
2023 Economic Development, Planning and Strategic Initiatives Department Overview

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.

The following core values are embedded in all facets of programs, services and operations delivered by the multiple portfolios within the department:

- Care & Support
- Collaboration & Communication
- Honesty & Integrity
- Innovation & Excellence
- Mutual Trust & Respect
- Accountability

Mandatory Programs

The Department through its multiple portfolios 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 in:

- Agricultural, agri-food, and agri-tourism awareness and investment
- Investment development and attraction coordination
- Manufacturing undertakings in technology, training, and product development
- 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 and related agencies

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.

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.

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.

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 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.

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 late 2022/early 2023.

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



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

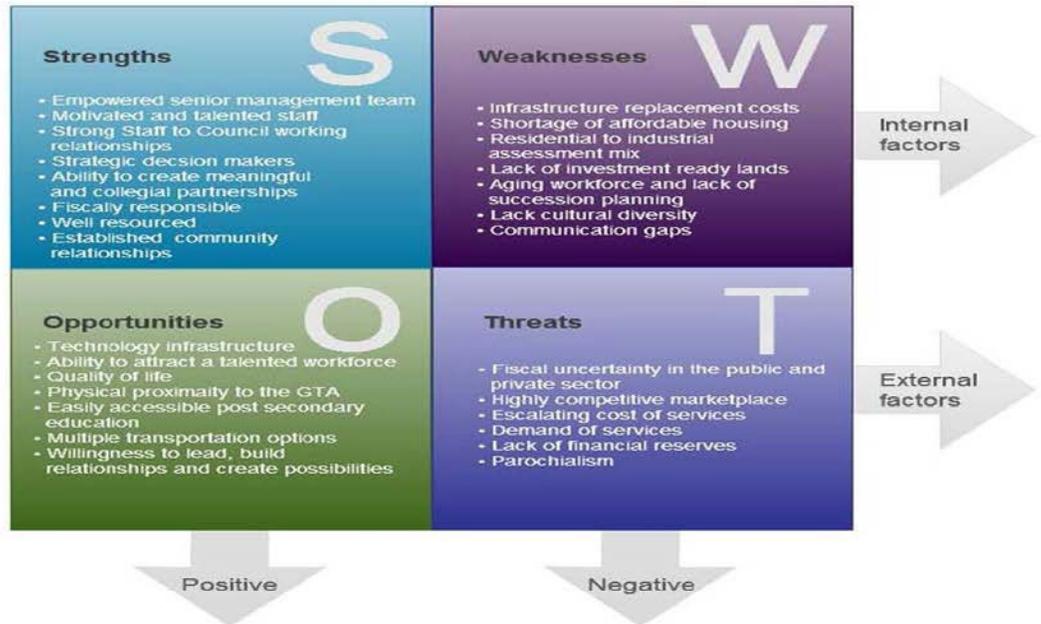
Legislative

- 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



2023 Department Overview

Tourism Department

Service Description

Collaboration/Communication

Through collaboration with Northumberland's tourism industry and partners and we will help grow tourism in the region. We will seek opportunities and partnerships to promote our regional experiences.

Innovation and Excellence

Our goal is to grow tourism in Northumberland County and increase the economic impact of tourism. 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.

Mandatory Programs

Marketing

The Tourism department works towards leveraging resources and efforts to support its diverse tourism community. 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. Marketing includes:

- Lead and develop visitor-centric marketing strategies to motivate consumers to Northumberland
- Marketing through digital platforms, including www.NorthumberlandTourism.com and social media channels and e-newsletters
- Innovative programmatic marketing i.e., demand-side platform ad campaigns
- Showcasing a selection of 650 tourism-dependant businesses and creating campaigns which integrate compelling storytelling or packaging a collection of experiences to motivate visitors to explore further and connect with tourism operators
- Contracting professional photo and video suppliers to showcase Northumberland's natural beauty, unique experiences and cultural diversity and producing engaging campaigns



- Developing digital and print publications, map guides, etc. focusing on Northumberland's unique tourism offerings

Research

- Access and utilize information on regional market segments, campaign metrics, travel intentions, trends, and competitive intelligence to help drive marketing campaigns
- Track digital activity and online analytics to track real-time consumer interest

Consumer Services

Our goal is to increase travel intentions. The department responds to visitor/travel trade inquiries and requests for specific information, referral, or itinerary suggestions.

Travel trade or site visits for media, group tours, provincial partners, etc. are coordinated as needed to build awareness of tourism products/experience amongst key travel influencers and increasing travel referral to Northumberland.

Industry Services

We support over 650 tourism-dependant businesses and our service includes:

- Resources/tools for tourism operators which will expand their marketing or development opportunities i.e., funding programs, partnerships etc.
- Outreach through an industry-dedicated website, NorthumberlandPartners.com and industry e-newsletter, "Build Your Business". Both communicate industry news from business best practices, improving the quality of the tourist experience, marketing resources, digital transformation to workshops and partnership opportunities.
- Free business listing on www.NorthumberlandTourism.com business directory, accessed by thousands of travel consumers.

