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**MUNICIPALITY OF TRENT HILLS
ECONOMIC DEVELOPMENT STRATEGIC PLAN
2010-2013**

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INTRODUCTION

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. This document is designed to capture the ideas and input of the community members and combine it with the current competitive advantages of Trent Hills. The outcomes and benefits are to be shared by all areas of Trent Hills. Sustainable economic growth involves healthy and thriving urban centres of Hastings, Warkworth and Campbellford with innovative agricultural and rural areas of Seymour and Percy.

Process & Research

The Municipality began the process to update the Economic Development Strategic Plan in May 2009. The process involved guidance and input from Municipal Council, staff and the Economic Development Advisory Committee. Funding support to develop the plan was provided by the Northumberland Community Futures Development Corporation and the Eastern Ontario Development Program. A resident survey was distributed during the summer of 2009 to solicit input from members of the public. The plan also involved community and stakeholder consultation with assistance from Erik Lockhart at Queen's University Executive Decision Centre. Lynda Newman of Clara Consulting conducted the research and analysis for the plan. The research and input was summarized in the *Background Paper for the Update to the Economic Development Strategy*. The Background Paper provided the foundation for the Economic Development Advisory Committee to develop this Strategic Action Plan. Input from the public was solicited during November 2009 and the final draft of the Plan is proposed to be presented to Municipal Council for approval in February 2010.

Economic Development Vision

Trent Hills is a community of communities that values our heritage, quality of life and natural landscape and will strive to enhance our diverse and dynamic economy.

Economic Development Mission

To fosters a positive economic environment for growth and prosperity.

Principals and Goals

1. **Sustainable Growth** - Sustainability balances 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. **Creative, Knowledge-Based Economy** – Trent Hills must look at how we foster creativity, innovation and 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 expansion 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** – Trent Hills is 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.

Key Strategic Themes

Through our research and consultations it was determined that we can build upon our strengths in the commercial, agriculture, and tourism sectors while building pursuing new investments the health and wellness, arts and culture and manufacturing sectors.

Target Economic Sectors & Action Plans

Retail/Commercial Development

INITIATIVE	Lead & Partners	Timeframe to Accomplish: Short - up to 1 year Medium - 1 to 3 years Long - over 3 years	Measurement
1. Develop and implement Municipal Cultural Plan.	Municipality, Ministry of Culture, Arts, Culture & Heritage Stakeholders	Medium	Development of a Municipal Cultural Plan to identify opportunities to support the enhancement of the cultural sector.
2. Profile business development services and success stories: Regional and local economic development partners through inquiries, media opportunities, marketing materials, Economic Development Summit or other special event	Economic Development Committee (EDC), Municipality, Chamber, Business Advisory Centre, CFDC, OMAFRA	Short – ongoing	Event Attendance, business inquiries, media coverage, project funding, feedback and input through business surveys.
3. Increase skilled workforce – Skill development and learning opportunities. Attraction & retention of skilled workers.	Regional Learning Institutions, Northumberland County, Municipality	Medium	Implementation of local skill development & learning opportunities. Development of programs & services for attraction skilled workforce.
4. Downtown Revitalization Projects Campbellford, Warkworth, & Hastings	Municipality, Business Association, Provincial and Federal Partners	Long – currently being implemented in each downtown	Plans for each downtown area, level of public and private sector investment, decrease in vacancies.
a) Complete Downtown Market Analysis for Hastings and Warkworth	Business Associations, Ontario Ministry of Ag, Food & Rural Affairs (OMAFRA), Municipality	Medium – to complete both	Utilized for business investment and attraction.
b) Public Parking Improvement	Municipality, Business Associations	Long - ongoing	Number of parking issues identified and address.
c) Identify & meet with property owners where there is potential for re-development.	EDC, Municipality, & Property Owners	Long	Number of vacant or underutilized properties redeveloped.

