
2024 to 2026 Business Plan & Budget

Economic Development Planning Strategic Initiatives

Prior Year Accomplishments

Innovate for Service Excellence

- Continually engage in strategic relationship building activities - specifically InvestOntario – the result being to attract global investment to Northumberland.

Ignite Economic Opportunity

- Continued private sector negotiations to initiate Broadband as a Utility.
- Creation of an additional Municipal Services Corporation specifically directed to Workforce Housing. This was to be known as the Northumberland Workforce Housing Corporation (NWHC).
- NWHC became an integral part of the Settlement Services strategy to align with the Shapiro Foundation to address workforce needs.
- Addressed transportation issues through the investment in Commuter Connect – creating two lines – one throughout Northumberland and another specifically for individuals connecting GO service in Oshawa.
- Contribute to the creation of the 2023-2027 Strategic Plan

Foster a Thriving Community

- Hosting 2 citizenship ceremonies with accompanying activities as well as a Heritage Festival that illustrate the support and desire of Northumberland to be a welcoming home to newcomers.
- Expansion of services related to Settlement through multiple partnerships.
- Utilizing existing resources such as the OAFVC and its ability provide a resource to ethnic food entrepreneurs.
- Support Women Entrepreneurs through meaningful events such as “She Owns It”.



Propel Sustainable Growth

- Continually engaging in discussion which will result in land banking in support of workforce housing.
- Providing direction in collaboration with member municipalities to attract investment in Northumberland.

Steward a Green Future

- Continue to explore new technologies to support business development and utilize data to make sound business decisions.

2024 to 2026 Service Objectives & Initiatives

Innovate for Service Excellence

- Continue to develop public and private sector relationships which strategically benefit the County and support the creation of a government relations position to enable the vision of people, partnerships, and possibilities for a strong and vibrant Northumberland.

Ignite Economic Opportunity

- Commence Broadband as a Utility beginning in the spring of 2024 and begin to seek out applications which will utilize the infrastructure in the areas of agriculture, tourism, and manufacturing.
- Create an advisory forum for proposed departmental initiatives that result in community input.
- Strengthen the relationship between post-secondary institutions and the county in support of workforce development, sustainability, attraction, and investment.
- Initiate a succession plan in 2024 which allows for a seamless transition and maintains the existing culture of visionary leadership at the Director level.
- Utilize the Northumberland Workforce Housing Corporation as the mechanism to support diversity in community.



Foster a Thriving Community

- Strengthened volunteer commitment and potential partnership development through service agencies, industry, and the small business community as a result of BECN and Business immigration.

Propel Sustainable Growth

- Review the allocation of human resources towards a project-based deployment associated with skills and expertise.

Steward a Green Future

- Imbed decision making criteria which steward a green future and one that promotes and does not limit growth and development.

Long Term Plan & Strategic Objectives

Innovate for Service Excellence

- Integrated economic development support system – providing timely information directed to matching opportunities.

Ignite Economic Opportunity

- Strengthen partnership opportunities based on connectivity especially in the agricultural community.
- Further integrate the OAFVC infrastructure to enhance existing food supply and food security to overcome related challenges.
- Secure an industrial land base for investment purposes and match the ever-growing demand by foreign investors in Northumberland.

Foster a Thriving Community

- Secure funding for a Local Immigration Partnership to move forward with Diversity, Equity, and Inclusion.



Propel Sustainable Growth

- Reliance on enhanced technology to support information flow, representation , and capacity.
- On-going relationship building between upper and lower tier functions to lend support to individual municipal requirements.
- Drive meaningful partnerships in education, manufacturing associations, federations of agriculture to integrate local employment and succession planning opportunities.
- Initiate sustainability but recognizing the need for a government relations position for continuity.

Steward a Green Future

- Recognition that a priority of the workforce of the future is based on a framework which is environmental, social and governance . A green future will only happen as a result of this framework.

2024 to 2026 Business Plan & Budget

Business and Entrepreneurship Centre (BECN)

Prior Year Accomplishments

Innovate for Service Excellence

- Adopted digital programs to increase service efficiency including GoForth, KP Tracker, Business Readiness Challenge and GrowthWheel.
- Represented Northumberland on Launch Lab - Eastern Ontario Digital Mainstreet Working Group.

Ignite Economic Opportunity

- 983 Inquiries
- 79 Consultations to Explore Entrepreneurship
- 54 Consultations to Start a Business
- 101 Consultations to Exit a Business
- 68 Business Start-ups

Foster a Thriving Community

- 32 Businesses Sustained
- 27 Businesses Expanded
- 2 Businesses Purchased

Propel Sustainable Growth

- Worked with Small Business Centre's Ontario to leverage resources, reduce duplication and service costs.
- Financially partnered with RTO8 to create business education videos.
- Created Northumberland County Small Business Working Group. 17+ business support organizations/groups that meet quarterly.
- Conducted regular virtual educational business roundtables and education sessions for clients.