Details of the Tourism department's services are detailed in "Northumberland County – Tourism Services" and available online at www.NorthumberlandPartners.com

Experience and Product Development

Consumer segmentation research 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. In 2022 the department launched a new tourism experience development coaching program with a focus on wellness product development i.e., the Northumberland Wellness Tourism Experience Initiative. Future experience development programs can expand to address emerging opportunities for product development and help increase the economic impact of underdeveloped or underperforming tourism assets e.g., arts, outdoor recreation, etc. Tourism growth requires investment in long term development to attract and retain visitors.



Discretionary Programs

Discretionary programs in the tourism department are project specific. To create a climate for economic renewal and prosperity, the department embraces the County's vision: People, Partnerships and Possibilities for a strong and vibrant Northumberland County.

Community and workforce development initiatives create additional added-value opportunities for tourism growth. Often the department will collaborate with other regional partners to deliver opportunities.

Tourism-focused Community Development

Regional partnerships with regional and provincial organizations help align communities that want to collaborate and grow a larger regional tourism identity. Such an example is the Trent-Severn Trail Town initiative which is long-term community development project that connects communities along the Kawarthas Northumberland section of the Trent Severn Waterway to develop a tourism-focused 386-km waterway trail.

Communities, municipal tourism organizations and business operators collaborate and work towards defined strategic plan. Tourism organizations provide a leadership role in TS Trail Town promotion and marketing.

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 digital transformation, social media, improving the effectiveness of their own digital footprint, 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, local chambers of commerce and business advisory centre.

Partnerships

The tourism industry was the hardest hit sector of the COVID-19 pandemic. Key economists forecast full economic recovery may take up to 5 years i.e., 2025.

Therefore, the tourism department will continue to seek partnerships to expand and leverage opportunities for Northumberland. Partners include collaborations with businesses, local organizations such as area municipalities, chambers of commerce, DBIAs, as well as provincial organizations such as Regional Organization 8, Destination Ontario, Tourism Industry Association of Ontario, Ontario By Bike, Waterfront Trust, the Culinary Tourism Alliance, etc. and national agencies such as Parks Canada, FedDev Ontario and Destination Canada. The department also collaborates with special interest organizations and associations to help build awareness of Northumberland amongst their members.



Environmental Scan

Population & Demographics

Tourism is a significant industry in Kawarthas Northumberland tourism destination region, attracting over 6 million visitors which spend approximately \$627 million in 2017 (domestic and international market). Majority of visitors to the region are mostly from of Ontario.

Tourism is a key economic driver for Northumberland County. With over 623 tourism-related businesses in Northumberland County alone, the average visitor spend per trip is \$102, with average spend of \$159 for overnight trips (2017).

The department's strategic objectives will continue to be supported by current research which includes consumer sentiment, the experiences and products which drive visitation to the region; visitor perception of the region; and visitor profiles.

Current provincial tourism visitor segmentation studies reflect aggregate information for the Counties of Northumberland and Peterborough and City of Kawartha Lakes provincially recognized as Kawarthas Northumberland tourism destination region.

Core Attractors and Strategic Assets

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

The Great Outdoors:

- Trail systems – Forests, conservation areas, provincial parks
- Cottages, campgrounds

Water-based activities:

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

Small town and villages and rural landscape:

- Road trips by car or motorcycling exploring scenic landscapes, small towns and villages, heritage sites and specialty shopping, attending festivals or experiencing the performing arts. Short getaways and road trips.



Our Key Visitor Segments

Provincial studies identify 5 visitor profiles as the type of travellers who most likely would be interested in visiting the county and therefore provide the greatest potential for growth for Northumberland.

Primary Target:

Connected Explorers

This segment is perhaps key for most Ontario destinations. This visitor has a need to take 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.



Funding

Project funding for tourism initiatives may be available through provincial/federal programs. Applications for projects are made to support further investment in marketing/research and workforce or experience development.

Legislative

No major legislative changes appear to be on the horizon which will impact 2023 projects as planned in Tourism.

Economic Development, Planning and Strategic Initiatives

Service Description

- Tourism
- BECN
- Settlement
- Attraction
- Land Use Planning
- Inspection Services
- Economic Development
- Strategic Initiatives

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 local municipal official plans; Approve subdivision development in Alnwick/Haldimand, Cramahe, and Hamilton

Inspection Services

Plumbing - inspect plumbing infrastructure in all new buildings, building renovations, and underground services, except in Port Hope

On-site sewage systems- inspect on-site sewage systems for all homes and businesses, except Trent Hills; Review applications for septic system additions; Sewage system records searches; Sewage system re-inspections

Discretionary Programs



Development review: review member municipal development applications including official plan amendments, zoning by-laws, variances, subdivision plans, consents, site plans

Partnerships

External – Subdivision authority for Alnwick/Haldimand, Hamilton, Cramahe; general public/stakeholder planning/development advice

Internal – coordinate with other County departments Works, Transportation, Waste, Housing

Environmental Scan

Population & Demographics

Land Use Planning consists of a Chief Planner and Senior Planner

Inspection Services consists of a Senior Inspector, one full-time inspector, one part-time seasonal inspector and an administrative clerk.

Funding

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

Inspection Services is funded exclusively from application and service fees.

Legislative

Planning Act, Ontario Building Code, County By-laws

Economic Factors

Population, housing and employment growth; and associated development