

**Capitalizing on connections: PELA and beyond**

**Prepared for  
Prince Edward, Lennox and Addington Community Futures  
Development Corporation**



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## **Table of Contents**

### **1.0 Project goals**

### **2.0 The context**

### **3.0 The research project: Phase One**

### **4.0 The research project: Phase Two**

1. PELA's resources and synergies
  - Living and working in the PELA region
  - Networks:
    - Extensive human resources capacity
    - The soft and hard benefits
    - Why bother?
    - Financial gain from networks: Valuing networks
  - Innovation: The driver of prosperity
2. Barriers to success:
  - Infrastructure issues
  - Space
  - Time
  - The human resources deficit
  - "There are two very different cultures here"
3. Youth retention

### **5.0 Recommendations**

- 5.1 Capitalizing on connections
- 5.2 Stimulating innovation and filling in the network gaps
- 5.3 Building new institutional linkages
- 5.4 Making new connections with existing resources
- 5.5 Bridging the divides
- 5.6 Youth retention

### **6.0 Conclusions**

### **Appendix 1: Capitalizing on Connections: Secondary Data Analysis**



## 2.0 The context

The research project is grounded in regional innovation thinking (Blay-Palmer and Donald 2006; Holbrook and Wolfe 2005; Simmie et al. 2002), the literature on the creative economy (Florida 2005; Gertler et al. 2002) and draws tangentially from work on clusters (Porter 2001). The core concept we work from is that networks are beneficial to build regional economic integrity and serve as a key framing architecture for present and future economic development (Bathelt et al. 2004). Yet we also know that regional economic development is unique to each locale so that every region offers its own assets and faces unique barriers as it maintains and grows competitive advantage (Ketels et al. 2006). At the same time local connections permit the flow of information between actors within a community to circulate 'buzz' while key players connect a region through 'global pipelines' to cutting edge information flows outside the region (Storper and Venables 2004; Bathelt et al. 2004). Unraveling the extent and prospects for these connections in the PELA region is the goal of this research.

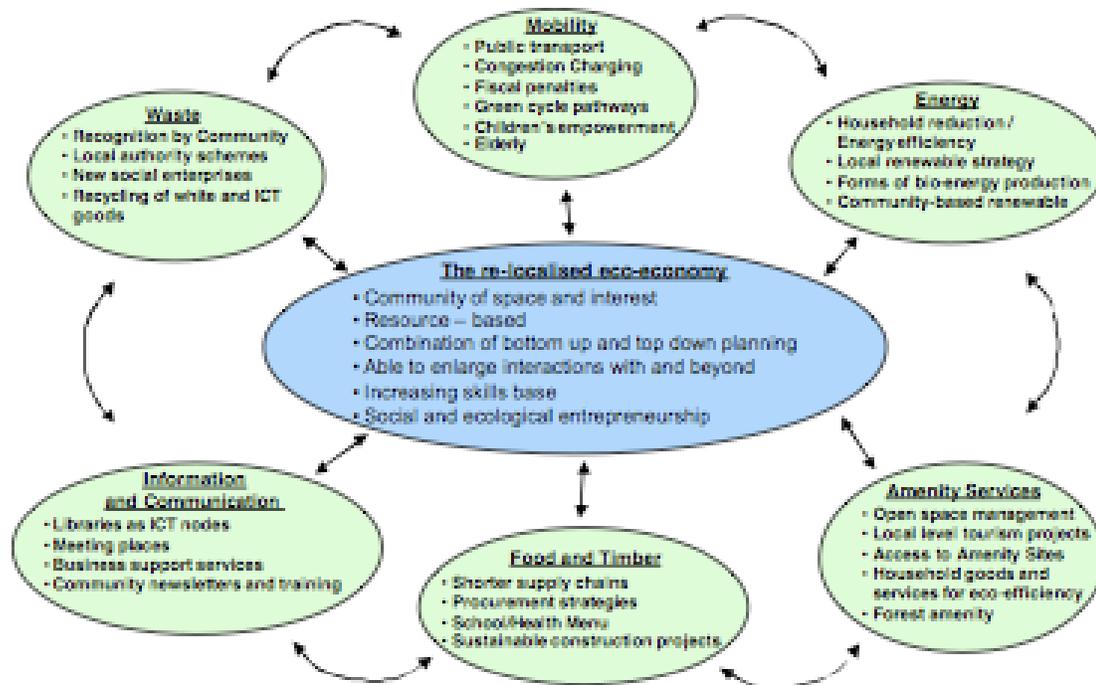
BRASS (Centre for **B**usiness **R**elationships, **A**ccountability, **S**ustainability and **S**ociety), a sustainability research group based at Cardiff University in Wales, provides a very useful literature review of current thinking with respect to skills and sustainable communities. Their report emphasizes several points that are especially relevant in the present context. First, building on the thinking of Turok and Taylor (2006) and a Social Exclusion Unit review (2000), researchers at BRASS stress the importance of both formal and informal skills as critical to filling the gap that confronts many communities in their search to build sustainable communities. Second, work on sustainable communities provides insights as to how to move forward (Marsden 2008). In this regard, the framework describing communities of space and interest for eco-economies is extremely useful (Figure 1).

The central sphere of Figure 1 is the most relevant for the PELA research project as it points to network attributes that help communities move toward sustainability. Three especially relevant characteristics are:

1. Effective interactions between communities of space and interest including both civil and economic spheres.
2. A combination of bottom up and top down planning
3. The ability to enlarge interaction within and beyond the community (Marsden 2008, p. 281).

This analysis is germane to the PELA research as it accentuates the importance of: formal and informal skills; the need for effective flows within and beyond communities of interest; and the need for deliberate planning.

## Sustainable Production and Consumption Spheres



Building Blocks for a Sustainable Eco-economy

Source: Marsden (2008)

Figure 1: Building blocks for sustainable communities. From Marsden 2008.

### **3.0 The research project, Phase One**

The first phase of the research reviewed existing data from Statistics Canada to identify sites for comparative analysis. The majority of the information is from the 1996, 2001 and 2006 Census and Community Profiles. The most current available data was used wherever possible. The geographic scope of this report was limited to Ontario. This was done to ensure that sites selected for comparative analysis were similar to the PELA region in the context of social, economic and political opportunities and constraints. (Refer to Appendix 1 for the complete report). Based on a comparison of:

- a. Proximity to Ottawa and Toronto.
- b. Population characteristics including growth rates and population densities. We also considered demographic information including the age structure and temporal trend in age structure change between 2001 and 2006. The aim was to consider the increase in the age group of 50 and older and a decline in all age categories below 50 years old. Once these variables were bracketed we determined migration flows into the regions under consideration. Inter- provincial, intra-provincial and international immigration was factored into the analysis.
- c. Employment by occupation type and industry sector was the final variable considered in the secondary data review.

The sites first considered included: Grey County, Lanark County, Niagara on the Lake (Town), Northumberland County, Orillia (City), Peterborough County, and Stratford (City). A mix of regions that had a relatively low population density and a large spatial extent and regions that had a higher level of density and a smaller spatial extent were selected to reflect the geographical regions of Lennox and Addington County and Prince Edward respectively. Once the analysis was completed, Peterborough County was chosen as the most appropriate comparator area. It was determined that Peterborough County balances many of the variables of both Lennox and Addington County and Prince Edward, allowing for a holistic comparison of PELA as an integrated region. The presence of Peterborough within the county in some ways mirrors the effects of Kingston on PELA. Peterborough County, in a similar fashion to the PELA region, also experienced a marked growth in older community members between 1996 and 2006.

Migration trends for Peterborough County fall between those of Lennox and Addington County and Prince Edward. Sources of intra-provincial migrants were also similar between Peterborough County, Lennox and Addington County and Prince Edward. All three sites drew large numbers of migrants from Toronto and the GTA. Importantly, Peterborough also drew 9.5 percent of its migrants from neighbouring Kawartha Lakes. As such, it is similar to Lennox and Addington County, which drew a large portion of its migrants from neighbouring Frontenac County.

Peterborough also shares a similar economic structure, especially when it is contrasted with Lennox and Addington County and Prince Edward expressed as a

combined region. In the analysis of 'Employment by Occupation Type' and 'Employment by Industry Sector' for 2006, the PELA region and Peterborough County vary by at most 2 percent by classification (with the exception of Primary Industry which varies by 3 percent). They demonstrate remarkable consistency and similarity by occupation and industry categories. Additionally, Peterborough County is within close proximity to Toronto and Ottawa, similar to the PELA region.

Finally, in order to capture the particular network features of the wine industry, Niagara-on-the-Lake was targeted as a separate, micro-study site. Due to the seasonal nature of the industry, this part of the report will be presented separately.

## **4.0 The Research Project, Phase 2**

This section of the report documents the results from forty-six interviews in the PELA region and the comparator community of Peterborough. The first section reports how the community is currently networked. The second part of the report provides a summary of findings from the in-depth interviews. These results are organized into three sections:

1. PELA's resources and synergies
  - Living and working in the PELA region
  - Networks:
    - Extensive human resources capacity
    - The soft and hard benefits
    - Why bother?
    - Financial gain from networks: Valuing networks
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We begin with an analysis of the extent and nature of PELA region networks.

### **4.1 How is PELA networked?**

The research project undertook to determine the nature and extent of key informant networks. Research participants were asked to describe and rank various aspects of their network activities and the importance of connection at different scales to their business activities and to innovation. The results are reported in three parts. First, the networks were ranked according to their importance to daily operations by absolute number (Figure 1) and by percentage values (Figure 2). Several points emerge from this analysis.

First, and not unexpectedly, local networks are the most important for day-to-day operations. Given the importance of being connected to the community and the nature of daily operations, this is not surprising. However, when we proceed from the local to explore the remaining types of connections, there are some unexpected results. When we look at the next spatial category of connection – that is to the regional context, so Kingston, Belleville etc. – the linkages are remarkably weak. From the interviews, it was reported that in some cases, regional connections may be overlooked due to combined realities of the 'island mentality' and the need for connections to larger markets. As one key informant explained,

The island nature of the place causes you to think differently about who is your neighbour. In this case your neighbour is anyone who lives on the island. And so even though I can look across the water there and see Trenton and that is 10 minutes away, I don't know a single soul in

Trenton. I don't have dinner with anybody in Trenton. I don't do any business in Trenton. I actually have nothing to go with Trenton....On the other hand, I have many good friends that I have made who live 45 minutes away from here on the south side of this island. We think nothing of running across there to have dinner with each other. They come over to my events. We do things together. We organize outings together. We might go to the movies together. From a network perspective my network has become the people who live in this island. Now my customer base comes from Montreal, Ottawa, Toronto and points in between. So I am constantly being driven out to those people and have relationships with those people and those relationships spin into relationships with other people.

In Figure 2 we see that at most 30% of connections are with the region. Given the resources available in Kingston for research and development, and technology support, this points out an opportunity to build more deliberate connections with local businesses and researchers. For example given the potential for an emerging alternative energy cluster in PELA based on wind and geothermal, and the progressive nature of the PELA community it would seem worthwhile to explore synergies in this area. However, a more distanced approach makes sense for businesses linked to tourism as regional players are the competition, and local branding and boundaries become more important for hotels, restaurants and the artistic and artisan communities.

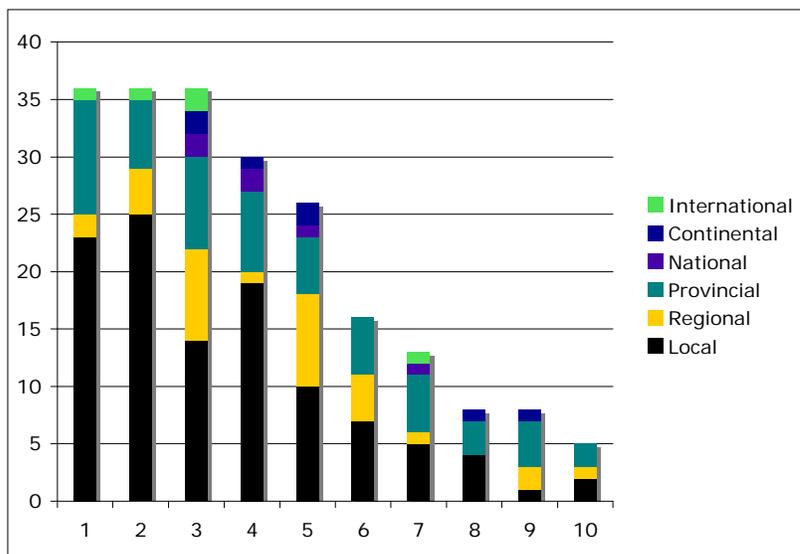


Figure 1: Key network connections for day-to-day business operations

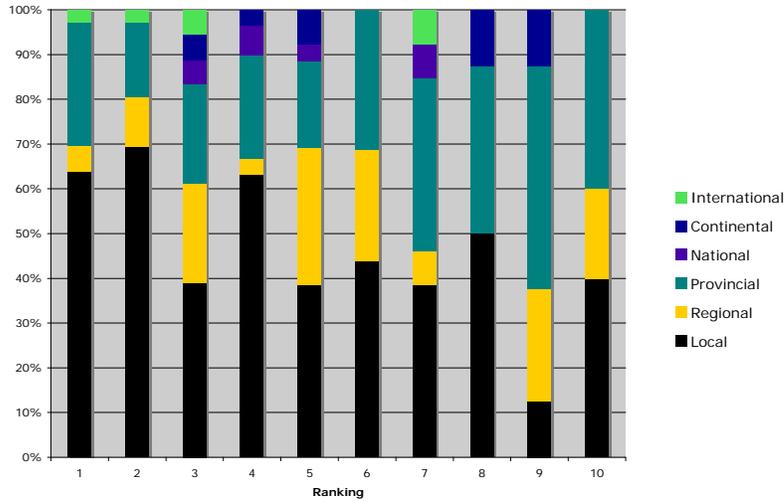


Figure 2: Percentage of key network connections for day-to-day business operations

