



Come for a visit. Stay for a lifestyle.

Background Paper

for the

Update to the Economic Development Strategy

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1.0 PURPOSE OF THE PAPER

Community engagement is a critical component of the planning process. This paper focuses on topics, issues and economic sectors identified by the community as critical to success of the local economy.

The background paper will be a resource in upcoming deliberations and decision-making as the municipality and key stakeholders work to update the Trent Hills Economic Development Strategy.

1.1 An Update

The Municipality of Trent Hills prepared and adopted an economic development strategic plan in 2005.

As stated in the plan, the purpose of this document is to provide a guideline for taking actions that will strengthen economic growth in the communities of Trent Hills. This strategic plan is intended to sustain the quality of life that is enjoyed by residents and to attract new investment that expands and diversifies the economic base of the community. Much of the efforts in economic development are directed and supported by community leaders.

Supporting research included:

- A **Shop Local Survey** conducted over one month starting in December 2005.
- The **BR+E (Business Retention and Expansion) Study** completed in January 2006.
- The **First Impressions** visit to Hastings in October 2005.

A number of the Plan's strategic priorities have been acted upon. Actions were identified for both business development and branding. Figure 1 provides the status of these actions. For the most part, the existing strategy has been implemented.

For example, the strategy identified the commercial sector and the downtowns for action. Retention and expansion of retail outlets, professional and personal care services and tourism-related businesses was identified as a priority. In this regard, the community undertook community improvement planning (CIP) and produced plans for the downtown areas of Campbellford, Hastings and Warkworth, and, for brownfield sites, using the Tannery property in Hastings as the case study. The Downtown CIP and associated incentive programs have been in use since 2007 and have increased private investment in the downtowns.

Trent Hills Council wished to update the strategic plan concurrently with its update of the municipality's Official Plan.

Figure 1 – 2005-2008 Strategic Priorities: Status of Actions

1. Business Development	
Action	Status
Community Improvement Plan (CIP)	Project Implemented – Incentives available annually through the Municipality
Workforce Skill Development	Project In Progress – by Northumberland Community Employment Network
Business Development Services	Project Implemented – Annual update of area business development service providers
Commercial Development	Project Implemented – Database of available land and properties
Business Park Development – Campbellford	Project in Progress – Services for Phase 1 to be installed and marketing of property to begin in 2010
New Business Openings & Milestones	Project Implemented – Stats of business activity tracked and business milestones celebrated
First Response Team	Project Implemented – Guideline developed and reviewed in 2007 for process of investment inquiry response
Improve Technology Infrastructure	Project in Progress – Northumberland Broadband Project services to be launched by the end of 2009
Transportation	Project in Progress – Campbellford Resource Centre has provided a local hub for regional and county service delivery in 2009
Parking	Project in Progress – Local business associations and Municipality to work cooperatively to identify parking challenges and improvements. In 2009, improved parking signage and new public parking area in Hastings.
Agricultural Community	Project Implemented – Northumberland County has launched Agricultural Action Plan in 2009. Trent Hills Rural Issues Advisory Committee continues to advise Council on land use planning issues.
2. Branding	
Action	Status
Fee for Tourism Service Agreement – Trent Hills & District Chamber of Commerce	Project Implemented – Updated Tourism Strategic Marketing Plan in 2008. The agreement is in place until 2011.
Community Profile, Portfolio Folder, Website, Relocation Brochure and Welcome Package	Project Implemented – These marketing materials were created in 2005 and are updated as needed.
Business Directory/Database	Project Implemented – online business directory and database for Trent Hills launched in 2008.
Community Events	Project Implemented – Ongoing workshops

	and events to support the development of community events. An online community event calendar was launched in 2009.
Communications Plan	Project Pending
Signage	Project in Progress – updated Sign Bylaw in 2008, new signage for Municipal office approved in 2009, new signage proposed for Chamber & Tourism Office in 2010.
Summit Meeting	Project Implemented – Held annually in the spring to showcase local business community and project & progress regarding Economic Development.

1.2 Planning Process & Community Engagement

Work began with a round of consultation with Council members and municipal staff and the Economic Development Advisory Committee. A community survey and facilitated stakeholder workshops have been used to clarify priorities and gather suggested for future action. Figure 2 provides the key steps in the planning process.

Figure 2 – Planning Process for Update of Economic Strategy

Official Plan & Economic Development Strategic Plan:

1. Consultation with Council/Staff & EDAC – May 2009

2. Community Survey – June 2009

3. Stakeholder/Community Consultation – July 2009

Economic Development Strategic Plan:

4. Research & Analysis – July/August 2009

5. Strategy Development: Goals, Actions & Implementation – September 2009

6. Community Consultation – October 2009

7. Plan Approval – October/November 2009

2.0 COMMUNITY PRIORITIES

The following discussion summarizes the outcomes of the community engagement that has taken place in recent months.

2.1 Principles and Goals

1. **Sustainable growth** is a core principle.

Sustainability is a three legged stool balancing economic, social and environmental goals.

Growth must be balanced to support our economic goals while protecting our small/rural lifestyle, our high quality natural environment and assets such as the waterway and recreational areas.

Our focus is on small scale development and the reuse and revitalization of existing buildings and serviced land.

Our goals must be financially sustainable.

2. A **creative, knowledge-based economy** will give Trent Hills its competitive edge.

We offer a lifestyle and quality of life that many in the creative economy are seeking. We must look at how we foster creativity, support innovators and embrace change.

Innovation-driven development in all sectors can lead to new products and services being produced and marketed from Trent Hills. This approach requires more support for the research, development and commercialization activities of local entrepreneurs – farmers, processors, manufacturers, tourism operators, builders and developers, etc.

We must enhance local educational opportunities including the establishment of post-secondary services into the municipality.

The creative economy also includes the arts and entertainment. Trent Hills can build upon its strengths in this sector.

3. **Diversity** remains an important goal.

We are seeking a diverse population reflecting all age groups and attracting and retaining youth and young families.

We will maintain the high quality of life found in our unique and vibrant communities.

We will support new business start-ups and business expansions in the targeted economic sectors listed below.

2.2 Targeted Economic Sectors

Trent Hills currently does not offer sufficient employment, career and business opportunities. To increase these opportunities, we can build upon our strengths in the tourism, agriculture and commercial sectors while building pursuing new investments the health and wellness, arts and culture and manufacturing sectors.

1. Commercial (retail and office)

Warkworth has a vision and a high level of cooperation and commitment to change. While progress in Warkworth has been very positive, a critical size has not yet been reached that can attract a sufficient number of visitors to supplement local shoppers.

In Campbellford, strategic redevelopments are needed that give waterfront access and introduce higher quality housing targeted to households seeking higher density housing.