Agriculture

INITIATIVE	Lead & Partners	Timeframe to Accomplish: Short - up to 1 year Medium - 1 to 3 years Long - over 3 years	Measurement
1. Support the implementation of the Northumberland County Agricultural Action Plan 2009 & Agri-Food Incubator	Northumberland County, Municipality	Medium	Outcomes and results of the Action Plan. Development of the incubator Number of businesses accessing the incubator.
2. Support the development of the Farmer's Markets. Facilitate opportunities to create partnerships and collaboration.	Farmer's Markets, Northumberland County, OMAFRA	Long	Increased customer traffic, vendors and profile of the Markets.

Tourism

INITIATIVE	Lead & Partners	Timeframe to Accomplish: Short - up to 1 year Medium - 1 to 3 years Long - over 3 years	Measurement
5. Support the creation of new and improvement of existing Festival and Events.	Municipality, Chamber, Business Associations	Long	Success of existing festivals – increased attendance, revenues, and profile. Creation of new events to fill calendar gaps and attract new audiences.
6. Improve Community Signage	Municipality, Chamber, Business Associations	Long - ongoing	Identify and implement signage improvements to enhance visitor experience.
7. Support and participate in Northumberland County Rice Lake Renewal Strategy.	Northumberland County	Medium	Participate in the development of the strategy.
8. Support the development of a Northumberland County on-line visitor booking system.	Northumberland County, Chamber, Municipality, Tourism Stakeholders	Medium	Implementation of an online visitor booking system Increase in visitor bookings and overnight stays.
9. Increase skilled workforce – identify skill development opportunities	Chamber of Commerce, Northumberland County, Tourism Stakeholders	Medium	Implementation of local learning opportunities for tourism operators.
10. Continue to implement an agreement with the Trent Hills & District Chamber of Commerce to deliver visitor information services	Municipality, Chamber	Medium - ongoing	Chamber provided visitor information and marketing services on behalf of the Municipality. Increased visitors, profile and marketing partnerships.

Manufacturing

INITIATIVE	Lead & Partners	Timeframe to Accomplish: Short - up to 1 year Medium - 1 to 3 years Long - over 3 years	Measurement
11. Increase skilled workforce – work with Resource Centre and Loyalist College for employment readiness. (Good Manufacturing Processes, LEAN, basic skills)	Municipality, Resource Centre, Business stakeholders	Medium	Implementation of local learning opportunities for potential manufacturing employees.
12. Identify and support additional uses for existing facility capacity.	Municipality and Local manufacturers	Medium	Seek information on facility space & capacity and work with owners to identify opportunities for use.
13. Support the development of the employment and industrial lands	Municipality, Federal & Provincial partners, Property Owners, Northumberland County	Long	Identify opportunities for new investment and expansion to better utilize these employment lands.
14. Build on food cluster indentified in Market Feasibility Study of 2006	Northumberland County, OMAFRA, Municipality	Long	New products and employers.

Health & Wellness

INITIATIVE	Potential Partners/ Responsibility	Short up to 1 year Medium 1 to 3 years Long over 3 years	Measurement
1. Support efforts for four season recreation and wellness centre.	Municipality, Provincial and Federal funding agencies, local stakeholders and funding partners	Medium	Development of a multi use recreation facility and field house.
2. Support Trail Development – consider Northumberland County Forest Master Plan and recommendations from County Premier Ranked Tourist Destination study.	Municipality, Eastern Ontario Trail Alliance, Ferris Park, Lower Trent Conservation Authority, Northumberland County	Medium	Trail Master Plan identifying opportunities to improve trails and increase trail usage.
3. Continue to support Health Care Recruitment & Retention and Campbellford Memorial Hospital.	Municipality	Long	Health care services and professionals to meet the needs of the community.
4. Support and advocate for the development of a Public Transportation System	Northumberland County, Municipality, Community Care	Long	Development of a plan for a transportation system. Identify funding partners to support the system. Implementation of a pilot project.