- Multiple program and promotional partnerships with local and regional business service organizations.

Steward a Green Future

- Operate leading Women's Entrepreneurship Program in Eastern Ontario
- Convened the first and highly successful "She Owns It " Conference
- Founding member Small Business Centre's Ontario.
- Created Northumberland Food & Beverage Working Group.

2024 to 2026 Service Objectives & Initiatives

Innovate for Service Excellence

- Enhance internal processes relating to KPI/performance data collection.
- Lead effective programs that support business development.
- Create virtual business education resources that are available to all clients on demand.

Ignite Economic Opportunity

- Provide business coaching to appropriate growth stage clients.
- Continue to develop the volunteer business coach team from within the community.
- Renew funding agreements with the province and other partners.
- Identify and secure new funding for program delivery.
- Work with appropriate partners to secure funding for programs on a regional level.
- Further develop food & beverage services by partnering with a post-secondary institution.

Foster a Thriving Community

- Provide business coaching to appropriate growth stage clients.
- Continue to develop the volunteer business coach team from within the community.
- Create virtual business education resources that are available to all clients on demand.
- Support appropriate community-based initiatives that help develop small business.



Propel Sustainable Growth

- Develop more regional partnerships and shared services.
- Continue to adopt technology solutions to help enable service efficiencies.
- Continue developing communication tools that promote programs and services.

Steward a Green Future

- Identify and coordinate collaboration opportunities with municipalities and local partners.

Long Term Plan & Strategic Objectives

Innovate for Service Excellence

- Coordinate the use of appropriate intelligent community business software applications.

Ignite Economic Opportunity

- Promote and market the invaluable services of the BECN to new and existing businesses to enhance their chances for success and growth.

Foster a Thriving Community

- Further integrate the existing business talent/capacity to support new business endeavors to ensure resiliency.

Propel Sustainable Growth

- Utilize multiple software applications to leverage capacity.

Steward a Green Future

- Constantly communicate the successes of small businesses in Northumberland through platforms which both attract and retain small business investment.

2024 to 2026 Business Plan & Budget

Planning and Inspection Services

Prior Year Accomplishments

Innovate for Service Excellence

- Fulfilled service agreements for plumbing and sewage systems.
- Implemented sewage system inspection program for source water protection.
- Finalized new backflow prevention program.
- Integrated changes to Provincial Plans and legislation into development and building processes.
- Coordinated with local municipalities to implement provincial regulatory changes.

Ignite Economic Opportunity

- Advanced Northumberland Next: Official Plan update/municipal comprehensive review to manage growth, protect resources and support economic development over the next 30 years.
- Advanced establishment of County Major Employment Area
- Advanced development proposals across County

Foster a Thriving Community

- Provided planning, development and building advice to member municipalities, residents, and businesses.
- Attended member municipal public meetings for community development.

Propel Sustainable Growth

- Coordinated with member municipalities, non-profit organizations and development industry to establish sustainable housing growth and development objectives.



- Continued to provide planning and development services, including plumbing and sewage system inspections, for all buildings and renovations in the County.
- Analyzed building permit activity across Northumberland and prepared building activity summary report.
- Advanced subdivision plans in Alnwick/Haldimand, Cramahe and Hamilton.
- Continued to track and monitor population and growth through member municipal building permits.

Steward a Green Future

- Improved use of City Reporter software for inspection scheduling and permitting
- Explored new technology solutions for electronic drawing review and e permitting.

2024 to 2026 Service Objectives & Initiatives

Innovate for Service Excellence

- Continue to provide planning support and advice on provincial planning changes to member municipalities.
- Continue to support inspection service agreements between County and member municipalities.
- Renew sewage system inspection agreement with member municipalities.
- Host County Planning Directors Conference
- Review and update planning and inspection service fees
- Attend and participate in relevant training, workshops and continued education events to keep informed of the latest trends and best practices in the planning and building professions.

Ignite Economic Opportunity

- Finalize County Official Plan Update
- Assist and approve member municipal official plan updates.
- Support member municipal growth-related development review and approvals.



Foster a Thriving Community

- Increase engagement with member municipalities, Alderville First Nation, landowners and businesses on planning, growth and development.
- Advocate community interests on development activity within the County
- Represent and promote land use planning and inspection services at relevant events and forums.

Propel Sustainable Growth

- Focus growth to urban and rural settlement areas
- Manage land uses to accommodate appropriate development to meet the full range of current and future residents.
- Finalize agricultural system plan to protect viable farmland and support the local agricultural communities in Northumberland.
- Continue to advocate and protect natural heritage resources and areas.

Steward a Green Future

- Ensure planning and community development enhance health and well-being, are economically and environmentally sound, and are resilient to climate change.
- Investigate new and emerging technologies to integrate GIS, planning, building and permitting.