Greater private sector investment is needed in Hastings to complement ongoing public sector investment. What type of private investment should be sought and how? What can we try that hasn't been tried?

2. Agriculture

Producing new products for niche markets by Trent Hills' farmers and producers is a priority as well as increasing consumption of locally-produced food. We must emphasize the quality and safety of our food products.

There is a need to support Northumberland County's newly approved Agricultural Action Plan (visit www.proudlynorthumberland.ca). Our goals are to keep more of the market value of our products in Trent Hills. This may require action to change or more effectively use the food supply chain for the advantage of our farmers and producers.

3. Tourism

Continued effort is needed to create a four season tourism sector. Increases in visitor accommodation can not be achieved until we have sufficient tourism offerings to generate a significant increase in year-round overnight stays.

As noted above, we can build upon our strength in the arts and entertainment as well as sports, recreation, adventure and ecotourism.

4. Manufacturing

This can be a stronger sector if we focus our efforts to sub-sectors that we determine can be winners in our location. Business clusters are key to success and support for reaching a critical mass in a sub-sector will be needed.

5. **Health and Wellness**

Wellness is a sector encompassing health and support services; fitness and recreation; fresh, local and organic food; personal care services and products; and, professional services.

We need to reflect this focus in our planning and development - walkable communities, a range of housing choices, LEED building standards, etc.

We will need more support for development of ‘green’ products and services in Trent Hills.

2.3 Priorities for Action

A number of priorities for action were suggested by workshop participants:

1. **Build a food cluster** emphasizing local production and processing and niche markets in organic food.
2. **Continue with business retention and expansion (BR+E) efforts.**
 - Offer incentives and provide supporting services for new businesses.
 - Continue to help businesses help themselves through incentives and with professional assistance.
3. **Support and market local agriculture.**
 - Agri-tourism opportunities exist.
 - Promote sustainable practices among farmers and producers.
 - Encourage use of local produce by grocers, households and restaurants.
4. **Increase tourism promotion.**
 - Implement the tourism marketing strategy and ‘put Trent Hills on the map’.
5. **Increase attainment of post-secondary education among residents.**
 - Expand post-secondary services in Trent Hills.
 - Increase training and apprenticeships in trades.
6. **Develop a transportation strategy** including improved way finding through better signage.
7. **Continue with downtown improvement plans.**

3.0 ECONOMIC TRENDS: THE REGIONAL CONTEXT

3.1 Federal & Provincial

The Government of Canada states that *Canada is rapidly moving toward a knowledge-based economy built on innovation and technology. The new economy is also a 'smarter' economy: Canada's knowledge-intensive industries are generating advances in our ability to produce high-tech machinery and equipment, and encouraging industrial innovation as a result.* (www.canadianeconomy.gc.ca, overview and other pages)

Since the end of World War II, the service sector of the economy has been continuously growing while the relative importance of goods and resources has declined. In Canada, today, 80% of employment is in the services-producing portion of the economy while goods-producing businesses provide 20% of national employment opportunities.

Nonetheless, the federal government continues to project long term strength in several traditional resource sectors – agriculture, mining, energy and forestry. Challenges that these sectors will continue to face include fluctuating market demand and commodity prices; trade and market barriers; and, cost adjustments associated with higher environmental standards.

In its report for the Government of Ontario entitled **Ontario in the Creative Age**, the Martin Prosperity Institute states *There is no greater resource than the creativity, innovativeness, and productive talents of our people. Our goal must be to harness and use our full creative talents, to grow the businesses and industries of the future, to use our openness, tolerance, and diversity to gain economic advantage, and to invest in the infrastructure of the future in ways that enable more innovation and economic growth.* (p.1)

Tourism is a growing economic sector worldwide with substantial increases in expenditures by international travelers. In a report prepared for the Canadian Tourism Commission it was concluded that *the first and most important conclusion drawn.... is that tourism is a leading growth sector and job creator in the Canadian economy Over the period 1986 to 2001, total tourism expenditures in Canada have an average annual trend increase of 3.18%, considerably higher than the 2.67% average annual trend increase in Canadian GDPand substantially higher than the 1.46% average annual trend increase in the total number of jobs in the Canadian business sectorand produced an additional 152,700 jobs in tourism activities over the 1986 to 2001 time period. These high growth rates in tourism expenditures and tourism employment have largely been fuelled by a tremendous surge in tourism demand by non-residents in the last ten years. The estimated average annual trend increase in tourism expenditures by non-residents from 1986 to 2001 is 4.39%, compared to an average annual trend increase of 2.65% for domestic tourism expenditures.* (**Long Term Trends and Cycles in Canada**, p.1)

The tourism sector has retracted since the 9/11 terror attacks in 2001. Short-term performance in this sector is adversely affected by international security concerns, health concerns and disease control and, of course the current economic recession.

A recent review of employed labour force data for 1990 to 2008 from the Statistics Canada Labour Force Survey shows that employment in the manufacturing sector has been declining both in absolute numbers and also in the sector's share of overall employment in Ontario. The manufacturing sector accounted for around 19.1% of labour force employment in 1990, decreasing to 13.5% in 2008. Decline accelerated in recent years with the loss of 198,600 jobs between 2004 and 2008. Jobs losses were highest in the transportation manufacturing sub-sector (loss of 46,400 jobs) and the plastic and rubber manufacturing sub-sector (loss of 28,900 jobs), of which a large component is plastic parts manufacturing for the automotive segment. Together, 75,300 jobs were lost in these sub-sectors (38% of manufacturing job losses). Losses of between 15,000 and 20,000 jobs occurred in each of the following sub-sectors: machinery manufacturing, wood products manufacturing, furniture and related products manufacturing, and fabricated metal product manufacturing. (**SCOR Manufacturing Sector Review**, p.2)

The decline in manufacturing employment is associated with a number of trends including the shift away from a goods producing economy towards a service economy; greater automation in manufacturing processes which have led to a lower number of workers needed to produce the same output level; the high Canadian dollar relative to the U.S dollar in 2007 and early 2008; restructuring within the North American automotive manufacturing sector and its multiplier effect on other sectors; competition from lower cost offshore and U.S locations; and decreased demand for manufacturing goods as a result of the current recession in Ontario and its largest trading partner, the United States.

Between 2004 and 2008, the only manufacturing sub-sectors in Ontario experiencing increases in the number of jobs were food processing and equipment manufacturing, printing, chemical manufacturing, and computer and electronic manufacturing. For the latter two sub-sectors this represented a reversal of trend from the 2000 and 2004 period.