Figure 3: Day-to-day networks

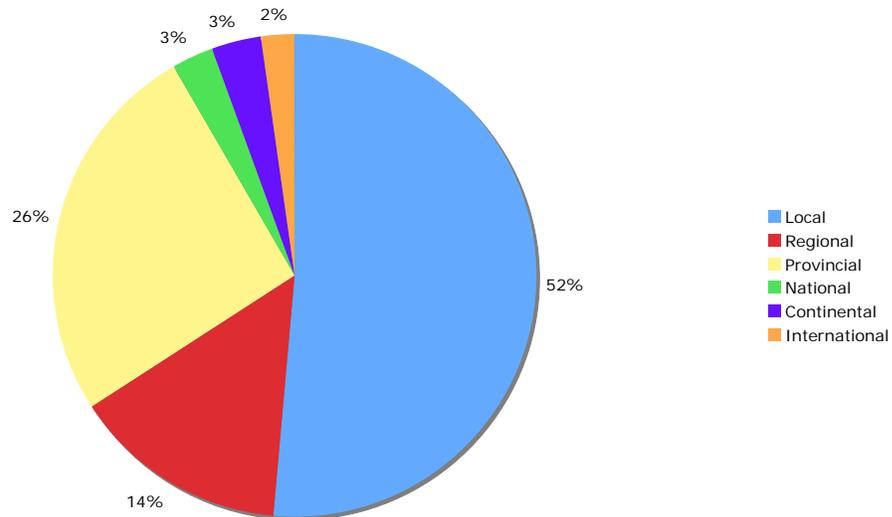
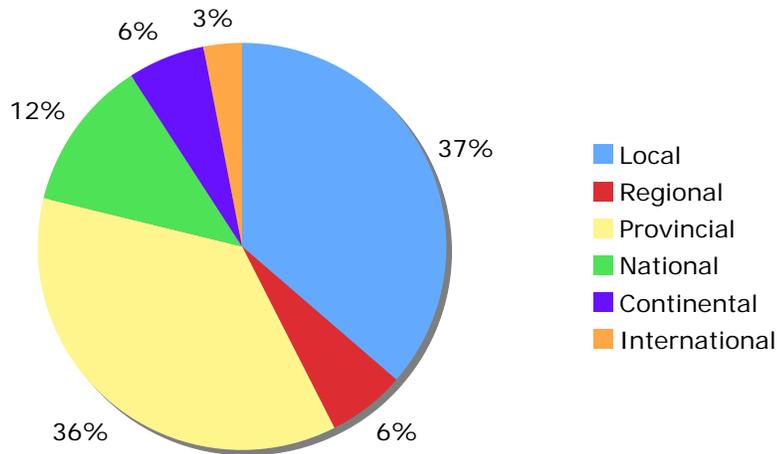


Figure 3 clearly demonstrates the importance of local and then provincial networks to short-term operations (52% and 20% respectively). Regional networks were said to be important in any ranking by 14% of key informants. National, continental and international networks emerged as relatively unimportant (3%, 3% and 2% respectively).

Of the 22 key informants who responded to the question, ‘Please think about your medium to long-term operations. In this context, please answer the following. Who are the key players in your network?’ local (37% of respondents) and regional (36% of respondents) emerge as the top connections. Interestingly, national links are identified as more important than regional ones.

Figure 4: Medium to long term networks



To summarize, a few general comments are possible. First, people have very active networks. Within their daily networks they tend to focus on 3 -5 key contacts. Both day-to-day networks and medium to long-term networks are focused on local and provincial connections, followed by regional linkages. National, continental and international connections are not leveraged extensively.

## **4.2 Interview summary**

The following sections summarize the research findings. We begin with the question about why people live in the PELA region. Having answered that question, we then discuss network attributes including the extensive human resources in the community, the soft and hard benefits of networks, why people participate in networks, and finally we explore the financial and other values that accrue from networks. The next section explores aspects of innovation. Once these factors have been established, we proceed to barriers to participating in the community. The section ends with a discussion of youth retention issues.

### **4.2.1 PELA's positive resources and synergies**

#### **Living and working in the PELA region**

Key informants were clear and enthusiastic about why they live in the region. Apart from the physical dimensions such as the physical beauty, affordable housing and proximity to major urban centres, there are very strong intangible assets. The benefits they extol range from the strong sense of community, to the high quality of life including very rich artistic, cultural and food resources, opportunities for entrepreneurialism, to the incredible level of volunteerism and commitment to building a first class economic, cultural and environmental landscape. Key informants were enthusiastic about unique attributes of the region, as one person observed,

This community is unlike any other I have ever lived in.

And,

[I moved here] because of the extraordinary combination of geography, wine, food, art. This place has soul.

Others mentioned the food as reflective of a sense of cohesiveness,

But like everywhere else we are looking at how can we sustain ourselves locally. I mean nobody talked about a 100-mile diet 4 years ago. And this is an enormously agriculturally rich area. So now we are members of two CSA food coops...It is a very different kind of way of living. I think without that kind of collaboration we would never get as far. But I also just think that then you start to develop friendships in a different way.

And,

It's the centre of the universe in the middle of nowhere. Its beautiful and the people are nice and you are not cut off from the rest of the world.

Some people were drawn to PELA by the independent, 'can-do' spirit,

Truthfully this is the kind of community where people just do stuff. That was made clear at the county cultural rally. That was a keynote that got repeated over and over again. If you see a pothole here, rather than calling someone and complaining, you fix it. If you think something should be done, you do it. It is not like it is

somebody else's thing. You have to own it. It is your community. It is small, it's tiny, you have to own it.

Other moved to PELA after developing a relationship with the community, its people and institutions,

I have been coming down here for a number of years. I have a daughter and friends who live here. I knew that when I retired, finally, I wanted to find a place near the water but that also had some culture. It had to have a library. It had to have a theater. I had to feel it was a community where there were people like me where I could fit in. This seemed to be the place. It is also equidistant between Toronto and Ottawa, where I have children. It was the perfect place to settle.

What attracted me was the physical presence here and the feeling of the community and the few people that I had met. But what keeps me here is the vitality and the interest and the fascinating people who are coming to live here, people coming here with amazing ideas. And the fact that no matter where you go you meet someone you know...I have lived in rural communities before and this one has a special feel about it. It's very different.

One person moved back to the community and then grew to appreciate the lifestyle and amenities,

I moved back for a number of reasons. My family was here. That was the main reason I think. Also for entrepreneurial opportunity. I just see the County as a place where I can have entrepreneurial spirit. The opportunities are endless. You've got a fantastic market, an amazing lifestyle, and those two things together. You're choosing life style and profession.

Finally, some people are attracted to the innovative, green spirit of community members,

This community should be getting an environment award for all the work we have done. 700 acres of bog land up there that we spearheaded to buy. And the water and sewer works that we have done had been fantastic.

### **Networks: Extensive human resources capacity**

PELA has succeeded in attracting an exceptional community of experts in business, as well as from the cultural, arts and food communities. This provides very deep as well as broad resources that can be tapped into as PELA continues to move forward. Some of the networks named by key informants are: PELA CFDC, Rotary Club, Arts Council, Church, Women's Institute, Taste the County, Studio Arts Tour, Chamber of Commerce, The Cultural Round Table, Concerned Citizens

for PEC, Arts Trail, Maker's Hand, Taste of the County, the PEC and Quinte Arts Councils, Cine-fest, BABA (Bloomfield and Area Business Association), Women around noon, Tourism Development Alliance, Ontario Cheese Society, SWITCH Kingston, International Women's Foundation, Slow Food, Festival of Players, 4-H, Albert College, St Lawrence College, Queen's University, and the PEC Wine Growers Association. This is a remarkable and diverse number of NGOs and associations, especially given the small population of the community.

These extensive networks benefit from the deep human resources capacity in the community. As one key informant explained,

One thing that makes a difference to networks is that there is there is high percentage of the population, relatively speaking, that has taken early retirement and come here. They have phenomenal skills...I mean we have got people who have been the head of diplomatic commissions, people who have been CEOs, the head of a legal firm, the head of IBM's consulting division. They have worked all over the world. They have amazing skills and they have retired or taken semi-retirement and they are young and vital and they have communication skills and technology [skills] and so we are very wired as a community. And so these volunteers make a phenomenal difference.

One of the assets that people from outside the community bring with them as they join the PELA community is their existing network. These are critical as they link PELA to a broader set of resources and market opportunities. These connections help PELA continue to move in a relevant and vibrant direction. For example, in answer to the question 'Do you maintain involvement with previous and/or out of area networks?' a local entrepreneur responded,

Yes. The short answer is yes, very much so. I believe, again, that it is a part of that diversity of perspective that I always like to have. I don't want to lose touch with pulse in Toronto. It helps inform what I am doing out here. So I continue to cultivate it. I still belong to a couple of organizations there. I make sure I go in for a couple of events and stuff like that. So I do keep it alive.

However, as noted in section 4.0, the networks of people moving to PELA tend to become more locally and provincially focused. So while the knowledge base innovators bring with them is not eroded, the networks could be better leveraged. There is also a risk that knowledge flows from outside the region are not being incorporated. This could result in curtailed innovation opportunities.

### **Networks: The soft and hard benefits**

Networks offer multiple benefits to communities. They provide connections to new ideas, they complement existing resources, and they stimulate entrepreneurial and innovative activity. These benefits have all been achieved in many ways in the region. In fact, PELA is seen to be at the cutting edge of this type of activity,

That is a primary reason why PEC is considered a leader. Most business and people figured out if we work together we win...I mean supporting the arts does not necessarily help me with this business but if it brings people to the county it is good for us. And if a winery brings people to the county it is good for us. They have to stay somewhere and eat somewhere. We can work together. So the idea is to do what is good for the whole and it trickles down.

In addition to the softer, networking aspects, there are also very concrete benefits. Many of the key informants were able to share experiences that clearly demonstrated the synergies that come from operating in a well-linked community. These benefits range from sharing physical resources (for example, cooking facilities), costs (for example, access to capital, marketing campaigns and web resources), human resources (e.g., providing mentoring, training and work experience opportunities as well as access to labour) and community services (e.g., better care for seniors) to create as one key informant explained, “win-win situations for everyone.... So out of a bad thing came a good thing...[so more organizations have] some contacts... And it is working very, very well.” Examples of very tangible spin-offs from networks include pooling resources so people get more bang for their buck,

I think they [linkages] are very important for downtown as far as events go and things like that. Those will ultimately affect our business. It is much more broad. Their focus is not on each business, but more overall. Right now they are moving in the right direction. They are trying to do more out of town advertising. If we can advertise as a community, that will also help the community. At that point I would say that it would strongly affect business. That will also attract more people to open up businesses as well.

As one key informant explained, in the end,

You know we can't really count it in dollars and cents, but if you start adding up the savings that our network relationships have brought us it would be hard to even begin to estimate it.

Another PELA network trait is the openness to learn from and incorporate other initiatives into the community. This creates multiple opportunities, such as this tourism and marketing experience described by one of our expert interviewees,

I think one of the greatest innovations by Ontario Tourism Marketing Partnership a couple of years ago was *Save our Ontario*. And we jumped on the bandwagon. And as a result of that one thing led to another and it has provided not only a great growth for business but also for the county. I mean the two things have gone on at the same time.

The business and cultural communities in the PELA region understand the value of networks as a key to success,

Networks are vital to the operation of an organization. They expand on the collective knowledge and experience of a company. Board members add collective experience. Regulatory people have networks that help with the technical side. A distribution network is also the foundation of business. The better the networking capabilities, the better it will run.

The CFDC is seen as a key node in the PELA network,  
One thing that is said over and over aging is that CFDCs are Canada's best kept secret. Not many may know what we do and why we are there. So networking is important to let people know who we are. For instance the Napanee Business centre, brought together the community foundation BIA chamber of commerce, and created far more synergy then they ever anticipated. Because of this experience we are doing the same thing in Picton with the new office.

This also underscores the opportunity that networks offer for learning and the evolution of best practices. Another asset that networks offer to this community is the personal connection and trust that allows players to take multiple factors into account when making decisions about hiring, loans and other operational decisions. As one expert explained,

I think we provide a reciprocal and receptive audience to his [local entrepreneur] product. I guess one of the things we do very well is we connect...I described it to someone as the honest broker. We don't have an agenda other than prosperity.

As a broker, the CFDC specifically, and networks more generally, facilitate and build synergies to carry projects forward. Knowledgeable and well-networked people in the community are able to make things happen and carry the ball forward.

### **Networks: Why bother?**

Most people who are well networked in the region are also intensely busy people. So we wanted to understand what benefits they derive from participating in networks. As these key informants explain, networks provide learning opportunities, chances to be at and shape the cutting edge and they also offer the chance to give back to one's community,

I think that networking, no matter what business you are in, is very important because you can always learn new ideas and exchange information and frequently it makes you think in a different way. You need to get around a see what is going on. You need to attend seminars and have a positive outlook.

And,

The incentives to join networks, particularly ones we have joined, is ones that they provide us the opportunity to be very, very current as to what is happening in the community....I am also there because I would like to help shape the future of it. I guess it is even true at the other levels. I do believe at a fundamental level that you can't

complain about your destiny if you just sit back and wait for it to happen. So I do believe that you need to be involved.

And finally,

Ultimately good people attract good people. I think also being really good in the community and treating people like human beings and often giving more than you take [is important].

### **Networks: Financial gain from networks: Valuing networks**

There was a very high response to the question of value linked to network activity. In fact, fourteen of the 38 participants asserted there had been a financial gain that they attributed to their network activities. However, most found it difficult to attribute a specific dollar value to these activities. The estimates that were provided fell into the range of thousands of dollars to several million. Key informants also pointed to the synergistic nature of these benefits, and the fact that in most cases, on-going benefits were noted. With this in mind, what follows are a few key informant responses to the question, 'Can you recall an incident where a network relationship has resulted in financial gain for you or your business/organization? Can you estimate the dollar value of that gain?'

There is no doubt it has, especially on the revenue generation side, I just can't give you an idea off the top of my head.

This small business owner estimated that one contract from a community event was valued at approximately \$2,000. In addition,

I don't even know if I could put a dollar value on it...But I have numerous things like that [a community event], like once people learn who you are, that sort of thing. The more organizations you belong to the more they buy your product, basically.

Professionals estimated that network connections generated \$15,000 and more in new business. As one professional explained, "That is part of big advantage professional networks, they do lead to things." Clearly being connected locally pays off.

One key informant described a situation where local money was used to attract provincial and federal funding for product development from several ministries. This was possible thanks to supportive and connected local economic development experts. The key informant estimated the exposure from this series of initiatives to be in the 1.75 to 2 million dollars per year, "Sometimes not it is not just the money you make now, but it is also the ripple effect."

