop to create an on-line lending presence for entrepreneurs in Northumberland county
- **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 and is updated on a regular basis.

### **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.
- 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 integrated into the greater FedDev framework.

### **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