Food processing is the third largest manufacturing sector in Ontario, behind transportation and electronics. There are estimated to be at least 1,500 food processing firms in the Province generating 290,000 jobs and \$30 billion in annual sales, of which one third are exported. The food-processing industry in Eastern Ontario is a particularly important employer. Foreign controlled enterprises accounted for 40% of all sales in the 90s, up from the 30% in 80s. Annual food industry growth rates have been 4 to 5% over the past ten years. The food processing industry is found throughout Ontario and is important to local economic development providing stable employment for relatively less skilled labour. Food processing also has proven to be stable during recent recessions when employment in general manufacturing has declined. The bulk of employment is found in larger firms but absolute growth has been strongest in medium sized companies. Eastern Ontario has a far higher proportion of large multinational firms than in any other food processing cluster in Ontario. At the same time, the number of medium size firms is less than average. (Source: **Eastern Ontario Food Processing Sector Competitiveness Study**, p. 4)

While production costs are very competitive in Eastern Ontario, little of the agricultural product needed for processing is being sourced in the region. Loyalist College has one of the most effective and tailored food processing training curricula in the Province and is a definite asset in retaining larger firms. The College also contributes to the attraction of food processing firms to Eastern Ontario.

In 2005, the Province of Ontario projected long range trends.

1. Important demographic trends over the next 20 years are:
 - Ontario is expected to have population growth of 3.1 million persons for a total population of 15.7 million by 2025.
 - Growth is projected to come primarily from immigration.
 - Growth is expected to be concentrated in the Greater Toronto Area, which is projected to be home to almost 7.7 million people by 2025.
 - The population is expected to have an older age structure with the share of seniors in the population rising rapidly from 12.9 per cent in 2005 to 19.4 per cent in 2025.
 - Growth of the core working-age population (ages 15-64) is projected to slow considerably from 1.6 per cent annually in 2005-06 to 0.2 per cent annually by 2024-25.
 - As growth of working age persons slows, labour force growth will slow.
 - Improving the integration of new Canadians, as well as encouraging the broadest labour force participation of the working-age population, including older workers, will be increasingly important.
 - The composition of personal income will change affecting consumption patterns.
 - There will be continuing pressure on health care expenditures.
 - There will be increasing demands for urban infrastructure.
2. In light of slowing labour force growth, productivity must be enhanced. Solutions include:
 - An effective and responsive education system.
 - A flexible labour market that supports new graduates and new immigrants.
 - Business investment that enables Ontario businesses to continue to compete effectively.
 - Research and development, including stronger ties between academia and business.
 - A competitive tax structure.
 - Good, functioning infrastructure.
 - Need for partnership to achieve productivity goals.
3. Demand for health care and related costs will continue to rise. Demand is driven by three factors:
 - Demographics (both increasing population and aging).
 - Inflation.
 - Utilization refers to the amount of health care services that people use. For example, a new medical discovery could result in an increase in utilization as Ontarians would be able to take advantage of a service that was previously unavailable. The growth in utilization refers to the increase in the consumption of health care over and above the increases driven by demographics and inflation.
4. Conversely, the slower growth in the number of children and youth may ease the pressure on education spending.
5. Economic growth projections show:

- Ontario’s real gross domestic product (GDP) growth is expected to remain positive, though slowing, as a result of much slower growth in the labour force. However, as a result of productivity growth, the rate of increase in real GDP per person is expected to remain relatively steady.
 - If productivity can be increased, real GDP per capita can maintain a steady rate of increase in spite of slowing labour force growth. It is cautiously projected that a steady rate of increase in the real income received by individuals will be realized.
6. External factors affecting the long term outlook are:
- The health of the American economy. The United States is Ontario’s largest trading partner.
 - The cost and availability of energy.
 - Fiscal policy and the exchange rate.
 - Inflation and interest rates.
 - Structural change in the global economy. The economy is always subject to cyclical change. It is important for Ontario to anticipate structural change, minimizing negative impacts and taking advantage of new opportunities.

(Source: **Toward 2025: Assessing Ontario’s Long Term Outlook**)

3.2 Northumberland & Trent Hills

In preparing its 2005 strategy for economic development, Northumberland County reviewed economic trends and found:

- The population of Northumberland increased by 4.1% between 1996 and 2001 to 74,437 persons. Northumberland has a slightly older and less affluent population than the Ontario average.
- Northumberland experienced a 3.6% decline in the number of jobs located in the County between 1996 and 2001.
- Northumberland has a relatively diversified local economy.
- The manufacturing sector provided the greatest number of jobs in 2001 (5,820), and it employed a higher percentage of workers (or was more concentrated) than either Ontario or Canada.
- Within the manufacturing sector in 2001, there were: 1,030 jobs in transportation equipment (mainly auto parts); 740 jobs in food manufacturing; 680 jobs in chemical related manufacturing; 535 jobs in plastics; 330 jobs in machinery industries; and 325 jobs in primary metal manufacturing industries.
- Agriculture in Northumberland is significantly “concentrated” in comparison to Ontario and Canada, and employed 1,245 persons in 2001.
- The retail trade sector (3,755 jobs – the second largest employment sector) and the accommodation, food and beverage sectors (2,195 jobs) were at slightly elevated levels of job concentration.
- The following industry sectors were “underdeveloped” or had a lower percentage of workers in comparison to Ontario or Canada: finance & insurance industry and

communications and utilities; business services; government services; and, transportation and storage services.

- Characteristics of the Northumberland labour force include: lower participation and employment rates, and slightly higher unemployment rates than the Ontario average; a higher percentage of population with less than a university education than the Ontario population; proportionately more people employed in sales and service, trades, transport and equipment operators, resource industries, manufacturing and utilities.
- The work force is very mobile with 29% of all workers commuting to jobs outside of the County.

(Source: **An Economic Development Strategy for Northumberland County 2005**)

Northumberland County, working in partnership with local municipalities recently completed a long range growth management strategy. The context for this work is the Province's *Places to Grow Act*, the *Growth Plan for the Greater Golden Horseshoe* (PTG) and the *Provincial Policy Statement* (PPS).

Working with provincial growth projections and the provincial allocation of growth to Northumberland County (both to 2031), the County's strategy concluded that:

- Two alternative growth projections were prepared, with one suggesting that the forecasted population would increase by 23,000 persons instead of 11,837 persons established by PTG and the second projection suggesting that the population would increase by over 40,000 persons. The second alternative projection is very similar to Ministry of Finance projections for all upper tier jurisdictions in the Province of Ontario released in 2007. Both the Ministry of Finance projection and the alternative projections suggest that additional young adults could move into the area than contemplated by PTG, which anticipates that the majority of the new people coming to Northumberland will be 45 and over. It has been recommended that the PTG allocation for Northumberland County be reviewed in the future.
- The PTG allocation of 11,837 persons to 2031 was then distributed to local municipalities with an increase in population of 1,294 persons allocated to Trent Hills as follows: 919 persons to Campbellford; 285 to Hastings and 90 to rural areas.
- The above allocation is based on the following assumptions/recommendations:
 - 85% of the County allocation has been attributed to six urban areas with built boundaries and full urban servicing.
 - On a county-wide basis, 40% of growth will be achieved through intensification of existing built areas.
 - Employment growth of 1 new job per 2.4 new people is recommended. Figure 3 provides the allocation of new jobs to Trent Hills.