Another positive outcome emerges through learning, the creation of best practices and the creation of positive momentum, "All of them have resulted in some form of gain or prevention of losses. You make less mistakes. That's hard. I don't know how to do out a number of that". As well, many benefits persist over time, so for example, the creation of a new business. It is very difficult to put a value on the spin-offs from that kind of activity,

...sometimes when you start a relationship too it takes a few years to recognize that gain or for the gains to become apparent. I always

think of everything that you start as a three-year plan and it is going to take a while to see the benefits that result.

The entire community also benefits financially from network connections as entrepreneurs invest directly in the region through development projects, employment and the creation of new business. While the total amount is difficult to quantify, recent development has brought tens of millions of dollars into the community so that there are benefits from, "...direct investment. And again my business is investment. Network and investment, I think, are incredibly connected."

### **Innovation: The driver of prosperity**

All key informants were aware of the importance of innovation to improve the future prospects of the PELA region. They are in agreement with the findings of Angel Gurria, Secretary General of the Organization for Economic Cooperation and Development (OECD) who asserted,

Developed countries see innovation as an ingredient to help raise them up the value chain and give them an edge in the expanding global marketplace—what Harvard business guru Michael Porter calls a "competitive advantage". An attractive policy idea, since unlike natural comparative advantages, innovation can be cultivated and improved. (Gurria, 2007, 1)

When asked to gauge the importance of innovation to their work and community activities, one key informant responded, "I think it is the lifeblood". As one key informant observed, innovation is about building synergies,

On a scale of 1-10, I would say it's a 10. You have to...it's your way of knowing what's going on. Also I find it is a source of staffing. Being multidisciplinary in your approach to these things because that's how you get the insight you need in order to be successful....So I have always felt that insight is key to coming up with good ideas and you have to cultivate them to develop on target insights. So you have to cultivate that over time. And the way to do that is to be a part of a number of communities. Not to narrow...You have to go outside of what you are doing. I always believed that. That's why I ended up...you know the arts had nothing to do with my core enterprise or what I was working on and I did not choose to volunteer for all kinds of business related associations. I wanted to have circles outside of that. One informs the other.

An interesting facet to innovation in the region is the way it manifests itself in community-wide benefits. This approach to innovation is reflected by someone involved in the artistic community who noted,

...there are taste trails and studio tours, but it seems that the re-branding is in that way innovative...I think they [network innovations] are vital. I would say that the Arts Trail has evolved out of the studio tour, a very, very professional all year round studio

tour. It's along those lines, but a very much higher level, marketed outside the County and that is what is bringing people in.

There is also the pressure to stay on the cutting edge,

There is nothing more poisonous for a business than being static. I believe you are only as good as your last idea. You have to keep pushing and trying. You have to keep changing and evolving. The world around us is changing so quickly that you have to change with it, but at the same time you have to maintain basics.

However, as one person noted, in some cases innovation can benefit from direction and purpose,

This is a community that is in a huge amount of change at the moment and it's changing very rapidly. There are all kinds of influences coming from all over the place. Everyone wants to be at the leading edge. But at the same time I think innovation can't just be based on whim or what is current and trendy at the moment. If you are really going to be innovative it has to be based on both the realities of the community and what's possible. The concept of taking opportunity when it arrives is always looking for the open door and that is important too. But, sometimes the doors are not open. Sometime you don't find that. So you keep going, but you are always looking for that possibility. That to me is what real innovation is all about.

#### **4.2.2 Barriers to success**

While the PELA region has multiple assets, the research also exposed some challenges. These barriers are identified in the following sections starting with the concrete issues of infrastructure, space and time constraints. Once these issues have been bracketed, we then move to more intangible challenges including human resources deficits and divisions within the community. Potential solutions to these issues will be proposed in the 'Where can we go from here?' section at the end of the report.

##### **Infrastructure issues**

The infrastructure challenges identified were linked primarily to communication capabilities, especially the Internet,

We have the telephone, the computer, right. We don't have good high speed available here. I guess if that was a little more readily available that would help a lot.

Many businesses expressed the integral role of the Internet to their businesses, Number 1 thing – Internet accessibility, it's still an open question. We use wireless connection (Kingston Online Service). I can't get cable, if it was available in Picton I would use it. My broadband is not at the same level as if on cable. I am completely dependent on Internet access. I don't have a fax, consider it old technology. It has been OK as far as dependability, 'adequate', - "...we have to do

better, frankly". We are bounded as an Island – there is a limit to the investment to be made – If government should ever subsidise that is the area in which it should happen.

And,

The Internet is helpful...What would be enormously helpful is wired high speed. That would be huge. Obviously my cell phone, my Black Berry, are pretty critical.

As two key informants noted, lack of reliable Internet access is especially acute in rural areas,

Clearly, reliable high speed for interacting on the Internet is crucial. We have not always had those. In this rural setting they can be less dependable. Partly it is because in many ways we are dependent on wireless Internet connections, not much of the rural area is hardwired. Even TV, which is another knowledge input, is mostly by satellite. The early focus of CFDC was getting high speed Internet. There are still big areas with no high speed, north end of LA and pockets.

And,

But this municipality, this county is about 70% connected with high speed Internet. So we are further advanced than many of our neighbours. Many people moved here semi retired and so they can operate their business out of their homes. So high speed Internet is very important.

An important caution was raised about the impact of technological advancement. While recognizing the importance of tools like the Internet, it needs to be tempered by the consideration that other communication methods are still important, and by foregoing those methods you may isolate and retard network development, especially with respect to intergenerational development. As one key informant explained,

...there are still a lot of people not connected to the Internet and for a variety of reasons won't ever become connected to the Internet. I think we have to be very careful not to dismiss traditional forms of communications and be very cautious as we move forward that we utilize those which could be soon to be archaic forms of communication. Because, see, in rural communities there are a lot of people who look to those communication tools to get all of their information, i.e. community newspapers, bulletin boards, posters, stuff like that, you know?

Another infrastructure challenge is the lack of accessible meeting places in the community. As one key informant explained,

One of the things that seems to be less accessible is meeting places. Generally speaking, I am noticing that the community hall fees are getting higher for the average citizen. The trend is shifting more to private facilities and there is more cost for that. I think there needs to be more emphasis on free spaces for public meetings. They are

still out there, like if you are connected and have the resources you can find one, but not for the average person. The other thing is just for those small meetings of 4-5 people who want to get together and they want to do it in a business atmosphere as opposed to somebody's house.

In addition there seems to be some need for local teleconferencing infrastructure, Well on Friday when I need to have a teleconference, I just wish I could do it. Just have the teleconference and not have to call someone to get an access to a teleconference line.

Finally, to complement the benefits of being proximate to large urban centres, they need to be more accessible. Some key informants remarked on the lack of rail service and the way this interferes with one's ability to stay connected and do business,

I would be better placed within Toronto networks if I were in Toronto more. Train access [is important], I use VIA whenever I can. The policy planning about rail passenger services needs to change. [Rail schedules are] Defined in terms of Montreal and Toronto. Large numbers of people in the county rely on the rail. There are no other services. PELA and the municipality rarely get excited about that. That is the basis of a future knowledge economy -- you want to know the train is available. I never see rail travel on the agenda, and it is vital, more so with the cost of oil going up. My closest connection is in Belleville.

Another person observed there needs to be some form of public transportation, "The fact that there is not infrastructure including public transit annoys me. There are not enough people".

## **Space**

The space issue referred to here relates to moving around within the region. That this would be cited as a challenge is not unexpected given the huge territory involved and the rural dimension of the region. It is also linked to the need by some residents to remain connected with larger urban centres while maintaining the high quality of life associated with life in the PELA region. This 'Catch 22' is recognized by key informants,

The barrier for me is normally distance. I like being in a remote community. That is actually a barrier for me, being here...professionally, most of the things are available for example in Toronto, Kingston or Belleville. Like there are some gatherings, lectures, or conferences or meetings that I cannot attend because of distance.

The size of the region makes participation in associations and groups very difficult for some,

The County is pretty big - to go from one side to the other takes a long time as you may well know. There are a lot of groups that will call themselves a County group but they will meet only in Milford or

something like that and its more difficult...or they may meet in Picton and that is very difficult, they are trying to be central ...people who live out near Carrying Place –it is very difficult to be involved just because of location. That is just something, is there a way to get around that living rurally, I don't know if there is. Now the Women's Institute, the way they kind of got around that is having little chapters in each of the communities. But, location is definitely a barrier.

While communication technology cannot entirely resolve this problem, it can help,

The Blackberry has been a huge [for staying connected]. I resisted ...my telephone went out on me, so I went the Crackberry route. The Blackberry is fantastic. The telephone, I think, is crucial because I spend a lot of time driving between Toronto and here. When I am on the road I use that time...I do 6500 kilometers a year, 3 times a week. Two reasons a) being in the market, and b) my family.

### **Time**

Several people see time as being in short supply. While this is not an uncommon complaint in today's busy society, when layered on top of the distance barrier, finding enough time to get things done and stay connected can be challenging. One key informant explained the challenges posed by a lack of time and suggests a role for government as a facilitator,

More time would help me stay better connected. And that is another thing. I think you have to allocate time for staying in contact with people. Again that gets back to my idea about creating informal network connections. If for business people the only time you have to connect with others is during breakfast before you go off to work a twelve hour day, then that may be a good thing. But again unless someone has the gumption to create this network it won't take place. There is an increased role for government to provide resources to help create networks. The problem with government is that it looks at it as 'what am I buying'?

A lack of time inevitably constrains people's ability to be engaged in the community,

With volunteering, I will be honest, like everyone says I would like to do more of it, but with work constraints and owning my own home you know, I find it difficult to volunteer a lot of my time that way. Maybe if I was better at time management, I would be able to do that, but unfortunately sometimes it is not my time management that holds me back.

Time was also identified as a significant motivator for joining and participating in networks. As one community member observed,

I am interested in joining networks of people that get things done. ... I am interested in joining networks of people where peoples'

motivations for joining are to accomplish something. I don't have a lot of extra time. I probably spend three nights a week doing one thing or another and that better be to get something done. I am not interested in filling my time with more meetings for the sake of more meetings.

This sentiment was echoed by a number of community members. Time is therefore significant in two important ways. Time is directly related to an individual's ability to network effectively within and outside of the region. Time, moreover the effective use of time, is also a major consideration in joining and participating in networks. Network and organizational structure related to the effective use of time may also be a barrier to network participation and growth.

### **The human resources deficit**

A key component of any successful economy is the people. According to key informants deficits exist in many areas. One particular challenge is getting support for computer related technology,

I would like resources to help me extend my network. The network I would like to be connected to is young or middle aged people who want to live here and who have skills. I don't know how to find them or tap into them. I need, and I know almost every other business owner needs competent, trained, smart, talented people who want to live here. To come here where you are not teaching out of type...we don't have people for computer support networks... I can't get anyone during the day who has COMPETENT computer support.

More specifically,

[We need] technical assistance, particularly for problems of wireless...[the companies] only get it to you. We need someone on site to get it working in the home.

There are other labour challenges as well, including a lack of skilled workers in the local labour pool,

We are probably short on actually physical people. Like right now we are short on admin people...

Researcher: Have you had a good experience hiring within the community?

Generally yes, but you have to be careful. The skill sets here are not as abundant as in say Toronto and the culture to succeed is not that big here either.

And,

We need people who can work and manage and sell art in a contemporary art gallery. I know people in the hospitality industry who need people desperately. We could use more graphic design capacity...We could use people that have a great sense of public space and design.

Some people interviewed also found it difficult to find people dedicated to their work,

My approach with the community and when we built the building we used everyone local...local builders, local suppliers, except for the roof. All the timber, everything we tried to get locally....But really we tried to get 100% local labour...But I gave up on local...It is really hard to find dedicated people. So I have gone to off shore for labour. No choice. I went through 45 employees in 4 years. The Xbox generation does not work here.

A related problem may be that it is difficult to compete with salaries paid to skilled professionals in the larger cities. Although housing costs are more reasonable in PELA, the community can only support salaries at about one third to one quarter what is paid for example in Toronto, "So one of the issues in terms of people is getting the skill set but also trying to fit them into the salary scale here." As the community expands, different skills sets will be required to grow the community in a progressive, sustainable direction.

The place-based experience of the PELA region is one of its major tourist draws. This directly impacts the wide spectrum of businesses that rely heavily on outside visitors. In relation to the need to strengthen this 'sense of place', one person identified a potential lack of leadership,

I don't think we have a strong enough network of I guess I would say architectural preservation...It is part of the design thing....it comes back to architecture, design, sustainability. We need some resources to help us connect on that level. We don't necessarily have a well-informed council making decisions. So I think we need a better set of inputs to municipal decisions that are being made.

That would sustain us better for the longer term.

In keeping with these ideas, another key informant was optimistic about the opportunities for increasing different kinds of economic development but cautions that a different approach and vision may be needed on the part of community leaders to create a more attractive environment for knowledge economy businesses,

The knowledge industry could easily find a home here, but no one understands how that would work. We need resources in place, we need to provide skills for kids. But we still need to be rooted in resources that are available. We need to be able to make work for them work in the community. For example, there is the whole effort to improve tourism. But this is seasonal, and mostly low paying jobs. We have to change the political atmosphere... There are fragmented regional issues, instead of looking at county as whole.

One person insisted that a an approach that combines skills development and innovation is essential, "Innovation is key, but needs to be approached in right manner. Pushing skills development is key, key, key."

### **“There are two very different cultures here”**

While some people were reluctant to talk about the different communities in PELA, others were more vocal. The points that emerge from the following observations are not surprising in a community under-going such rapid growth. Possible solutions to these challenges are presented in the recommendations section at the end of the report. First we will turn to comments about the divide between the established community and more recent residents”. Another person observed,

This place is a combination of people who have been here a very long time and newcomers who will never be from here as far as the other people are concerned. There are two very different cultures here. In fact there are several cultures here. There are definitely two very different cultures. So in order to do things such as the community foundation or the cultural round table, it involves somehow bringing together for example the Women’s Institute on the one hand and on the other a bunch or sort of very hip urbanites who have decided to move here because they are interested in becoming wine growers or a part of the food movement and part of the Cine-fest, alternative food festival and they are putting theater productions on and jazz and so on. There are a lot of the cultural activities in the County that are driven by recent immigrants to the area. So you have to try and get both those groups together. And that sometimes is tricky.

