

## **APPENDICES{PRIVATE }**

# APPENDIX I

## THE STRATEGIC ORIENTATION PROFILES

The Strategic Orientation Profiles

Some Basic Statistical Information

- 1 County-level Management and Planning.....
- 2 More Stable and Diversified Economic Base.....
- 3 Natural Resources/Natural Environment: Management, Use and Protection.....
- 4 Roles of Youth in the Community.....
- 5 Roles of Seniors/Retirees in the Community.....
- 6 Transportation within the Community.....
- 7 Building and Marketing the County Community.....

## The Strategic Orientation Profiles

The orientation profiles summarize the most important characteristics of the County in relation to each orientation. A profile provides the general information base from which a diagnosis is made in the actual planning component. The specific data upon which the profiles are based are found in the information sources consulted, which are listed in Appendix II. A standard format is used to organize the profiles:

1. the current 'state-of-affairs' of the orientation in the County, in which some suggestions are also made for key indicators of the 'health' that could be utilized eventually in the monitoring process by a strategic orientation working group;

In this section, where appropriate, recent 'successes' and 'failures' are noted to support conclusions regarding the 'health' of an orientation.

2. the identification of the key interests that should be involved (where there are many, examples only are given in different categories of interest);
3. the most important resources that can be drawn upon in addressing the issues in the orientation;

The resources listed are not exhaustive. They depend heavily upon citizen input in the two public consultation events, as well as information from various documents consulted. They will inevitably require completing and updating over time.

4. significant trends that are currently affecting the orientation or have the potential to affect it.

This format, or some modification of it, can be profitably used in regular meetings of a working group, for instance. It can be reviewed in a matter of minutes, and new information incorporated or a decision made to acquire new data in order to decide whether to update it. The actual data do not have to be incorporated into the profiles because the data are available in the supporting information sources (listed in Appendix II).

Some data are, however, incorporated in this appendix simply for easy reference.

When adjustments are made to these orientation Profiles, a review of the orientation plan may be warranted, or at least parts of it. This modus operandi provides a simple, yet effective way for a working group to organize its planning activities.

## Some basic statistical information

{PRIVATE }Table A.1 Haliburton County: Population Growth, 1981 - 1996						
Population				% population change		
1981	1986	1991	1996	1981-86	1986-91	1991-96
11,361	11,961	14,421	15,321	5.3	20.6	6.2

Source: Census of Canada, 1981, 1986, 1991, 1996.

N.B. Recent reports place the peak seasonal population in the County during the summer months at over 50,000. This is consistent with a ratio between seasonal and permanent dwellings that has fluctuated between 2.3 to 2.4 during the 1990s, if we assume that the average size of group occupying a cottage is likely to be higher than the average for the general population. (Haliburton County Development Corporation, 1997a; Haliburton County Forest Land Task Force, 1994).

{PRIVATE }Table A.2 Haliburton County: Population Growth Compared to Selected Eastern Ontario Counties, Ontario and Canada, 1986 - 1996			
% change in population	1986-91 % change	in population 1991-96	1991-1996: Ratio of Haliburton County's growth to other units
Haliburton	20.6	6.2	
Renfrew	3.1	5.0	1.24
Northumberland	5.6	4.6	1.35
Leeds/Grenville	6.7	6.7	0.93
Lennox/Addington	8.4	5.3	1.17
Lanark	10.4	9.2	0.67
Stormont	5.5	3.2	1.94
Victoria	20.4	7.3	0.85
Frontenac	12.0	5.6	1.11
Peterborough	14.2	2.9	2.14
ONTARIO	10.8	6.6	0.94
CANADA	7.9	5.7	1.09

Source: Census of Canada, 1986, 1991, 1996.

Table A.3 Haliburton County: Population by Municipality, 1986 - 1996				
Municipality	% population change 1986- 1991	Population 1991	Population 1996	% population change 1991- 1996
Anson, Hindon & Minden	20.0	3239	3459	6.8
Bicroft	3.5	637	634	-0.5
Cardiff	26.3	701	733	4.6
Dysart et al	21.3	4856	5380	10.8
Glamorgan	18.8	614	632	2.9
Lutterworth	21.0	899	927	3.1
Monmouth	30.7	910	919	1.0
Sherborne et al	25.6	535	487	-9.0
Snowdon	29.1	852	950	11.5
Stanhope	17.7	1178	1200	1.9
HALIBURTON COUNTY	20.6	14,421	15,321	6.2

Source: Census of Canada, 1981, 1986, 1991, 1996.

N.B. The Townships of Dysart et al and Anson, Hindon and Minden have maintained a share of the population in the County that exceeds 55% throughout the 1990s.



{PRIVATE }

Table A.4

Haliburton County: Age Distribution Compared to Ontario, 1986 and 1991

Age category (yrs)	% distribution 1986		% distribution 1991	
	Haliburton County	Ontario	Haliburton County	Ontario
-15	17.6	21	18.1	20
15-24	12.6	17	10.0	14
24-55	33.8	41	37.2	45
55-64	15.0	10	14.8	9
65-74	14.0	7	12.9	7
> 75	7.0	4	7.0	5
Total	100	100	100	100

Source: Census of Canada, 1986, 1991.

N.B. The Haliburton, Kawartha, Pine Ridge District Health Council has published population projections for 2001 and 2011 for the County. In 2001, the total population is projected as 16,073 (with 2860 or 22.4% over 65 years of age) and in 2011 as 17681 (with 3536 or 20.0% over the age of 65). (Information provided by Haliburton County Home Support Services.)