Figure 3 – Projected Employment Growth in Northumberland County

Allocation of Jobs based on 1 job per 2.4 new persons (Schedule 3 Forecast)

	Population Growth	Job Growth	MOE/ELE	Net Hectares	Gross Hectares
Brighton	1,447	603	301	8.61	10.77
Campbellford	1,081	450	225	6.43	8.04
Cobourg	4,965	2,069	1,034	29.55	36.94
Colborne	763	318	159	4.54	5.68
Hastings	336	140	70	2.00	2.50
Port Hope	3,245	1,352	676	19.32	24.14
Total	11,837	4,932	2,466	70.46	88.07

- No additional employment lands are needed in Trent Hills.
- The minimum density of new development in designated greenfield areas will be 30 persons and jobs per hectare on a go forward basis.

(Source: **County of Northumberland and Its Member Municipalities Growth Management Strategy**, May 2009)

4.0 POLICY TRENDS

4.1 Sustainable Growth

As noted in Section 2, community consultation found strong support for a sustainable growth. Sustainability is a three legged stool balancing economic, social and environmental goals. Growth will balance support for our economic goals with protection of our small/rural lifestyle, our high quality natural environment and assets such as the waterway and recreational areas. Our focus should be on small scale development and the reuse and revitalization of existing buildings and serviced land.

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.... In essence sustainable development is a process of change in which exploitation of resources, the direction of investments, the orientation of technological developments and institutional change are all in harmony and enhance current and future potential to meet human needs and aspirations.

(Source: World Commission on Environment and Development, **Our Common Future** also known as the Brundtland Report, 1987)

The Ontario Professional Planners Institute, in cooperation with several health agencies, have called upon its members and other professional and elected officials who influence the development of communities in Ontario to adopt five priorities for action:

- Implement healthier land use and transportation design.
- Balance walking, cycling and transit use with automobile use.
- Address air quality related to mixed land uses and higher densities.
- Plan for different community needs including high growth and declining economies.
- Enable communities to take control and manage growth in a healthy and sustainable fashion.

(Source: **Healthy Communities, Sustainable Communities: A Call to Action**)

Sustainable growth is consistent with the recommendations of the *Northumberland Growth Management Strategy*, the *Places to Growth Act*, the *Growth Plan for the Greater Golden Horseshoe* and the *Provincial Policy Statement*.

Community representatives also said that our growth and economic goals must be financially sustainable. This too is consistent with provincial policy which requires the efficient use of existing infrastructure and careful consideration of new infrastructure investment.

4.2 Creative, Knowledge-Based Economy

Community representatives believe that a creative, knowledge-based economy will give Trent Hills its competitive edge and that Trent Hills offers a lifestyle and quality of life that many in the creative economy are seeking.

It was concluded that we must look at how we foster creativity, support innovators and embrace change. Innovation-driven development in all sectors can lead to new products and services being produced and marketed from Trent Hills. This approach requires more support for the research, development and commercialization activities of local entrepreneurs – farmers, processors, manufacturers, tourism operators, builders and developers, etc.

We must enhance local educational opportunities including the establishment of post-secondary services into the municipality.

The creative economy also includes the arts and entertainment. Trent Hills can build upon its strengths in this sector.

Again, drawing upon the report, **Ontario in a Creative Age**:

... our time is seeing the rise of a whole new economic system that is based more on brain than brawn, more on ideas than capital, more on human creativity than natural resources..... Since the Second World War, Canada has been transforming frombeing an industrial economy based on physical labour to a creative economy based on human creativity. While this transformation can be painful, it will ultimately benefit Ontario in two key ways. First, our economic growth will no longer be limited by physical resources and hours in a day, since creativity is potentially a limitless resource. Second, participation in the creative economy can grow beyond the third of occupations that are creativity-oriented. All workers can apply creativity to their jobs. Those jurisdictions that can help extend the creative economy to the production of goods, services, and resources will gain significant advantage. This transformation is the natural result of a maturing, prospering economy. (p. 8)

Both the federal and provincial governments identify the following activities as critical to our future success: 1) to research, development and commercialize new products, services and processes; 2) to develop and apply new technologies; and, 3) to develop new knowledge and skills among our workers.

Senior levels of government have been expanding the network of centres of excellence that they support. There is greater emphasis on building linkages between research at academic institutions and government research facilities and commercialization by private businesses, agricultural producers, telecommunications services, etc. They also have been working with academic institutions and community-based organizations to expand the range of opportunities for retaining and skills development. The recent downturn in the economy has brought into focus the need for: 1) retraining of older workers and transformation of existing skill sets from declining sectors for use in expanding sectors; 2) new skills for new economy jobs; and, 3) emphasis on creative thinking and other creative skills.

In Trent Hills, creativity can be achieved in all sectors of the local economy and can drive new and emerging economic opportunities. Creativity is not bound by geography and has equal applicability to urban and rural areas.

For the creative economy to thrive, infrastructure needs such as widely accessible high speed telecommunications must be available.

4.3 Diversity

As noted in Section 2, community consultation noted the need for enhanced diversity in three areas of community life:

1. We are seeking a diverse population reflecting all age groups and attracting and retaining youth and young families.
2. We will maintain the high quality of life found in our unique and vibrant communities.
3. We will support new business start-ups and business expansions in targeted economic sectors.

As noted in **Ontario in the Creative Age** (p.20), diversity is critical to the continuing transformation to a knowledge-based economy. Diversity has several aspects:

- Seek out immigrants who will bring their global knowledge and experience to Ontario and can create/maintain economic trading opportunities around the world. As noted by the Martin Prosperity Institute, a diverse population supported by a welcoming and tolerant society will attract business investment and trading relations.
- Strive for a full range of age groups. Recognize youth as innovators and older persons as mentors.
- Broadly define economic activity to include arts, entertainment and recreation as well as health, education and social services.
- Embrace rural and urban lifestyles.

5.0 LABOUR FORCE

Some basic demographic information for Trent Hills follows:

The population was 12,247 in 2006, a small decline from 2001. The Ontario population grew by 6.6% in this same period.