While the division between old and new is apparent to some people who have recently moved to the community, but it is not perceived a barrier to everyone. According to one newcomer,

This is a very distinct community and it has a very distinct identity. It’s built upon tradition and heritage and the way my dad thought and his dad thought. If there is not some feeling of being an outsider then you really aren’t paying attention. Having said that, we have had a very open relationship, a very welcoming relationship. No one has ever...very few people said I don’t want to talk about this or I don’t want to provide this information, or I don’t want to point you this different way. I often say that we’re in a funny job in a funny place in the sense that all that we ever hear is positive encouragement. Does that mean everybody loves it? No. What it means it that the folks that don’t like you don’t tend to tell you. They don’t go out of their way to tell you. They keep it to themselves. Which is a different experience from the city, right? In the city if they don’t like you...they don’t like you sitting in traffic they let you know right? So it is a different experience. We are defiantly outsiders. We will always be outsiders. As they say... the joke is that you have to be here at least three decades. But having said that, we certainly feel welcome and it has never been an impediment to doing my job and reaching out to talk to the folks I need to talk to.

One issue for the existing community is what is perceived as elitism linked with some of the new associations. For example, one person commented,

I guess, personally, with a lot of the organizations, you do notice the language that is being used. For example the Slow Food Convivium, is what they call themselves. I really think there is nothing wrong with that, but that sets it up as an elitist language. I think that is a barrier for two communities coming together and working together. That type of language is a barrier, I think. I don't want to centre anyone out, but you know what I mean. For some people that is exactly why they get involved, because they feel special they become part of something.

Another key informant explains why it is important to confront these challenges as a way to move innovation forward,

In communities in the PELA area, a lot of things have been set in a way, so many new things now that can help economic and the well being of people are emerging out of technical development and the experience of others, it is almost impossible for a move towards innovation. There is a resistance, a 'it has never been done this way, why should we do it now' attitude. You run into brick wall. Look at Kitchener-Waterloo for example. It has been the embracement [sic] of technology that has driven that growth. This is a poor part of the province and we need to develop it and change it around. Using technology or new things coming along is extremely important....You know we talked about innovation and I guess you know this community has quite a number of layers to it. There are a bunch of people up here who are real innovators. The ones that probably came from somewhere else. Who bring this amazing vitality...And then you have got that next level down, where you have got people coming in like the chefs and the hotels and that kind of thing. And then you have people like me, who are just here because this is a great place to live, but they have a lot of experience and they can bring that to bear on a lot of things. And then you have got a lot of people who, well you have the agricultural community here as well too you know, which has been here for 300 years who have done extremely well many times in the past. And then you have that whole section that was born here, lived here, grew up here, you know. So it is a really mixed community and I guess I sort of see myself in the middle of that. It is equally as hard to be connected to that upper group as it is to that lower group. And those connections between them are sometimes not...you know it is hard to make those connections between them.

This person then goes on to suggest the role networks can play in bridging the gaps between communities in PELA,

So for me creating networks for myself across those groups is really important. I think the more of those we have the better off this community will be. It is really hard, and I don't know if you have

read the newspapers here, but there are frequently little pointed letters about all these newcomers and what they are doing and the people who have lived here forever. But generally if you can make those connections across the community, I think it will be advantageous to the community.

In addition to the established versus recent community divides, an age gap was also mentioned as an issue. Younger members of the community who would like to be more engaged in the PELA region were especially vocal about this issue. As one person explained,

One real challenge I have, a challenge that people my age are finding with a lot of these organizations is that they are set up for semi-retired and retired people and so the meetings are in the middle of the day and the middle of the week, and so it is just not accessible to people working a day job. Also other things like Master Swim Teams, I am a swimmer myself, among other things I guess...I can't join the MST because all the practices are during the middle of the day. It's really because a large majority of the population are becoming retired people. A lot of those types of programs are set up for that kind of activity. The other thing is that a lot of local people who come back and move into the area...if they are not entrepreneurial, not everyone is, a lot of them have shift jobs either in plants in Bellville or the cement plant in town or the mushroom plant, wherever it may be, they've got shift jobs. Those jobs also don't allow them to be involved in a lot of these networks because of the timing, and it's just the way a lot of these programs are traditionally set up. A lot of farmers too, especially if there is a lot of things going on in the summer, like a heritage program, just different types of meetings are set up in afternoon, when most farmers are out in the field. Of course not everyone can go to everything. Just one observation that I've had is that I am not able to commit to a lot of these things because I want to earn a living and I have to make that a priority.

This is a particularly relevant issue in the context of the next section that raises problems associated with youth retention.

#### **4.2.3 Youth retention**

Keeping young people in the community or attracting other young people was identified as an area of concern by the majority of key informants – thirty-four of those interviewed had extensive comments about this issue. While this section also speaks to the human resources shortage, key informants specifically linked the following comments to the youth retention challenge. According to some key informants there is a need for more labour in general, skilled labour more specifically and relevant training to keep youth in the community,

PEC has one of highest dropout rates in province. It is too much to go to Loyalist or Queens. What is extremely bad is the lack of trades training. It has been found over and over again as an inhibitor to

economic development. [The PELA region is shifting] towards becoming a retirement community. These people don't want to do all the small plumbing and electrical jobs. We need skilled labour. There is a labour shortage particularly in PEC, as the example of the meat packing plant highlights this because they are busing in people from Belleville.

A key informant who works with young people observed, I think there needs to be thought put into generating meaningful careers in PEC. At college age, kids leave to get jobs in Toronto. For example, I am involved with a 3<sup>rd</sup> year college class in freelance and entrepreneurship. I helped a student set up in Hastings County. These types of projects help them keep connected with area and family and put knowledge to use. The population here is aging. We need to emphasize these kinds of ideas.

While most people felt that youth retention is important, there was not a consensus on this question. The next two interview excerpts raise issues with respect to the need for efforts aimed at retaining youth in the community.

No. No I don't think it [youth retention] is an issue. We talk about it quite a bit... Mayor Finnegan listens to David Foote. He [Foote] is a demographer, and he [Mayor Finnegan] likes to quote him on this and I think he is bang on, which is young people want to go where the noise is. And they will always go to the noise. I have got four little ones. When they get to be 17, 18 years old, if they don't go to where the noise is I am going to worry about them. It's a great big old world. There is no reason why you should be stuck right here...you know not stuck here, but if you think Consecon and Glenora are the end of the world, get the hell out of here. Please come back – if after you have wandered around for a bit you think this is where you want to come back to by all means.

The aspect of youth rounding out their world view by leaving, and then hopefully returning was also expressed in another interview,

It is important for the youth to be a part of the community, it is more important that they have exposure outside the community, work, education, service related...It exposes them to things that are new – areas, people – and then they may come back or be drawn back, and will have an idea of what is outside the area and bring it back. My attitude is informed by my own experience. The impact our lifestyle had on our kids. My own children are positive on reflecting. They have formed 'good citizenship values' a contributing factor is the exposure to other places and people...It may be that they will not come back, it is a risk you take.

As previous comments have highlighted youth attraction as opposed to youth retention may be of considerable importance. New incoming youth may bring with them a wide variety of skills and assets including networks that may not traditionally be well represented in the PELA region. In addition, these youth

may hold a higher degree of connectedness in a wider range of networks as opposed to retired or semi-retired persons. This is supported by the interviews which highlighted that the older community members, especially new immigrants tend to have static or declining networks, and instead choose to focus their energy on building networks and community capacity at the local level.

This may be of significant importance, and a reason why regional, provincial, national and international network connections are not particularly well represented in the PELA region, especially among retired newcomers. It is understandable, and suggested by the research interviews, that when people retire to the PELA region they are looking for a different way of life. They are looking to build and be a part of a community. This subsequently leads to a strong investment of energy into the local, resulting in a scaling back of networks at all other geographical scales. It should be recognized that this is a significant trend and needs to be addressed in a manner that avoids an increasing localization of the networks within the PELA region as demographics undergo significant change.

With these impressions – both positive and somewhat critical of the community – in mind, we can now move to explore potential solutions and ways forward for the community.

## **5.0 Recommendations**

This last section builds on the strengths that exist in the PELA region. Overall the region demonstrates a flexible and responsive business environment with strong community organizations. There is a balance of infrastructure and organizations that support input, ideas and innovation. PELA offers:

1. Access to capital through supportive funding agencies and local banks that understand community dynamics and priorities;
2. Substantial reciprocity through networks, especially within sectors;
3. Strong, positive vision on the part of many community leaders and members – there are actually leaders in this community. This vision of the community by key actors attracts entrepreneurs of a serious caliber;
4. People are extremely well networked with amazing connections between diverse groups of people, businesses and organizations that are able to find innovative common themes and threads to bring themselves together. Exchanges are largely trust-based between engaged, credible business people and citizens;
5. Lots of can-do, entrepreneurial people with a diverse range of SMEs. This is excellent as it helps to provide resilience; and
6. The community is not too bureaucratic – people can get things done. It is important to hold onto this as the community grows.

While acknowledging this very positive milieu, this final section also attempts to fill existing gaps by building on programs that are in place, or by borrowing from initiatives outside the community. Peterborough, as the comparator study region, provides ideas about how to grow the community. It is worth noting at this point that the most noticeable difference between the two communities is the presence of Trent University and Sir Sanford Fleming College in Peterborough. This allows them to attract researchers and build targeted industry clusters. Given this context, they also have more robust provincial and federal linkages. In the following sections we suggest that PELA could attempt a modified version of this model. As one key informant in Peterborough explained, “There is not a template for doing this [building an innovation cluster], each transaction requires a unique approach.” So while PELA has very strong roots in tourism and an impressive, emerging artisan agro-food sector, it may be time to consider other options for future growth. Some suggestions follow.

### **5.1 *Capitalizing on connections***

It is important to recognize and celebrate existing positive linkages that support the community. Much of what happens in PELA is very positive. There are very important existing connections that capitalize on the significant human resources in the region. However, as was suggested by Figures 1 through 4, there are missed opportunities between individuals’ connections and how these are being leveraged in the community. Combining information from the data analysis with the comments made during interviews, it emerged that as retirees get very grounded in the PELA community, their networks become increasingly local, and the benefits that could accrue from their existing networks may not used to the best potential. First it is important to reiterate that these individuals do make a

huge contribution through their human capital. While the boost in human capital is vital, doing more to hook into their connections could offer substantial benefits to the community. One way to explore this potential opportunity may be to offer a series of speaker events where retired and semi-retired people could share their expertise with the broader community. This could help make their networks more explicit. It could also help to break down some of the barriers that were noted in the earlier section on community divisions and provide ways to make the community more inclusive.

## 5.2 *Stimulating innovation and filling in the network gaps*

Innovation transforms an idea into a new, improved product, process or service. New technology is the visible expression of this, but there are intangible, organizational innovations too. In short, progress depends on how human skills and technology interact to improve processes and raise performance. Innovation enhances this total factor productivity.  
(Gurria, OECD, 2007, 1)

As we discovered in the first part of the report, there are gaps in the networks people are leveraging for their businesses and associations as they try to move innovation creation forward. While excellent local and provincial connections exist, regional, national and international linkages could be strengthened. From our research, it seems that two tracks may be worth pursuing.

### a. Soft innovation initiative

There may be an opportunity to focus on 'soft' innovation that relates to concepts, knowledge and building capacity in a manner that suits existing regional assets. An example is using networks as a means of marketing to what one key informant referred to as 'values based consumers',

I am really big on telling the story because I think the story is part of what they buy when they are buying [our product]. What we are selling is a values based product. So it is not just here's [the product] it is also...I am buying this [product] first off the quality is great and I really love it. Second off it is local, locally made, using local [inputs]. Third off, it is made in a sustainable enterprise. You can't get that across very easily. So it is about how the need for a business to have wide networks is partially based on how important it is to sell its story. If they are only selling on price, then it is no big deal...you don't need to do that. But if you are trying to sell to what I call a values based decision maker...they want to know where it came from, who made it...you know that kind of stuff.

In this context the idea is to grow PELA as the soft innovation centre around agro-tourism marketing and economic development based on existing knowledge, expertise and human resources. PELA could build on the hard innovation from other locations (for example the technology developed in

Niagara for the wine industry) and bring about their own innovation through the local interpretation and application of marketing. Telling the story then becomes a means of interaction and a way to sell the product. The same is true for the artistic community. In that case, the PELA (PEC) story should be more fully developed (cultural/historical context) to help the region prosper. This is partially achieved in programs such as Taste the County where a distinct identity is brought to life, but this could be more fully developed. Food, wine and art could serve as the foundation to build other industries.

As part of this effort, there may be merit in marketing PELA as a conference destination (perhaps Nottawasaga could offer a template, or the Muskoka region). In the short-term existing hotels and B&Bs could be networked and connected through a linked transportation network to a meeting venue. Down the road, the community may want to consider a conference centre venue. In addition to rounding out the down season as this could be offered throughout the year, it also offers training and apprenticeship options. This would feed back into developing the soft innovation and marketing dimension.

#### **b. Green innovation**

Once again, with a view to capitalizing on regional strengths, Kingston offers research and development and technology support for green innovation initiatives. This could provide an opportunity to build deliberate connections with readily accessible, relatively proximate regional businesses and researchers. While this may not be appropriate for the existing tourism-based industry due to competition issues, it may be suitable for new green industries. For example based on wind and geothermal energy initiatives as well as green building projects, there may be the potential to stimulate an alternative energy or green economy cluster in PELA. Given this possibility, it would seem worthwhile to explore synergies with St. Lawrence College's Environmental Technology experts (<http://www.innovationpark.ca/category/specialty/environmental-technologies>), the Queen's University Innovation Park (<http://www.innovationpark.ca>) and SWITCH (<http://www.switchkingston.ca/>). From the Peterborough research it is evident that as part of this initiative it would be necessary to build connections to access federal resources and connect to broader community and increase knowledge flows. This would help to fill in the connectivity gaps that currently exist in the community.

### ***5.3 Building new institutional linkages***

In keeping with the recent PELA CFDC – Monieson Centre collaboration that established the PELA Institute for Rural Development, several possibilities emerge.