Long Term Plan & Strategic Objectives

Innovate for Service Excellence

- Support a comprehensive, integrated, and long-term approach to planning and community building.
- Recognize linkages and opportunity for efficiency between County and member municipal planning policy areas.

Ignite Economic Opportunity

- Support land use opportunities that create strong, livable, healthy and resilient communities that protect the environment and public health and safety and facilitate economic growth.



Foster a Thriving Community

- Support and protect natural heritage resources, water resources, agricultural resources, mineral resources, and cultural heritage and archaeological resources that provide important environmental, economic, and social benefits.

Propel Sustainable Growth

- Support land use patterns that efficiently use land and resources; minimize negative impacts to climate change; promote energy efficiencies; and support active transportation.

Steward a Green Future

- Prepare for the impacts of a changing climate by embracing and supporting innovative technology in building and construction.

2024 to 2026 Business Plan & Budget

Tourism Development

Prior Year Accomplishments

Innovate for Service Excellence

- Created the Great Northumberland Road Trip interactive, accessible digital guide and campaign to increase visitor overnight stays.
- Develop and implemented 4-seasonal campaigns to welcome back Ontario visitors back to Northumberland through targeted digital and social media strategies.

Ignite Economic Opportunity

- Launched the Tourism Wellness Experience Development Program, to assist with the development of wellness tourism products to attract and retain visitors to Northumberland and support individual operators within this segment of the industry to grow and prosper.
- Promoted tourism dependent businesses, developed story-telling editorial highlights and packaged a collection of experiences to motivate visitors to explore further and connect with over 600 tourism operators.
- Applied and secured funding from federal and provincial grants to support new and ongoing initiatives to help with tourism economic recovery.

Foster a Thriving Community

- Partnered with regional partners with programs designed to assist tourism business owners/operators within Kawartha Northumberland in accessing assistance to develop and grow their business e.g., Accler8, Tourism Connect



Propel Sustainable Growth

- Coordinated photo/ video shoots around Northumberland focusing on experiences/scenic views, to include in Northumberland’s visual assets library for future marketing and promotion.

Steward a Green Future

- Assist businesses operators with bike-friendly best practices through Ontario By Bike program and work regionally to cultivate a welcome-cyclist community to grow cycling visitor economy.
- Position Northumberland as a cycling destination by launching a bike repair station pilot program which will see 5 stations across Northumberland County.

2024 to 2026 Service Objectives & Initiatives

Innovate for Service Excellence

- Grow and market the wellness tourism pillar and start to position Northumberland as Ontario’s wellness tourism destination.

Ignite Economic Opportunity

- Elevate the awareness of Northumberland County as a travel destination and increase tourism visitation by developing and collaborating on initiatives that drive visitors to explore Northumberland. Focus on Northumberland’s uniqueness, authenticity of place and diversity of quality offerings: touring, wellness, food, culture, festivals & events, outdoor adventure, attractions, and shopping experiences.
- Tourism is a key economic driver for Northumberland. Therefore, we will seek and leverage opportunities which will grow tourism.
- Leverage our investment by collaborating with non-traditional partners and engage new communications outlets.

Foster a Thriving Community

- Continue to partner with provincial partners such as Regional Tourism Organization 8, Destination Ontario, Tourism Industry Association of Ontario, Ontario Parks, Culinary Tourism Alliance, etc... to strengthen the competitiveness of the region’s tourism industry.



- Collaborate with local chambers of commerce and municipal partners to deliver programs to help local businesses with consumer marketing and customer service, offer professional development sessions designed to help businesses improve their consumer experiences and align service needs with the shifts in consumer interest and demand and improve communication.
- Collaborate with member municipalities to amplify their promotion of core tourism experiences and work with tourism partners to develop a common messaging of our regional product.

Propel Sustainable Growth

- Encourage the growth of the outdoor recreation economy through collaboration with tourism operators and organizations such as Transportation Options, Greenbelt Foundation, Waterfront Regeneration Trust, Parks Canada, Ontario Parks, etc., and continue to find innovative ways to promote our natural heritage and land and water trails.
- Support businesses transition to the online environment through promotion of business workshops and programs that improve their digital presence.
- Support industry's workforce development opportunities and increase their competitiveness.

Steward a Green Future

- Expand on Northumberland's tourism experience development program to help tourism operators develop new, memorable visitor experiences.
- Grow wellness tourism and assist the industry around wellness tourism development initiatives, promoting industry action & support for wellness tourism growth.

Long Term Plan & Strategic Objectives

Innovate for Service Excellence

- Continue to support initiatives which provide long-term growth for the tourism industry, especially since the road to recovery from COVID-19 may take several years



Ignite Economic Opportunity

- Continue to seek partnerships and opportunities to increase the economic impact of tourism.

Foster a Thriving Community

- Increase collaboration: marketing and product/experience development regionally and provincially.

Propel Sustainable Growth

- Continue to develop relationships within the industry and improve industry capacity eg share research, product development, address gaps in service delivery.

Steward a Green Future

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