In 2006, the median age was 48 with 85.5% of the population over 15 years of age. The breakdown by age groups was:

0 to 4 years	480 persons
5 to 14 years	1300
15 to 19 years	795
20 to 24 years	520
25 to 44 years	2460
45 to 54 years	1975
55 to 64 years	1950
65 to 74 years	1470
75 to 84 years	965
85 years and over	345

In 2006, the provincial median age was 39 with 81.8% of the population over 15 years of age.

The average household size in 2006 was 2.4 persons with 1,290 one person households and 3,850 family households.

Trent Hills has a highly stable, multi-generational, English-speaking population.

In 2006, 41% of the population 15 years of age and older had some post-secondary education including 19.3% with college diplomas and 10.6% with university degrees. In 2006, 60% of Ontarians had some post-secondary education including 22% with college diplomas and 26% with university degrees.

In 2006, 5,700 persons were in the labour force with 5,360 persons employed.

	Trent Hills	Ontario
Participation Rate	55%	67.1%
Unemployment Rate	6.0%	6.4%

In 2006, residents of Trent Hills were employed in:

951	Manufacturing
848	Retail trade
693	Health care and social assistance
557	Agriculture, forestry, fishing and hunting
517	Construction
436	Accommodation and food services
421	Transportation and warehousing
355	Educational services
332	Other services (except public administration)
316	Professional, scientific and technical services
284	Wholesale trade
253	Public administration
206	Finance and insurance
179	Administrative and support, waste management and remediation services
173	Information and cultural industries
147	Arts, entertainment and recreation
136	Other
6,803	Total

In 2005, the median income for single person households was \$22,787 and the median family household income was \$44,437. Comparable data for Ontario is a median income of \$30,025 for single person households in 2005 and a median family household income of \$60,455.

(Sources: www.statcan.gc.ca following links to community profile for Trent Hills; www.trenthills.ca including **2007 Community Profile** and www.fin.gov.on.ca from various documents)

6.0 TARGETED ECONOMIC SECTORS

6.1 Commercial

There are over 300 retail and service businesses providing over 2000 jobs in Trent Hills.
(Source: **2007 Community Profile**, p.29)

Campbellford has the largest selection of businesses in its downtown with specialty shops, markets and professional services. Warkworth has a unique collection of art galleries, home décor stores while downtown Hastings offers goods and services to residents and tourists. Each community has an active business association active in downtown beautification projects and marketing. Ongoing revitalization projects in each downtown include: Warkworth Main Street Revitalization, Hastings Village Marina and the Campbellford Waterfront.

6.1 Downtown Campbellford

In 2007, Trent Hills completed a study of the downtown. Businesses were classified by type of consumer activity that takes place in the business:

- 21% of businesses provide convenience shopping/services - frequent purchases are made on a regular basis (i.e., groceries and banking)
- 22% of businesses provide comparison shopping/services - non-impulse purchases where consumers prefer to compare prices, quality, brands (i.e., clothing)
- 33% of businesses provide destination shopping/services - infrequent purchases of higher value goods and services for which consumers make special trips (i.e., furniture and legal services)

Downtown properties were categorized by their primary use:

34%	Retail
42%	Service
10%	Food & Entertainment
8%	Vacant
6%	Public Service

The study concluded that 65.5% of services in the downtown are destination services. While destination services are effective in drawing people into the downtown, they do not necessarily generate foot traffic and secondary sales of goods and services.

The study also included a survey of businesses and found that the area is very stable with 16.7% of businesses having operated in the area for 6-10 years, 26.2% for 11-20 years and 29.7% for more than 20 years. New businesses are entering the downtown at a rate of just under 5% per year. 82% of businesses in downtown Campbellford are independently owned.

The consumer survey found that:

- 90% of shoppers live within walking distance or a short drive to the downtown.
- 83% are retired or work in Campbellford
- When shopping elsewhere, respondents are looking for more selection or better price.
- For everything but clothing, Campbellford retains a majority of the shopping done. Both Belleville and Peterborough claim larger shares of clothing sales than downtown Campbellford.

(Source: **Downtown Campbellford Commercial Study**)

Comparable commercial data does not exist for Hastings and Warkworth and it may be appropriate to undertake these studies as part of the updated economic development strategy.

6.2 Downtown Hastings

In 2009, consultants prepared design improvements for Downtown Hastings and the waterfront. Community participants identified key assets including the marina and walkway, bridges and locks, parks and Trans-Canada Trail and the Old Mills and Tannery sites while noting the following features as detracting from the area: main intersection and south and north entrances; industrial land; poor maintenance/unattractiveness of certain properties; poor condition of sidewalks and parking lots; and, the back access to Valumart.

(Sources: www.hastingsvillage.ca,
www.trenthills.ca/en/economicdevelopment/hastingsplan.asp)

6.3 Downtown Warkworth

The community of Warkworth, with its 400 residents, has a vibrant downtown with 19 high quality stores plus the LCBO and Canada Post. In recent years, a coordinated revitalization effort has resulted in significant public and private investment in the main street and its buildings. Vacancies are few.

The community also hosts many successful events that attract visitors and shoppers throughout the year. Visitor accommodation is available downtown.

Another key asset is the Warkworth Town Centre for the Arts.

(Source: www.warkworth.ca)

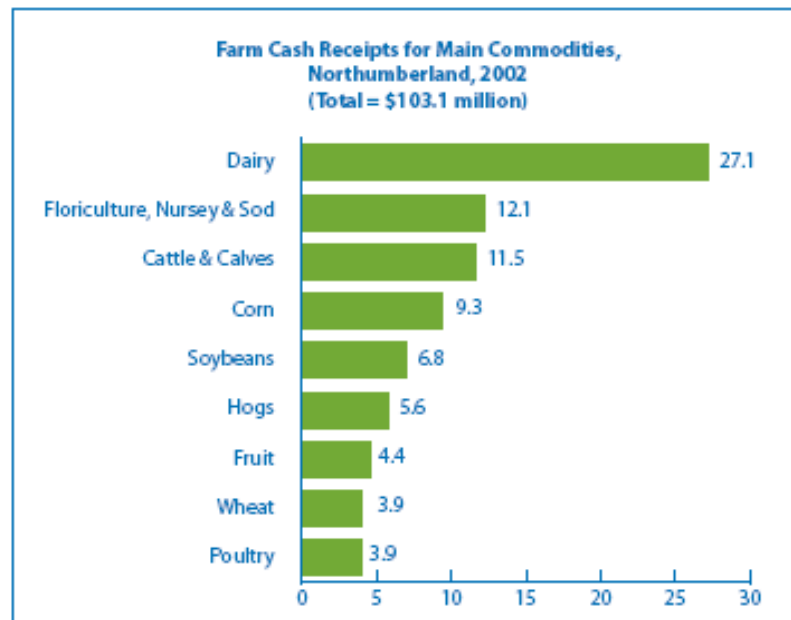
6.2 Agriculture

There are more than 300 farms in Trent Hills with an agriculture labour force of 510 persons and gross receipts of \$24 million. (Source: **2007 Community Profile**, p.29)

Key agricultural producers are Empire Cheese Factory, Sandy Flat Sugar Bush and a number of recognized organic and livestock farms, which include such exotic choices as bison, elk, and some rare sheep breeds to the more standard pork, beef and a growing list of vegetable growers.