1. In keeping with Recommendation 5.2b, the establishment of a satellite campus that focuses on soft innovation and/or green economy initiatives. The Wilfrid Laurier Brantford campus provides a template for this type of initiative. Partnerships could be considered with a number of institutions although Queen's University and St. Lawrence College would seem the most logical choices. Inviting key players involved in the Brantford case to

- speaking to interested parties could provide a first step towards exploring this recommendation.
2. In order to address issues of youth retention (Youth Retention is also addressed more thoroughly later in the document in Recommendation Section), the region could build more deliberate and strategic connections with post-secondary institutions. The goal here would be to provide relevant educational opportunities to students. Links to students could be achieved through:
    - a. Targeted distance education that allows students to pursue careers with a future in the region. Hotel management, tourism, green economy initiatives and technical programmes such as computer technology could all be offered.
    - b. Two-way flow through links between high school and post secondary programs so students can be kept in school allowing them to maximize their potential. Apprenticeship and mentoring programs can be developed that are relevant to local industry. For example, the County Roots program offers an interesting template (Refer to Box 1 for more details). The retired population, who wish to invest energy in the local community, can offer networking skills and assets that have been built over decades to local youth and younger entrepreneurs who are looking to expand their networks and could benefit from this wealth of knowledge. The possibility of a collaborative mentoring program would allow both groups to invest their time and energy in building capacity within the community and between the community and outside networks.

#### **5.4 Making new connections with existing resources**

The following provides some options that emerged for building on existing resources>

1. Use Board appointments to strengthen ties with non-business partners in the community. For example, a key informant from Peterborough suggested including local media representatives on boards as a way to educate and inform local media about PELA issues. In turn, local media would benefit from an inside perspective on critical local initiatives. This idea could also be extended to integrating other targeted groups, such as youth, into the decision-making process.
2. Develop a directory of skills that can be accessed by community partners and individuals to help codify some of the skills that new people are bringing to the region and that they may be interested in sharing as volunteers or through part-time work. This would formalize the existing network that values the 'small town' feel as it would be another way to

### **Box 1: County Roots Program**

This program offers a template for linking PELA youth with their community. A key informant described the program as, "...a practical, experiential program where they [students] are doing three week placements on all different kinds of farms, three week placements in all different kinds of restaurants, all in the Bed and Breakfast and food service industry. But it's also from a very specific County perspective, looking at the history of agriculture, the history of and very recent history of our culinary market and how they benefit each other and how they can thrive together rather than operate as separate businesses."

The concept emerged as a joint effort of this teacher and the school principal. Their idea is to get, "the kids more involved in agriculture and the community, because there are so many kids here in the County that have a great connection to agriculture and a lot of those kids don't see that as something that they have over their competition, you know like other students from around Ontario. A lot of people see that as hick or back woods, but having that understanding of where your food is coming from is becoming more and more valuable. So we're talking about the agricultural side of things and then a couple of my colleagues who work social science department have very strong culinary backgrounds. So, we all kind of came together as a group and brainstormed some ideas around how we could make it a focus program really specific to the County."

The project is gaining ground as, "The timing is right now for this type of program, because everyone is so willing, both the agricultural community, the culinary community, and our tourism and marketing community to really get as many people involved and aware of what's going on as possible. So we've got all these community members who are extremely supportive of educating our kids about what's going on here and everything just seemed to fall in place."

The program runs over one semester and involves 20 students. "The main focus of the program is to make it as experiential and hands on for the students as possible... We have a unique opportunity in the County to give our students hands on experience in those three industries. And really across Ontario those are three industries that are moving forward and especially in innovation." Clearly this project also addresses the youth retention challenge.

recommend someone. It could be an improvement as well though as it would allow access to all, not just those within a certain network. For example, some people may not know that someone is willing to do freelance graphic design work because they are not tied into that network. Also it may be a good way to highlight local youth skills as young people are not often part of local networks. As well, this could help to connect the older, new people arriving in the community who need skilled people with existing skill bases.

There is also the potential to build on existing community website resources to include a virtual meeting space. Associations can decide how to better connect resources (e.g. Rotary has vast network of international resources, while many CFDC Board Members are deeply networked in a range of businesses) through an on-line bulletin board or blog. This could provide ways to connect mentors to newcomers and youth. It could be divided by resources or sector: e.g. Agri-tourism (could include restaurants, farms, vineyards etc.); alternative energy (geo-thermal, wind, green building); financial services (accountants, banks, financial advisors); arts (galleries, co-ops, councils, events).

- 3.** Develop communities of practice (CoPs) around strategic issues and industries. However, these need to be strong and worthwhile networks to gain participation. Many people are short on time and over-networked. To be efficient it would have to be clear what the mandate was and what the benefit of the network would be. However because CoPs are less formal and more encompassing networks they may be well suited to changing needs and directions, which to an extent, would be self directed.
- 4.** Connect networks through joint events so people can be efficient with their time. It may also be possible to stagger meetings over the course of one evening so more can be accomplished at one 'sitting'.
- 5.** Continue to build excellent arts and culture (including vibrant wine and food micro-industries) infrastructure. Existing infrastructure is very exciting and getting to be well developed – can it be leveraged to grow the arts and food community even more? And, what are the businesses that could benefit from an even more vibrant arts community? Box 2 explains one person's thinking on this subject.
- 6.** An award to celebrate community stars would allow really positive community contributions to be celebrated and reinforced. For example, the high school teacher who is involved in trying to solve youth retention issues through creative curriculum development could be recognized.
- 7.** In order to provide a context for businesses seeking to attract skilled labour and professionals to the region, it could be worthwhile to develop cost of living material. This would enable potential newcomers to see the benefits of moving into the region in terms of quality of life and cost of living.

## **Box 2: Growing the PELA region arts community**

As the following description by an active community member explains, hard work by community members has translated into increased resources and profile for the arts community.

“The Arts Council has been growing over the last 3-4 years...I started to talk to Trillium about what was going on in the county and the value of some of the things that were happening and we started to make connections with both the Ontario Arts Council and Trillium...the next thing you knew we were getting grants from both of them. Grants sufficient enough that it gave us the opportunity to hire somebody. Last year, I think we got, with out first year with the OAC, we got **\$15,000** dollars, which is more than some larger organizations got. There is the option now of actually getting multi-year funding. We are in that stream which is good. And from the Trillium foundation the Arts Council actually got **\$150,000** over two years in order to do quite a number of things. Not only operations, but some volunteer development work and a whole lot of other things. And what it has done, is it has allowed the organization to just blossom. We can now start thinking big instead of just day to day. So one of the things we have on the agenda with the new Board is the concept of a year round Arts School here in the county. You know like the Haliburton School. How that would look and what it would be...we have only had one initial meeting looking at it, but the idea would be to go for a fair amount of money and to start of relatively small to do some coordinated workshops over the year and just see how it goes. We will make some connections with other organizations associated to that type of school, and get an idea of how it might work here. We have thought of everything, from a few little workshops around the county to finding a building.

***So that's what happens when you start to network.*** Probably we will start at the smaller end because we have a lot of artists in the county who are already doing those kinds of workshops. Maybe we can find a way of linking them through marketing and advertising so that we can create a year round activity here, but it will be in individual workshops around the county. And it will be the individuals themselves who gain from it with the common marketing strategy, which I think is the best way to go. We can probably tie in some of the local inns, and restaurants and local services and things like that too. I think that is probably how things will start off and we will see how things go from there. If it looks like there is going to be interest in a permanent facility, then we will look into that.”

- 8.** Build on the buy-local initiatives to keep more money in the local economy and provide local farmers and processors with more money in their pockets. One key informant summed it up very succinctly as,

There is always someone local to be spending money on. We make a point of buying any groceries down the road here or from Cathy at the store, Bob who makes honey or whomever. We buy stuff out here of instead going to Wal-Mart or Loblaws out in Kingston. That does not mean we don't buy a lot of stuff in Kingston, but if I want a real good cut of beef I go out to the butchery out in Yarker, Quinn's rather than going to Loblaws or such, because I know that the beef they have got is local and he is a good butcher. I don't think we have ever had a bad steak from him.

9. With the previous point in mind, there is also room for more market development for local products outside the region, specifically in the context of the artisanal food and wine sector. While connections are very strong into Toronto, more could be done to boost sales into the Ottawa area.

### **5.5 Bridging the divides**

Several divides within the community emerged in discussions with local community members – old-timer/ newcomer, rural/ urban, old/ young. Importantly, the community has begun to bridge these divides itself as it moves to be more inclusive and cohesive. The *Country County Rally* is an excellent model that the community evolved spontaneously to bridge these gaps. It is in detail described by organizers and participants in *Box 3*. Other initiatives like this could be very positive for community building.

### **5.6 Youth retention**

There are several existing and potential solutions to address the youth retention issue in the PELA region. First, as discussed in a previous section, the County Roots Program offers a context for students to understand opportunities in the community. This project could be extended to address other gaps identified in this research such as the need for computer technical support. As well, the recommendations in section 5.3 with respect to educational linkages would all help to address the youth retention issue.

In addition, it is important to offer relevant venues to engage youth in the community,

...this is something we are hoping will work, is that the students will participate in online blogging, sharing their reflections with other young people. I think young people are on facebook, and that is where they are going to get information. If that is where they are going to get information we don't want to disregard that.

A key element for either youth retention or attraction is the identification and/or creation of appropriate job opportunities,

Some of the people have been practicing intensive higher end farming in the county for decades. This is the biggest change in past 3 years. The future of the county is high-end value added farming because it builds

### Box 3: *County Culture Rally*

In an effort to bring cohesion to the community, several community members undertook to provide an opportunity for everyone to celebrate their various roots together.,  
“...we [members of the Cultural Round Table] said in our value statement that everyone is a settler here. We all came here because we wanted to be here. So what we decided we would do was we would have a cultural day. So we took over the community centre...The Women’s Institute provided the perfect lunch... you know all the ham and scalloped potatoes you wanted. One of the wineries did a wine reception at the end of the day. It started with the idea of all being settlers here and what we were trying to do. A wonderful fellow from Toronto, who is a part of the Cultural Round Table and who has worked in video development for many, many years, did the most beautiful background video. You know scenes of people and things of the county. It was absolutely gorgeous. He had music playing over it and everything else. And then we spent the day getting to know each other. And we did that through song. We invited all kinds of local performers to come and sing. We had a jazz pianist, a wonderful woman in her eighties who has played all over the world and she played while this wonderful girl of about 16 sang with her. It was incredible. And then we had a couple of guys who played the banjo and played Johnny Cash kinds of songs. We also had story telling. Twice during the day we stopped and asked if anyone in the community, new people, old people, mostly people who have been here for some time...And they all told stories, something that was important to them, whether it was hockey in the county or growing up here...One person talked about what it was like to come here as a kid from the city and how he could drive his car down the middle of the road and nobody cared. You know it was perfect! Absolutely perfect! And by the end of the day we had kids there, old-timers there, we had newcomers there. It was a wonderful day. I think that is what we need, and we have not done it again. We keep on thinking about doing it again, and we...you know it sort of gets lost in the shuffle, some thing more fancy happens...And it was great, just great. We all moved around the table and introduced yourself to everybody and you said who you were and what you did and what you were interested in. And they told you what they did. And then people got up and said I am really interested in ‘Whatever, and I am new to the county and this is my background and I would love to get into something like this.’ Other people would say, ‘I am from this organization and we really need someone who can help us with this’. It was fabulous! Fabulous! Fabulous! And it was simple...And it did work. It made it easy for everyone to come around that table, not just the fancy newcomers or the old-timers or anything else, you know? It was fun, we had a great day!”

This effort was remarked upon by another key informant who after describing the sense of community generated by the rally explained,

“It was very much a mix of old and new....four times throughout the day in four different places in the community centre we lined up story tellers who were mainly older people in the community to tell stories about, well, the things that have happened here. And then people would rotate and you would get to hear a story from another storyteller. During the course of the day you could have probably managed six stories or something. It was really interesting to learn different things.”

on what is here. [Person named] is an example, she went off to Queens and came back. That sector of the economy, food plus wine as a subset of organics, has enormous potential. If they are successful people they will want to stay and get involved in the industry. The entry point seems to be easy – that's important for younger people, to be able to build towards success.

As discussed in the results section on Youth Retention, one key informant remarked on the need to offer meaningful employment and living opportunities to attract youth and not to focus so much on retention,

The rural vitality conference...reminded me to stop focusing on youth retention, and focus instead on youth attraction. You know, government programs are all about youth retention, but you know what, you can't force someone to stay somewhere...but people go where it is in their best interest to go, and they know what their best interest is. You have to trust the individual and you have to trust the market. To artificially retain someone, someplace, by inducements or whatever is in the long run is a bad policy. Young people will go away to go to school. I don't care if you put a University right here, a lot of them would not stay here, because they want to experience something over there. That's the nature of humans...that's young people. They may come back here, and that's what we need to work on, youth recruitment.

This person then continues their remarks by commenting on the nature of youth attraction,

One of the key ways to get doctors back here is to find people that come from here or come from a rural life who know what it means to live in a rural community. If you grew up in downtown Vancouver all your life and go to medical school and then you try and recruit those people...it may work out, but the chances are slim, because they are in for the shock of their lives. What you want is someone who has come from a small town in rural Canada, who knows what it means to have a minimal amount of entertainment. And it does not have to be a country bumpkin lifestyle, like here you can find some of the finest food in the country within walking distance. But, what you have to recognize is that it is dead here in January, February, March. You can get snowed in, and when you are it's not a joke...What you do [to attract young people] is you create an environment, or a community that is attractive, and attracts somebody of a certain type. It is not going to attract everybody, which is something you have to get your head through. And market that.

In another interview, it was pointed out that there are many changes taking place in the PELA region that can all contribute to youth retention and attraction,

So keeping young people in a rural community is really important but I think one of the advantages of this community is the connection to greater Toronto, which is growing out here at a truly rapid rate. Probably far more than we would like...In the last few years I am beginning to see some young families moving in who are trying to make a living here. Our lack is in the area of small businesses, small but really good year round businesses. Our inns and our wineries are starting to create that but I am

thinking of one guy here who has a small business making ceramic fans. He does a world wide international business. He has been able to take these employees and turn them into skilled workers. And that is exactly what we need in this community. We need those kinds of really leading edge businesses, not all in the high tech sector. But in good design and those kinds of things, you know. Where eight or ten people can get work. You can have small factory.