Northumberland County has:

- Higher than provincial concentrations of beef farming, dairy farming, and specialty farming.
- Nearly half of the County farms are in the cattle and dairy industries and own a combined total of over 38,500 head of cattle in 2001.
- The County has a significantly higher concentration of laying hens, pullets less than 19 weeks, and ewes than Ontario.
- Local farmers have 20% more square feet in greenhouse flower production than the provincial average and nearly 18% more than the national average.
- Northumberland has a significantly higher than average concentration in sweet corn (7%) and squash, pumpkin, and zucchini (6.25%) than compared to the provincial average.
- Apple production is nearly 50% higher than the provincial average and over 58% higher than the national average.



(Source: www.northumberlandcounty.ca, various pages)

6.3 Tourism

In 2008, the Trent Hills Chamber of Commerce prepared a marketing strategy in preparation for its role as the Destination Marketing Organization for the area. Tourism trends were analyzed and provide a valuable source of data.

Between 2001 and 2004, travel survey data for Northumberland County shows:

- Almost 1.1 million visits in 2004 – overall increase of 8% since 2001, although decreases occurred in 2002 and 2003.
- 43% of visits (460,000) were overnight or longer stays – this is an increase of 20% from 2001 although down from the peak of 466,000 in 2002.
- Same day visits (619,000) have increased only 1% since 2001, with drops in 2002 and 2003.
- In 2004, Ontario residents accounted for 92% (989,000) of all visits – down from 93% in 2001; more same day (593,000) than overnight (396,000) visits.
- In 2004, the U.S. was the origin for 6% (62,000) of all visits; more overnight (38,000) than same day (24,000) visits.
- In 2004, overseas markets were the origin for 1% (13,000) of all visits – all were overnight or longer.
- In 2004, Eastern Canada – primarily Quebec – was the origin for 1% (12,000) of all visits; more same day (16,000) than overnight (15,000) visits.

In 2005 and 2006, the total number of visits to Ontario was 113.2 and 114.7 million respectively. Assuming Northumberland retained its proportional share of provincial activity, the numbers can be estimated to be 973,800 visits in 2005 and 987,200 visits in 2006.

(Source: **Strategic Tourism Marketing Plan 2008-2011**, pp 7-8)

Also from the Marketing Plan are the following statistics on visitor spending:

- In 2004, visits to the county generated approximately \$106.3 million in direct spending.
- Since 2001, Northumberland seems to be attracting more modest spending visitors – total spending fell approximately 13% between while visits increased by 8%.
- Measured as average spending per visit, Overseas visitors offer the highest “yield”, followed by U.S. visitors and then Domestic visitors
 - In 2004, Overseas visitors spent an average of \$259 per visit while contributing 3% of total spending.
 - In 2004, U.S. visitors spent an average of \$189 per visit while contributing 11% of total spending.
 - In 2004, Domestic visitors spent an average of \$91 per visit while contributing 86% of total spending.

....and on purpose of visits:

- In 2004, travel to visit friends & relatives was the primary trip purpose (41%) followed closely by pleasure travel (37%). Since 2001, visiting family has increased 29% while pleasure travel has dropped 27%.
- In 2004, just over one-third (35%) of all visits occurred during the summer (July-Sept), while summer visits have fallen in volume by 7% since 2001.
- Since 2004, travel in the spring (Apr-June) has grown dramatically (+79%) and now contributes almost one-quarter of all travel. At the same time, travel in the fall (Oct-Dec) has increased 21% and also now contributes almost one-quarter of all travel.
- Winter travel has declined 20% since 2004 and now is the lowest travel season at 17%

The Marketing Plan set out a series for marketing strategies to be implemented over the four year period, 2008 to 2011. They include improvements and/or expansion of several Trent Hills tools and activities – visitor information centre, Trent Hills Visitor Guide, the municipal web site/e-newsletter/pay per click advertising, business-based visitor surveys, Flavour Break Tour and Breeze 107.9 FM radio campaign. Based on an assessment of their effectiveness, modify participation in the Northumberland visitor guide, consumer shows and advertising in the Ports Guide and Trent Severn Waterway Magazine.

On September 16th, Northumberland Tourism shared the results of the Premier Ranked Tourism Destination Project with County Council. A 3 year Action Plan has been developed. The next step in the process is to prioritize areas of investment and develop a long range plan to implement the recommendations arising from the study. An executive summary of recommendations and findings will be available at www.nprtd.com in October.

This plan provides the basis for Trent to continue its partnership with the County and neighbouring municipalities to develop the region as a tourism destination.

6.4 Manufacturing

There are 34 manufacturers in Trent Hills employing approximately 900 persons.

Major industrial products are food products, chemical wood products, vehicle body manufacturing, and metal fabrication. Key businesses are Natural Chemistry, Blommer Chocolate Company, Dart Cup, Eagle Airfield, Precision Wood Products and Sprucewood Brands.

Trent Hills offers employment land for sale in its business park within the town of Campbellford. Presently, 1 to 15 acre lots are available for development. The land is currently unserviced. A servicing plan is being developed for the park.

6.5 Health and Wellness

As noted in section 2, the community has defined health and wellness as being a sector encompassing health and support services; fitness and recreation; fresh, local and organic food; personal care services and products; and, professional services. Development of ‘green’ products and services is part of this sector.

This sector has not been studied by Trent Hills or Northumberland. It is suggested that as part of the updated economic development strategy, research on this sector will be required.

In addition to the services of doctors, dentists and other health professionals, Trent Hills is served by:

- **Campbellford Memorial Hospital** - 44 beds, long term care, acute care, medical and surgical care, x-ray lab and facilities, physiotherapy, diabetic education, nutritional services, mammography, 24 hour emergency services and heliport.
- **Hillside Medical Clinic** – located in Campbellford
- **Warkworth Medical Centre** – located in Warkworth
- **Community Wellness Centre** – located in Campbellford
- **Haliburton, Kawartha, Pine Ridge District Health Unit** – located in Campbellford provides inspection services, public health information and services on a range of issues, community dental service program, and communicable disease investigation.

Trent Hills has a wide range of open space, leisure, cultural and recreational facilities for all age groups. Information can be found at www.trenthills.ca by following the links to Parks & Recreation. An excellent source is the **Community Recreation and Wellness Centre Feasibility Study** completed in 2008 and providing a description of facilities in the area (p.16). The study also provides extensive information on trends and assessment of local needs and demands.

As noted earlier, Northumberland County's newly approved Agricultural Action Plan (visit www.proudlynorthumberland.ca) is promoting consumption of locally grown and produced food as part of a healthy and sustainable lifestyle.

7.0 LOCAL CAPACITY

The Trent Hills and District Chamber of Commerce is a not for profit member organization. The Chamber delivers several services to members and the community including the Business Centre, Visitor Information Centre, Drivers and Vehicles Licensing Office and the Old Mill Park Docking Facility. The Chamber is the Direct Marketing Organization for Tourism in Trent Hills. Finally, the Chamber provides a strong voice to civic, provincial and federal governments for business and industry locally and provincially through the Ontario Chamber.

The Campbellford Business Improvement Area (BIA) promotes the downtown area as a preferred place to work, shop, conduct business, live, visit, and enjoy.

The Warkworth Business Association comprises a group of area residents and business people who are concerned with the evolution of Warkworth as a vibrant Trent Hills community. Warkworth and the area commonly known as Percy Ward, snug in the Northumberland hills, are home to a variety of activities. Our intent is to build on these activities, along with our breathtaking scenery, to attract visitors and residents to this wonderful Trent Hills destination.

The Hastings Revitalization Association comprises a group of area residents and business people who work proactively to improve and promote the village. Hastings is located on the Trent Severn Waterway at the mouth of Rice Lake. The area is known as a destination for fishing and boating enthusiasts. The goal of the association is to strengthen our assets community and encourage participation, pride and community spirit.

The Rural Issues/Agricultural Advisory Committee is comprised of members of the farming and agricultural sector within Trent Hills. This committee advises Council on issues affecting farming and land use in the agricultural and rural areas. The Committee deals regularly with issues such as nutrient management, agri-tourism and land severance policies for agricultural land.

Also active in the municipality are Proudly Northumberland, Northumberland chapter of the Ontario Federation of Agriculture and Northumberland Cattle Association.

8.0 BUSINESS SERVICES & SUPPORT

All levels of government offer programs and services supporting agriculture, business and tourism development.

The Municipality of Trent Hills provides business development assistance and support. The Community Development Office is a source of information and can make referrals to other government, business and community services.

Trent Hills offers improvement grants as part of its Downtown Community Improvement Plan.

The Northumberland Business Advisory Centre assists entrepreneurs who are seeking information on starting a small business or who require assistance with an existing business. Business persons receive the information and guidance required to achieve their goals through a variety of general and customized services.

Business organizations such as the Chamber of Commerce also offer services to their members.

Northumberland Community Futures Development Corporation (NCFDC) helps entrepreneurs develop business ideas or expand their businesses. NCFDC administers a lending fund available to small business enterprises in Northumberland. NCFDC also provides assistance to entrepreneurs in Northumberland and Peterborough through the delivery of the Eastern Ontario Development Program, Self Employment Benefits (SEB) sponsored by Human Resources and Skills Development Canada, and the Ontario Works Self Employment Development Program.

Funding sources are extensive. A sample only of programs is provided below. This list was drawn from a program matrix prepared by OMAFRA (January 2009).

8.1 Rural Programs

Provincial programs include:

8.1.1 Ontario Market Investment Fund

This program is designed to promote consumer awareness of Ontario-produced foods and encourages Ontario to buy locally. The intent is to improve consumer access to locally produced foods by supporting industry and local food network marketing and coordination efforts. The program has also been used to promote local tourism related to agricultural food production, with the objective of increasing off-season visitors (Prince Edward County is an example). Trent Hills could get funding for a project coordinator to administer a project, but the individual would have to be hired specifically for the project. Also, the project would have to be carried out by a third party, e.g. local agribusiness. Money has to be spent before any funds can be received from the program; this would, therefore, require effective cash flow management.

The program runs until 2012. It has \$12 million in funding. A maximum of \$300,000 per project is available over 3 years. Proponents have to provide matching funding. Projects

funded have typically received \$100,000 or less. Funding can be obtained for market research, advertising, promotion, branding, market planning etc. SCOR would need an industry partner in the form of a producer/distributor/retailer as well as a specific project.

8.1.2 Rural Economic Development (RED) Program

This program has three main purposes

- To improve access to health care
- To improve access to skills training
- To assist community revitalization

Up to \$500,000 per project would be available. Trent Hills and its partners would have to provide matching funding in cash. The program is ongoing with no deadlines for applications. It would likely take 2 to 3 months from date of application to receive a decision as to whether funding would be available for a specific project. Likelihood of receiving funding depends entirely on the perceived merit of a project.

8.1.3 Labour Market Partnerships

Labour Market Partnership programs supports partnerships among employers, employer/employee associations, and community organizations. LMP are designed to address identified labour market issues, to develop strategies to improve ability to plan for human resource needs, and to implement labour force adjustment measures. Eligible projects include those that involve preparing and implementing plans and strategies to address human resource needs and to enable the organizations to keep pace with changes in the labour market

Through an LMP Trent Hills and partners such as the County, post-secondary institutions and labour adjustment boards, could have a significant role in the development of labour market strategies and plans: identifying the current situation; future needs and appropriate training; re-training and up-grading of labour. It might also develop strategies for promoting other funding programs available only to individual companies, such as tax credits for apprenticeship programs.

The funds available depend on the scope of the project and could range from \$10,000 to over \$100,000. This program and related adjustment programs are most easily justified where there is a significant loss of employment from plant closures or downsizing in the region.

Federal programs include:

8.1.4 Canadvance

The Canadvance program delivered by the Agricultural Adaptation Council for Agriculture Canada is designed to position Canada's agriculture and agrifood sector at the leading edge. It has four main objectives:

- Expand the sector's capacity to respond to current and emerging issues
- Position the sector to capture market opportunities
- Actively and continuously engage the sector to contribute to future agriculture and agrifood policy directions

- Integrate sector-led projects tested and piloted under ACAA into future government or industry initiatives

Trent Hills, perhaps in conjunction with Northumberland County, and with agricultural partners would cost share a project (generally 50% of costs with limited in kind contributions). The Agricultural Adaptive Council staff will review a pre-proposal and provide feedback. Once this is done and appropriate amendments made a decision on project funding should be rendered within two months. There is no set maximum amount available, most projects funded have been in the \$50,000 to \$100,000 range but proposals have ranged as high as \$3,000,000.