This individual goes on to describe some of the apprehensions of people in the community as the community grows,

We will never get big industry here. That has always been the argument, that we can't get big industry here and that we are too far from the 401. I am not even sure of that anymore, I don't think it makes any difference, I think it is an old argument. But at the same time you have to look at what you want to attract to the community. I think you have to be cautious. One of the big worries here of course, is what's going to happen, what's going to move in here now because it is the fancy place now, everybody wants to come to Prince Edward County because it is the new Muskoka...the worry is that we are going to end up with big box stores. And then we will be a service economy again with minimum wage jobs where people have no security and no protection. And I don't think that is what anybody wants. But at the same time our municipal council has not even begun to consider what that might mean...I think we need to find a way to encourage more high skilled industrial development here which would bring in young people because there is the potential for a career here, not just a job. I think that is absolutely essential, because you can't create a community with old people like me, you know. You need to have young people and young families and that sort of thing.

Along the same line of thinking, someone else remarked,

I think the demographics in this community have changed, families are younger, we do find that more and more, I thought there was going to be an exodus, I don't think that is quite true...New small industries are opening up in the township. Also newer families are looking for accommodation in this area that is cheaper. The Township has allowed row houses to be built. The increasing industrial base of the Township may help. The Township is doing its best on this. They have land set aside for this. I think Kingston is almost running out of land, and I expect more people to move out here.

One of the concerns in all communities is their ability to stimulate new business and attract young entrepreneurs. While PELA's record in this regard has not been groundbreaking, there are promising trends emerging. One key informant explained,

In Napanee, it was actually someone in the community who started it [a small business]. She has since opened up several businesses in the downtown. It was a risk for her to do that. Since we saw her do it, it encouraged us to come here. There are a lot more young entrepreneurs coming here coming to Napanee.

## **6. 0 Conclusions**

The PELA region has deep and strong roots from which to grow. There are excellent human capital resources and strong infrastructure. In keeping with the research by Marsden (2008), we know that sustainable communities include:

1. Effective interactions between communities of space and interest including both civil and economic spheres
2. A combination of bottom up and top down planning
3. The ability to enlarge interaction within and beyond the community (Marsden 2008, p. 281).

This research highlights ways to both reinforce and connect existing networks as a way to build a more innovative, sustainable community. We have identified where the potential exists to continue to grow the community in new and exciting directions including the creation of:

1. Packaging and promoting existing soft innovation capabilities including the development of regional conference infrastructure
2. The development of green economic capacity to build on emerging green services and infrastructure and by capitalizing on regional potential.

By tapping into more regional and national networks and by addressing existing divides within the community and the youth retention/ attraction challenges, it is possible to build an even healthier community in the future.

This report provides themes to guide thinking as well as concrete strategies and initiatives as PELA evolves to become an even more robust and resilient community. It is hoped that it will point the way to constructive and positive approaches for the PELA region.

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## **Appendix 1**

### **Capitalizing on connections: Building stronger networks for PELA and beyond**

Summary report of secondary data analysis:  
Towards generating sites for comparative analysis

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## Table of Contents

1.0 Project Goal	2
2.0 Report Objectives	2
3.0 Introduction	3
4.0 Preliminary Findings	3
<i>4.1 Geographical Proximity</i>	3-4
<i>4.2 Population Characteristics</i>	4-5
<i>4.3 Age Structure</i>	5-7
<i>4.4 Migration</i>	8
5.0 Narrowing the Options	9
<i>5.1 Sources of Migrants</i>	9-10
<i>5.2 Employment by Occupation Type and Industry Sector</i>	10-12
6.0 Site Selection	12-15

## 1.0 Project Goal

This research will identify existing connections within and beyond Prince Edward and Lennox and Addington County that foster innovative and entrepreneurial excellence. The goal is to reinforce and extend these connections with a view to enhancing regional economic development.

Especially interesting would be the identification of the extent of extra and intra-regional linkages and the way these connections add to PELA success. The growing number of retired community members and the burgeoning artistic and food communities build assets within the region and connect PELA to social and economic knowledge flows that enrich the community from the outside. Developing a better understanding of these dynamics would allow the region to deepen and capitalize on existing strengths.<sup>1</sup>

## 2.0 Report Objectives

The purpose of this report is to review data from Statistics Canada to generate possible sites for comparative analysis. This will form the foundation of the project's next step, community selection for the purpose of in-depth interviews. The report will:

- 1) Generate a number of possible sites that could be used for comparative analysis with the PELA region.
- 2) Analyze available statistical data to further narrow possible comparative sites based on demographic and geographical indicators.
- 3) Propose a short list of sites that would be best suited for the next step in research.

## 3.0 Introduction

The data used in this report was sourced from Statistics Canada. The majority of the information is from the 1996, 2001 and 2006 Census and Community Profiles. The most current available data was used wherever possible.

The geographic scope of this report was limited to Ontario. This was done to ensure that sites selected for comparative analysis were similar to the PELA region in the context of social, economic and political opportunities and constraints.

## 4.0 Preliminary Findings

The first stage of the selection process involved a review of counties and rural cities and towns within a similar geographic range to Toronto and Ottawa as the Prince

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<sup>1</sup> Dr. Alison Blay-Palmer – Project Proposal for ‘Capitalizing on connections: Building stronger networks for PELA and beyond’

Edward Census division (hereafter referred to as Prince Edward) and Lennox and Addington County. From this overview a number of comparable sites were selected based on proximity to a major urban centre, population characteristics, demographic profiles, industry composition, and migration information. This information is outlined through the remainder of this section. The review was also supplemented by Internet based searches related to the assets and objectives outlined in the PELA Vision and by personal knowledge of the Eastern and Central Ontario regions by the author and lead investigator. The sites selected through this review included: Grey County, Lanark County, Niagara on the Lake (Town), Northumberland County, Orillia (City), Peterborough County, and Stratford (City). A mix of regions that had a relatively low population density and a large spatial extent and regions that had a higher level of density and a smaller spatial extent were selected to reflect the geographical regions of Lennox and Addington County and Prince Edward respectively.

#### 4.1 Geographical Proximity

Proximity to a major urban centre was used to narrow the range of possible sites. As migration and knowledge networks are two primary aspects of the research project, it was important that sites were comparatively located to a large metropolitan centre, yet outside of the peri-urban range of that centre. Major urban centres were considered to be million plus population centres that are a hub of regional economic, social, and political capital. Toronto and Ottawa were identified as fitting these criteria. As the PELA region is situated somewhat between these major urban centres it can be assumed that they both play an important part in the region’s human capital networks. Table 1 below summarizes the findings.

Table 1 – Site Proximity to Toronto and Ottawa

Site	Approximate Distance From Toronto/Ottawa (km)
Lennox and Addington County	262 / 166
Prince Edward	228 / 289
Grey County	168 / na
Lanark County	na / 71
Niagara on the Lake	131 / na
Northumberland County	133 / 290
Orillia	134 / na
Peterborough County	166 / 272
Stratford	148 / na

Information Generated from Google Maps<sup>2</sup>

<sup>2</sup> Point of origin and point of destination determined by Google system based on direct input of site name. The points were generally centred within the region.

#### 4.2 Population Characteristics

Population sizes for comparative sites should be similar to the PELA region to reflect similar levels of human and physical capital. The growth rate of the sites between 2001 and 2006 and population densities were also considered. Lennox and Addington County and Prince Edward could be considered to be regions exhibiting moderate growth with a population density consistent with other rural regions in Eastern and Central Ontario. Table 2 below summarizes 2001 and 2006 population counts for each site, the growth rate between 2001 and 2006, and the population density for each site

Table 2 – Population Characteristics 2001-2006

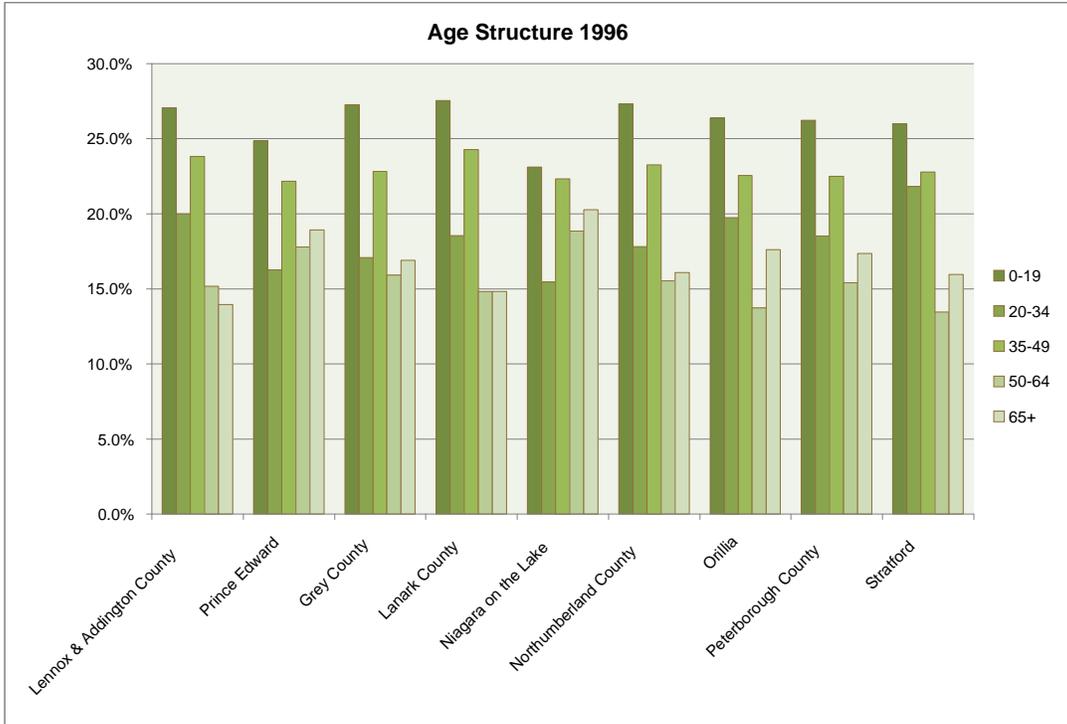
	Population 2001	Population 2006	Growth Rate 2001-2006 (percent change)	Population Density
Lennox and Addington County	39461	40542	2.7	
Prince Edward County	24901	25496	2.4	
Grey County	89073	92411	3.7	
Lanark County	62495	63785	2.1	
Niagara on the Lake	13839	14587	5.4	
Northumberland County	77497	80963	4.5	
Orillia	29121	30259	3.9	
Peterborough County	125856	133080	5.7	
Stratford	29780	30461	2.3	
Ontario	11410046	12160282	6.6	

Source: Statistics Canada 2001 and 2006 Community Profiles

#### 4.3 Age Structure

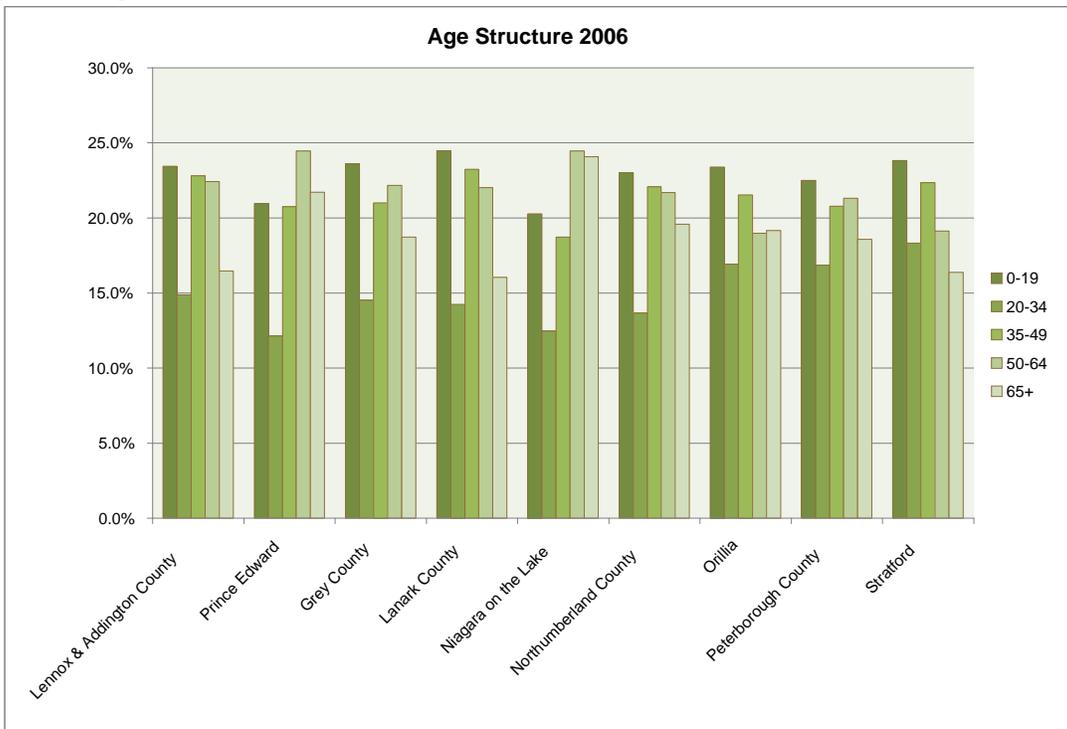
An important aspect of the research is the human capital that individuals in the region hold. Different age demographics will have different levels and types of human capital and establish and expand regional networks in differing manners. Therefore, it was important to select sites that had a similar age structure and showed a similar temporal trend in age structure change. Between 1996 and 2006 Lennox and Addington County and Prince Edward both showed a strong growth in the 50-64 and 65+ age demographics and a decline in the 0-19, 20-34, and 35-49 age demographics. Figures 1, 2, and 3 below highlight these trends and show them in relation to the other selected sites. Table 3 below summarizes changes in median age of the sites and how it compares to Ontario and Canada.