8.2 Access to Business Capital

- Canada Small Business Financing Program – Industry Canada
- Community Futures Development Corporations – Industry Canada
- Co-Vision Business Development Bank of Canada – Business Development Bank of Canada
- Export Market Access and Global Expansion – Ontario Ministry of Economic Development & Trade
 - Ontario Research Fund – Ontario Ministry of Research and Innovation
- Biopharmaceutical Investment Program – Ontario Ministry of Research & Innovation

As noted above, the federal government also supports Community Futures Development Corporations (CFDCs) in rural areas of Canada. CFDCs administer funds for small business lending.

8.3 Research & Development

- Advanced Manufacturing investment Strategy - Ministry of Economic Development & Trade
- Ontario Commercialization Investment Funds Program – Ontario Ministry of Research & Innovation
- CRC Innovation Centre – Communications Research Centre
- Going Global Science & Technology – Ministry of Foreign Affairs & International Trade
- Industrial Research Assistance Program – National Research Council
- Innovation Demonstration Fund – Ontario Ministry of Research & Innovation
- Ontario Innovation Tax Credit – Ontario Ministry of Revenue
- Ontario New Technology Tax Incentive - Ontario Ministry of Revenue
- Ontario Business Research Institute Tax Credit – Ontario Ministry of Revenue
- Scientific Research and Experimental Development Program - Revenue Canada

8.4 Skills Training

- Apprenticeship job creation tax credit – Canada Revenue Agency
- Apprenticeship training tax credit - Ontario Ministry of Revenue

- Job Creation Partnerships – Human Resources Skills Development Canada
- Targeted Wage Subsidies Program – Ontario Ministry of Training, Colleges & Universities
- Second Career - Ontario Ministry of Training, Colleges & Universities

8.5 **Sustainability**

- Alternative Renewable Fuels Plus research – OMAFRA
- Canada-Ontario Water Supply Expansion Program – Governments of Canada and Ontario
- Canadvance - Agricultural Adaptation Council
- Food Safety Research Program – Ontario Ministry of Natural Resources
- New Directions Research Program - OMAFRA
- Rural Economic Development Program – OMAFRA
- Research Fund for Dairy Production – Dairy Farmers Canada
- Ontario Research and Development Program – Agricultural Adaptation Council
- Planning & Assessment for Value-Added Enterprises – Agriculture & Agri-Food Canada
- Eco ENERGY for renewable heat – National Research Council
- Next Generation Job Fund – Ontario Ministry of Economic Development & Trade
- Sustainable Development – Technology Canada
- The Green Municipal Fund – Federation of Canadian Municipalities
- EcoAction Community Fund – Environment Canada

8.6 **Marketing**

The Invest in Ontario website provides information relating to business in Ontario including provincial and federal government programs/incentives, community profiles, business immigration, available properties, facts on Ontario industry sectors and much more. (www.investinontario.com)

Ontario East Economic Development Commission (OEEDC) is composed of a group of over 124 Ontario East economic development professionals and business leaders who are working co-operatively to promote the region as a premiere business location. The Commission is a portal to information on available land and investment opportunities in Eastern Ontario. (www.ontarioeast.com)

8.7 **Tourism**

The Investment & Development Office of the Ontario Ministry of Tourism offers several services, tools and funding programs to support local tourism development.

Perhaps most important is the **Tourism Development Fund**. This program supports: the creation or revitalization of tourism attractions, sites and experiences; innovative product development for emerging sectors that have demonstrated market potential; development of quality of tourism services, businesses and practices through training; investment readiness,

investor relations, investment attraction and communications; and tourism planning and capacity building.

The **Premier-Ranked Tourist Destinations Framework** is an assessment and evaluation tool used to inventory and analyze a region's tourism amenities and attractions and identify opportunities for tourism investment and development. It is designed to result in a strategic action plan for tourism to improve the region's performance in the tourism marketplace.

The **Making the Case for Tourism** toolkit assists economic development and tourism professionals make the business case for tourism within their communities.

The Investment and Development Office assists municipalities in identifying business investment opportunities; providing information to support a business case or feasibility study; promoting investment; and, connecting with the investment community.

(Source: www.tourism.gov.on.ca/english/IDO)

9.0 DATA SOURCES

9.1 Internet Sites

www.trenthills.ca

www.northumberlandcounty.ca

www.canadianeconomy.gc.ca

www.corporate.canada.travel (Canadian Tourism Commission)

www.scorregion.com

www.statcan.gc.ca (for Trent Hills community profile)

www.fin.gov.on.ca

www.proudlynorthumberland.ca (for Northumberland Agricultural Action Plan)

www.ontarioeast.com

www.investinontario.com

www.tourism.gov.on.ca/english/IDO

9.2 Documents & Reports

Municipality of Trent Hills, **Trent Hills Economic Development Strategic Plan 2005-2008** (December 2005)

Municipality of Trent Hills, **Business Retention & Expansion (BR+E) Survey Final Report 2005/06** (Spring 2006)

Martin Prosperity Trust, **Ontario in the Creative Age**, prepared for the Government of Ontario, Joseph L. Rotman School of Management (February 2009)

David Wilton, **Long Term Trends and Cycles in Canadian Tourism**, University of Waterloo (August 2004)

EDP Consulting, **SCOR Manufacturing Sector Review**, prepared for the South Central Ontario Region Partnership (March 2009) (found at www.scorregion.com)

Ministry of Finance, **Toward 2025: Assessing Ontario's Long Term Outlook**, Queen's Printer for Ontario (2005)

Northumberland County, **An Economic Development Strategy for Northumberland County** (2005)

Northumberland County, **County of Northumberland and Its Member Municipalities Growth Management Strategy, Phase 1 (Components 3 and 4) and Phase 2 (Component 1) – Options for Implementing the Growth Plan in the County of Northumberland Final** (May 2009)

Municipality of Trent Hills, **Downtown Campbellford Commercial Study** (2007)

Ontario East Economic Development Commission, **Eastern Ontario Food Processing Sector Competitiveness Study** prepared by WCM Consulting (March 2004)

Trent Hills Chamber of Commerce, **Strategic Tourism Marketing Plan 2008-2011**, prepared by the Tourism Company (March 2008)

Ontario Professional Planners Institute, **Healthy Communities, Sustainable Communities: A Call to Action** (2007)

World Commission on Environment and Development, **Our Common Future**, also known as the Brundtland Report (1987)

Municipality of Trent Hills, **Community Recreation and Wellness Centre Feasibility Study**, prepared by TSH Associates, Engineers, Architects and Planners and The Tourism Company (January 2008)