Figure 1 – Age Structure 1996



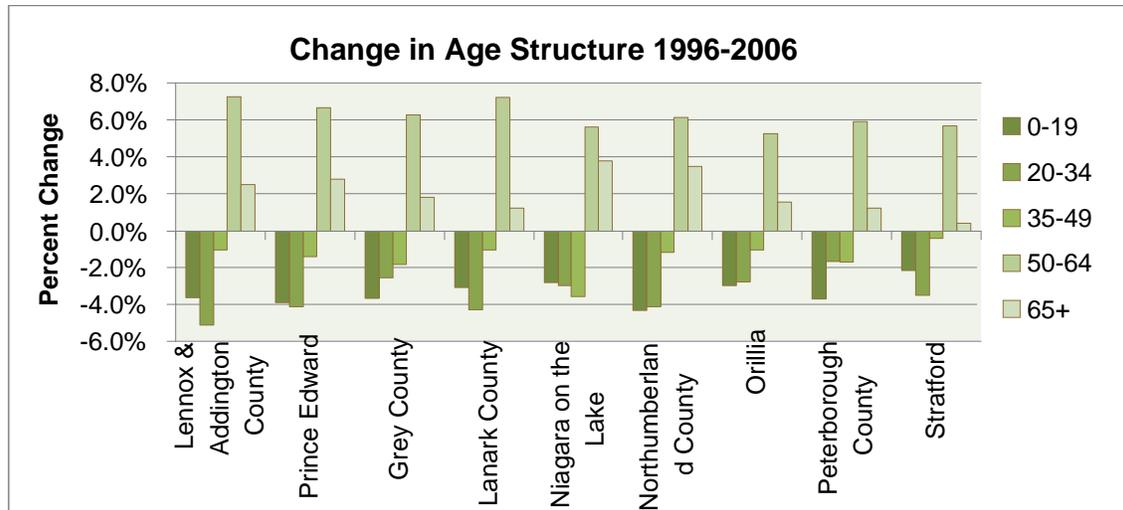
Source: Statistics Canada 1996 Census

Figure 2- Age Structure 2006



Source: Statistics Canada 2006 Census

Figure 3 – Change in Age Structure 1996-2006



Source: Statistics Canada Census 1996, 2006

Table 3 – Median Age 2001, 2006 and Change 2001-2006

	Median Age 2001	Median Age 2006	Change 2001-2006
Lennox & Addington County	40.1	43.3	3.2
Prince Edward	44.3	47.7	3.4
Grey County	41.9	44.4	2.5
Lanark County	39.9	43.1	3.2
Niagara on the Lake	46.3	49.1	2.8
Northumberland County	41.1	44.8	3.7
Orillia	39.7	42.7	3
Peterborough County	41.1	43.6	2.5
Stratford	38.5	41.1	2.6
Ontario	37.2	39	1.8
Canada	37.6	39.5	1.9

Source: Statistics Canada Census 2001, 2006

#### 4.4 Migration

Migration data was used to determine the flows of individuals to the regions. Migrants are a key component of building spatially embedded human capital networks

within and beyond the PELA region. Below is a summary of the 1 year and 5 year trend in intraprovincial and interprovincial migrants and international immigrants. In 2006 in Lennox and Addington County 7 percent of the total population migrated to the region within the prior year and 21.9 percent of the population migrated within the last five years. In Prince Edward a slightly smaller portion of the total population was a recent migrant, 4.7 percent and 18.9 percent for 1 year and 5 year migration flows respectively. Of key importance is the high proportion of intraprovincial migrants. The majority of new migrants to the PELA region originated from within Ontario. Table 4 below summarizes these trends.

Table 4 – One and Five Year Migration Trends

	Lennox & Addington County	Prince Edward	Grey County	Lanark County	Niagara on the Lake
Recent migration population, 1yr. (% of total)	7	4.7	6.6	5.7	8.6
Intraprovincial	6.6	4.1	6	5	7.3
Interprovincial	0.2	0.5	0.3	0.5	0.2
International	0.2	0.1	0.3	0.2	1.2
Recent migration population, 5yr. (% of total)	21.9	18.9	20.1	20.6	24.4
Intraprovincial	19.7	16.5	18.1	18.1	19.7
Interprovincial	1.5	1.5	1.3	1.8	0.1
International	0.6	0.9	0.7	0.7	3.7

Table 4 (continued) – One and Five Year Migration Trends

	Northumberland County	Orillia	Peterborough County	Stratford
Recent migration population, 1yr. (% of total)	6.1	6.9	6.1	5
Intraprovincial	5.5	6.1	5.5	4.2
Interprovincial	0.3	0.4	0.3	0.4
International	0.3	0.4	0.3	0.4
Recent migration population, 5yr. (% of total)	22.2	20.1	20.6	15.5
Intraprovincial	20.3	17.5	18.1	13
Interprovincial	1.1	1.1	1.3	1.4
International	0.8	1.5	1.2	1

Source: Statistics Canada Community Profiles 2006

## 5.0 Narrowing the Options

### 5.1 Sources of Migrants

Through an analysis of the above information the possible sites for comparative analysis were narrowed to Niagara on the Lake, Lanark County and Peterborough County. Each site offers a unique possible comparative site and shares many similar demographic trends with Lennox and Addington County and Prince Edward. From the generation of this list, specific intraprovincial migration data was sourced to determine the major sources of migrants over the period of 1992-2005. An analysis of this data showed variable trends in the major sources of intraprovincial migrants for the PELA region. Between 1992 and 2005 Lennox and Addington drew the majority of migrants from neighbouring Frontenac County and a smaller portion from Metropolitan Toronto, the Greater Toronto Area (GTA) and Hamilton. Prince Edward drew the majority of migrants from Metropolitan Toronto with a smaller portion coming from the GTA and Ottawa. The Niagara Regional Municipality<sup>3</sup> and Peterborough County had trends in migrant sources similar to the PELA region. Lanark County deviated from this trend, with the vast majority of migrants coming from Ottawa. This information is summarized in Table 5 below.

Table 5 - Intraprovincial Migration; Five Largest Sources 1992-2005

Lennox and Addington County	
Source	Percent of total net in-migration 1992-2005
Frontenac	47.2%
Toronto	13.9%
Durham	7.2%
Peel	6.4%
Hamilton	3.4%

Prince Edward	
Source	Percent of total net in-migration 1992-2005
Toronto	40.6%
Durham	15.0%
Peel	9.0%
York	6.0%
Ottawa	5.2%

Lanark County
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<sup>3</sup> Data unavailable for geographic subdivision of Niagara on the Lake

Source	Percent of total net in-migration 1992-2005
Ottawa	78.7%
Toronto	3.3%
Peel	2.5%
Prescott & Russell	2.3%
Hastings	1.7%

Niagara (Region)	
Source	Percent of total net in-migration 1992-2005
Hamilton	33.8%
Toronto	22.9%
Peel	15.9%
Halton	6.2%
York	4.1%

Peterborough County	
Source	Percent of total net in-migration 1992-2005
Toronto	34.6%
Durham	19.0%
Kawartha Lakes	9.5%
York	6.7%
Peel	5.4%

Source: Statistics Canada 91C0025 - Migration Estimates Table D

## 5.2 Employment by Occupation Type and Industry Sector

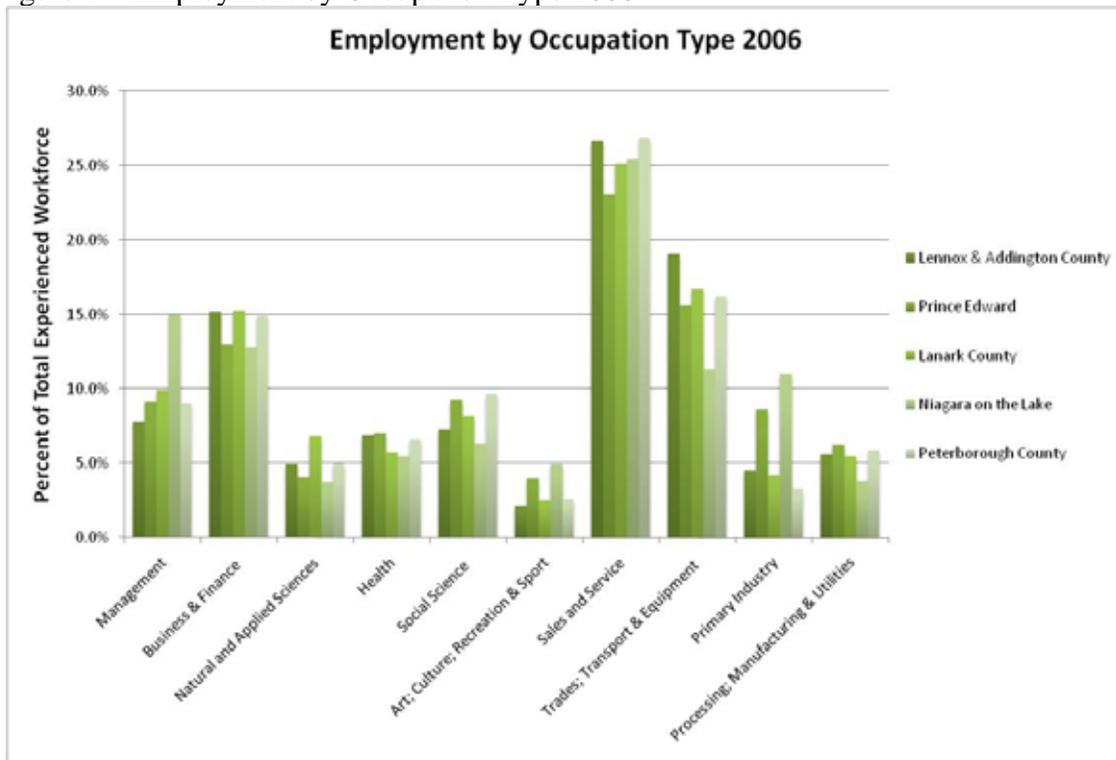
In addition to specific migration sources, the possible sites were also compared along both employment by occupation type and employment by industry sector<sup>4</sup>. This information generates a better understanding of the overall composition of the economy for each site as it relates to human capital. Figures 4 and 5 below highlight the similarities and differences.

As can be seen in Figure 4, Lennox and Addington County and Prince Edward have a generally similar portion of employment in each occupation type as the possible comparative sites. The economic sectors of interest outlined in the project proposal were

<sup>4</sup> Employment by occupation type based on National Occupation Classification for Statistics (NOC-S) 2006. Employment by industry sector based on North American Industry Classification System (NAICS) – Canada 2007. See Statistics Canada Catalogue no. 12-583-XIE (NOC-S) and 12-501-XIE (NAICS) for complete categorization details.

business related activity, tourism, artistic and food communities. Business related activities including finance, management, business services and account for over 20 percent of economic activity in the PELA region. Tourism and hospitality services fall under Sales and Service that contributes 26.7 percent in Lennox and Addington County and 23.1 percent in Prince Edward. While all regions under consideration have less than 5 percent of their experienced workforce employed in Arts, Culture, Recreation and Sports, Prince Edward and Niagara on the Lake have the highest levels with both regions approaching 5 percent. Lennox and Addington County is comparable to Peterborough County in Business and Finance and in Processing, Manufacturing and Utilities. Additionally, it is similar to Peterborough County in the fields Natural and Applied Sciences, Health and Sales and Service.

Figure 4 – Employment by Occupation Type 2006

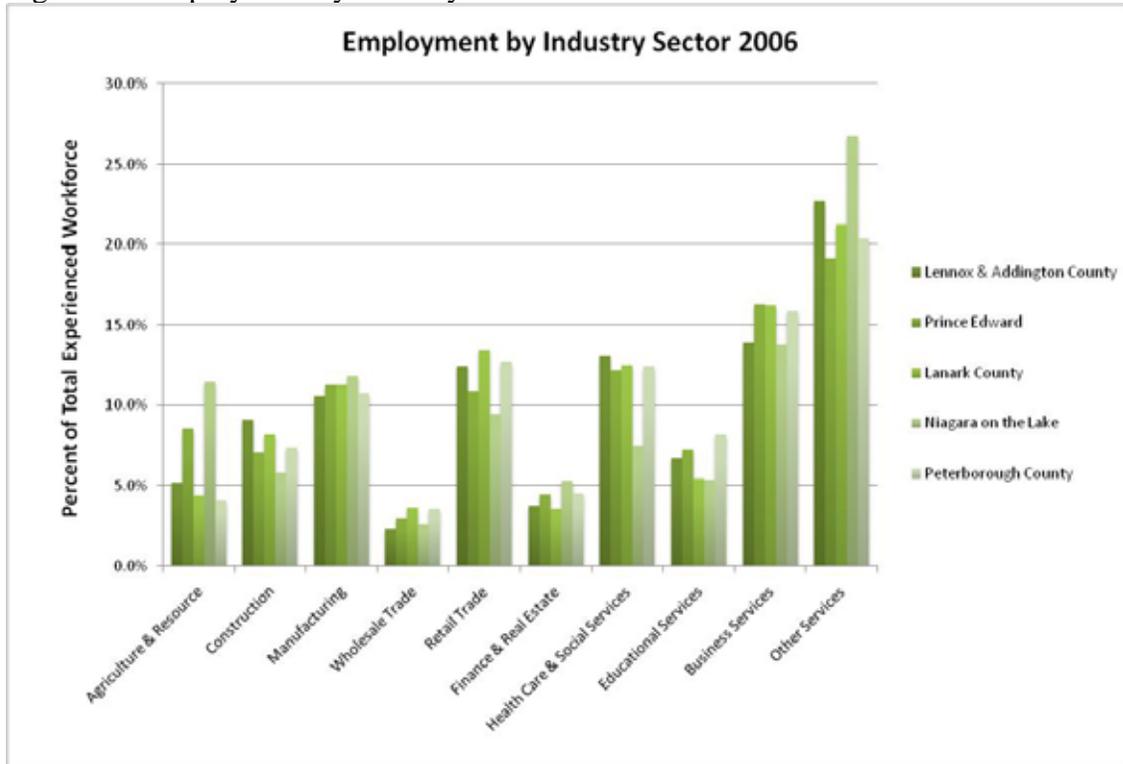


Source: Statistics Canada Community Profiles 2006

In relation to industry sectors, Prince Edward and Niagara on the Lake share a higher portion of employment in Agriculture and Resources and a lower portion in Construction and Retail Trade. Prince Edward also shares similarities with Lanark County and Peterborough County in Manufacturing, Business Services and Health Care

and Social Services. Lennox and Addington County is similar to Peterborough County in Manufacturing, Retail Trade and Health care and Social Services and to Niagara on the Lake in Wholesale Trade and Business Services.

Figure 5 – Employment by Industry Sector 2006



Source: Statistics Canada Community Profiles 2006

## 6.0 Site Selection

Based on the analysis of the information presented above I would suggest that Lanark County, Niagara on the Lake and Peterborough County would be suitable sites for the purpose of comparative analysis in future research, yet Niagara on the Lake and Peterborough County may stand as the strongest candidates.

Lanark County is ideally matched with Lennox and Addington County with similar population sizes, growth rates and population densities. Furthermore, Lanark County's age structure change between 1996 and 2006 mirrors that of Lennox and Addington County for the same period. Levels of migration were similar, especially for the five-year trend. They do differ in their main sources of migrants. Employment by occupation type and industry sector is generally similar.

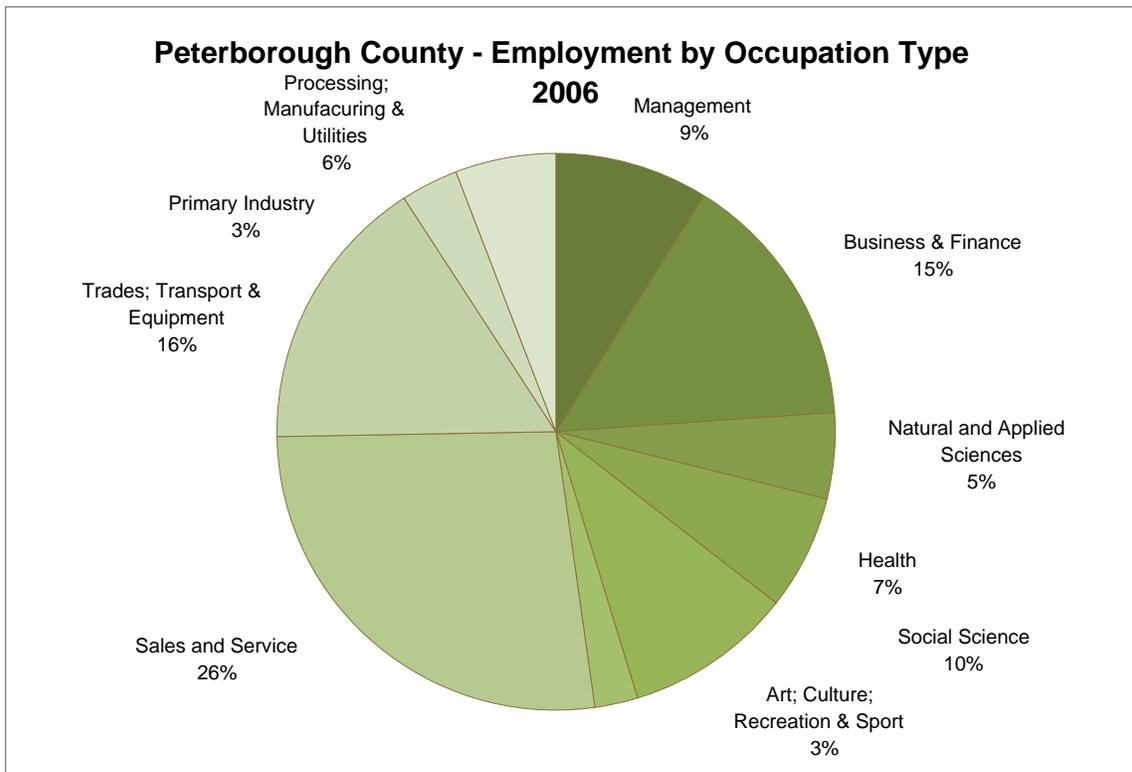
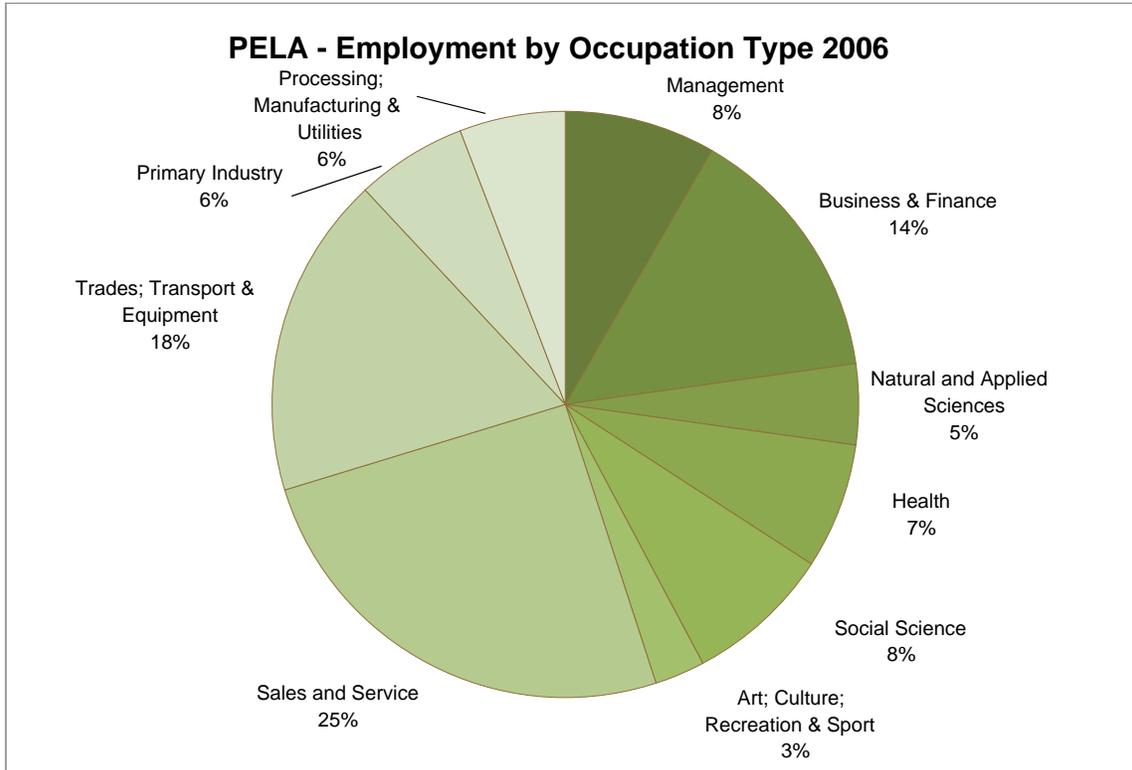
Niagara on the Lake has many demographic trends similar to that of Prince Edward, including a growing portion of older community members. Niagara on the Lake, however, experienced a higher rate of growth in 2006. The Niagara Regional Municipality drew many of its intraprovincial migrants from sources similar to Prince Edward, although the relative importance of each differed. Economic structure, as

determined by employment, does differ in some occupation types and industry sectors. However, levels of employment in occupations related to Arts, Culture, Recreation and Sport and Primary Industry and levels of employment in the Agriculture and Resource sector are similarly higher than the other sites. This may be an important relationship to note given the project's objective, which identified local foods and arts communities as important regional assets. As such, Niagara on the Lake may be well suited as a comparative site for further research.

Peterborough County may stand as the best choice for comparative analysis as it balances many of the variables of both Lennox and Addington County and Prince Edward, allowing for a holistic comparison of PELA as an integrated region. Although the population of Peterborough County is larger, due to the presence of the City of Peterborough within its boundaries, it may actually correlate to the relationship that Kingston holds with the PELA region. Peterborough County, in a similar fashion to the PELA region, also experienced a marked growth in older community members between 1996 and 2006. Migration trends for Peterborough County fall between those of Lennox and Addington County and Prince Edward. Sources of intraprovincial migrants were also similar between Peterborough County, Lennox and Addington County and Prince Edward. All three sites drew large numbers of migrants from Toronto and the GTA. However, Peterborough also drew 9.5 percent of its migrants from neighbouring Kawartha Lakes. As such, it may hold similarities to Lennox and Addington County, which drew a large portion of its migrants from neighbouring Frontenac County. Peterborough also shares a similar economic structure, especially when it is contrasted with Lennox and Addington County and Prince Edward expressed as a combined region (See Figures 6 and 7 below). In the analysis of 'Employment by Occupation Type' (Figure 6) and 'Employment by Industry Sector' (Figure 7) for 2006, the PELA region and Peterborough County vary by at most 2 percent by classification (with the exception of Primary Industry which varies by 3 percent). They demonstrate remarkable consistency and similarity by occupation and industry categories. Additionally, Peterborough County is situated within close proximity to Toronto and Ottawa, similar to the PELA region. Based on this analysis it is recommended that Peterborough County stands as the best option for the comparative analysis component of the research project.

Figure 6 - Employment by Occupation Type 2006

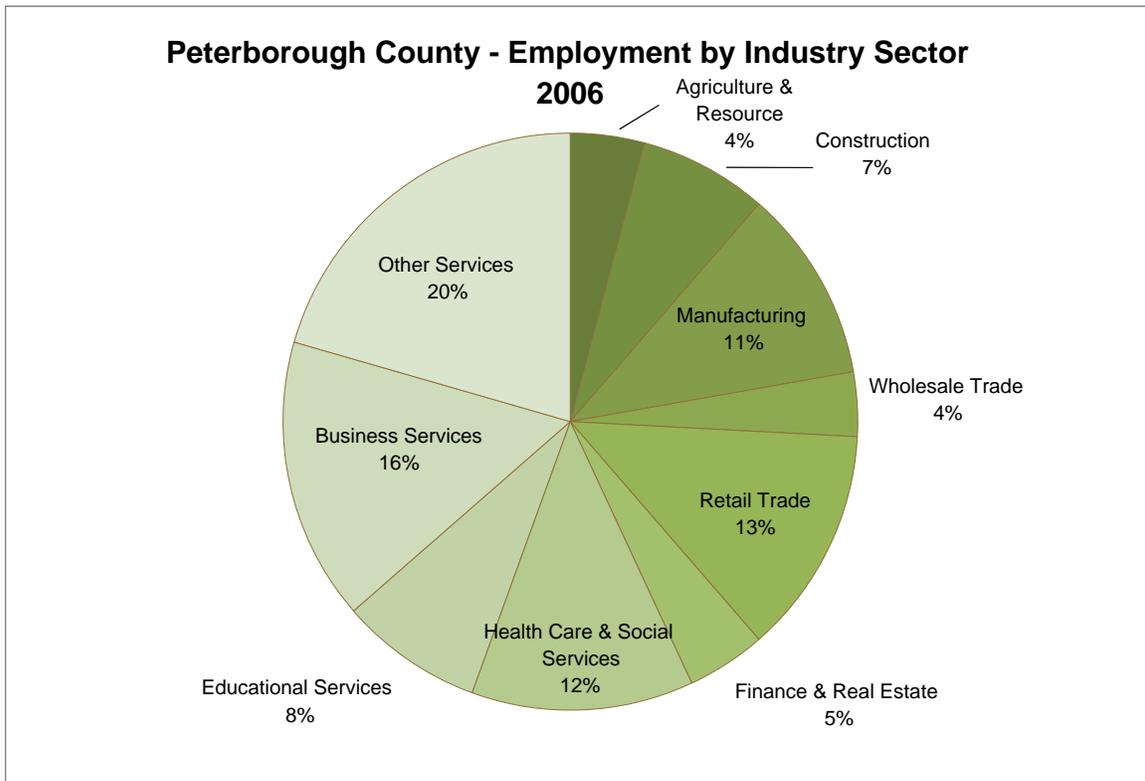
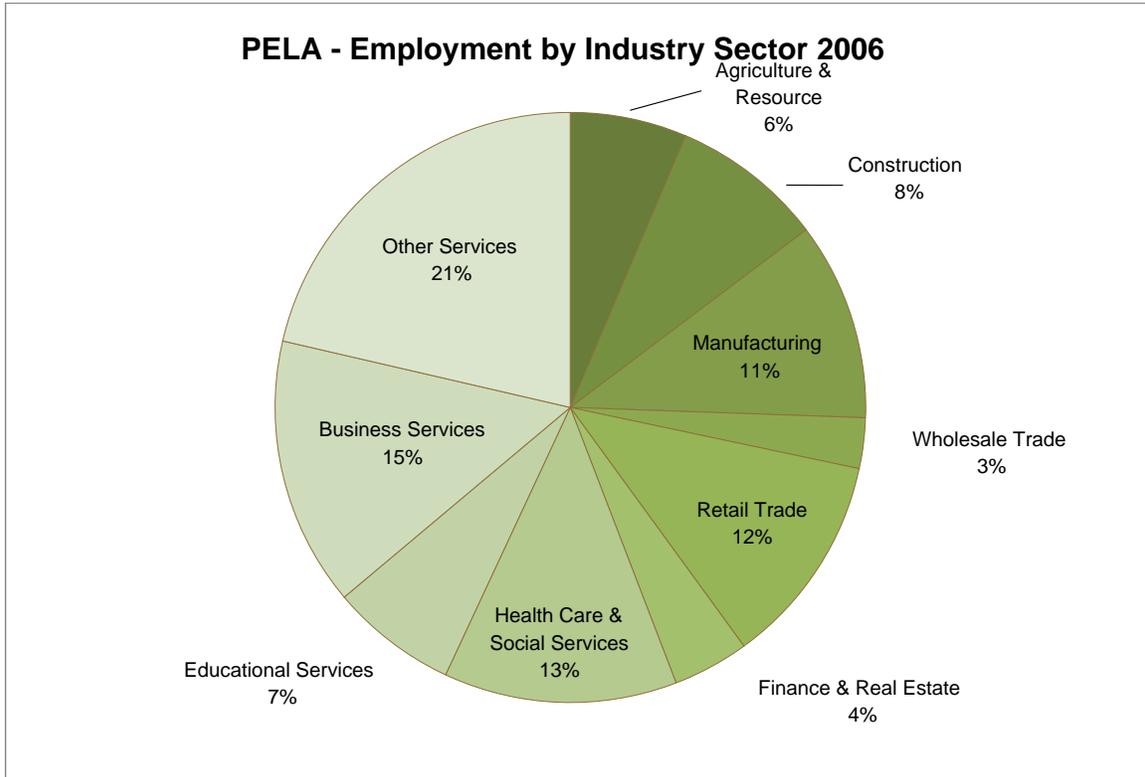
PELA Region and Peterborough County



Source: Statistics Canada Community Profiles 2006

Figure 7 - Employment by Industry Sector 2006

PELA Region and Peterborough County



Source: Statistics Canada Community Profiles 2006