{PRIVATE }

Table A.5

Haliburton County: Distribution of Experienced Labour Force  
by Industry Division, 1981 - 1991

Industry division	% 1981	% 1986	% 1991
Primary	8	6	3
Manufacturing	9	9	7
Construction	11	13	16
Transport & Communications	9	6	7
Trade (Retail & Wholesale)	20	18	20
Finances, Insurance & Real Estate	5	5	5
Community, Business & Personal Services	31	35	35
Public Administration	7	8	7
Total	100	100	100
Total experienced labour force	4505	4915	6490

## **1 County-level Management and Planning**

### 1.1 Current 'state of affairs'

Important indicators of the state of County-wide management and planning (including cooperation) include:

- \* the degree of accessibility for, and inclusion of, all sectors and population segments in management and planning processes (the state of public participation)
- \* the extent to which a County-wide vision exists
- \* the level of dialogue with County Council
- \* efficiency and effectiveness of County-level services
- \* willingness and ability to cooperate and communicate

On some indicators, the situation is positive (e.g. some measures of efficiency (cost of government per capita). Other positive indicators include the County-wide processes involved in the restructuring of health services, the Haliburton County Development Corporation's support for County-wide thinking in economic development, some tourism initiatives such as the Studio Tour, etc.), and County-wide committee work in the forest land and industry committees (see Appendix II).

Other indicators appear to have a poor showing (e.g. lack of information dissemination, lack of communication with lake associations, too much parochialism among communities).

### 1.2 Key interests

- \* Ultimately, all segments of the population and activities
- \* Specific examples: local/county government; the cottage and the permanent population; business; seniors; youth; 'at-risk' populations; social services; education.

### 1.3 The most important resources available

Human resources:

- \* elected officials
- \* seniors and retirees
- \* cottagers
- \* business people
- \* youth
- \* staff of the many institutions and organizations which have an influence on socio-economic development in the County

Institutional and organizational resources:

- \* Specific examples: local and County governments, the educational system, non-profit organizations (community, etc.), health and social service agencies, service clubs, Sir Sandford Fleming College, BIA's, the Haliburton Highlands Chamber of Commerce, the Haliburton County Development Corporation.

Infrastructure:

- \* the organizational frameworks and communication networks of the various organizations and institutions.



## 1.4 Significant trends

- \* the pressure towards efficiency and effectiveness in government
- \* the move towards developing partnerships
- \* increased interest in public participation in local and regional governance
- \* provincial downloading and restricted public spending
- \* restructuring (amalgamation) initiatives
- \* potential for deterioration in social conditions
- \* communications technology
- \* an aging population

## 2 More Stable and Diversified Economic Base{PRIVATE }

### 2.1 Current 'state of affairs'

Important indicators of the state of the economic base in the County include:

- \* employment levels and indicators of the state of the labour market (participation rates, welfare levels, unemployment levels, labour income, % of year-round jobs, degree of polarization in incomes)
- \* types of business (degree of diversification, number of businesses, size of businesses)
- \* clusters of economic activities (a variety of clusters or sets of interrelated activities and assets/resources can reduce the vulnerability of a local economy): e.g.
  - a. linkages between forest resources, logging, wood-based industries and service activities;
  - b. linkages between natural environment (forests, lakes), tourism establishments (tourist attractions, bed & breakfasts, motels, lodges, hotels, restaurants), recreational activities and general retail/services;
  - c. linkages between educational activities, arts & crafts, museums and galleries, restaurants, accommodation (hotels, etc.);
  - d. links between natural resources (especially forest resources), their management via sustainable management practices and outdoor education, including management courses/demonstration projects;
- \* natural resources:
  - \* forestry resources (quantities, qualities regarding different types of products, state of management)
  - \* tourism resources embedded in the natural environment (forests, lakes, trails, state of management)
- \* new business growth; building permits
- \* population growth
- \* levels of retail spending
- \* human resources: volume, skill levels
- \* patterns of delinquency, break-ins, etc.

On the POSITIVE side, the County possesses some important strengths in terms of resources. Foremost amongst these are the **forest resources** (Crown and private forest lands) which are at the base of an important sector of economic activity. Indeed, if account is taken of the various linkages with other activities, forest-related activity in terms of employment can be considered a major generator of economic activity in the County; according to some estimates, logging and wood processing activities would be practically as important as tourism to the County's economic base (see Haliburton County Forest Land Task Force, 1994). Wood fibre supply is currently in excess supply in relation to demand in the County. The forest land resources constitute not only an important support for the wood processing industry but also for tourism and cottagers.

Another major resource complex deals with **tourism resources**. These are partly natural resource-based (notably forests, lakes) and man-made (trails, marinas, accommodation, restaurants, attractions, etc.).

Population growth has been quite strong compared to surrounding areas (Tables A.1 and A.2). The population changes over the 1990s have basically reinforced the earlier geographic distribution of population in the County, with the Townships of Dysart et al. (Haliburton village) and of Anson, Hindon and Minden accounting for well over 50% of the County's population, as well as a significant share of the value of building permits and employment. In several cases, earlier population projections have been surpassed. For instance, at the County level, an earlier economic development strategy (County of Haliburton, 1989, citing a 1979 Ontario Ministry of Treasury and Economics projection) talked of a County population of 13,200 by the year 2001 (in 1991, it was already over 14,000); Dysart et al's Official Plan in 1975 anticipated a population of 5,000 for the permanent population by 2001 (in was over this in 1996). On the other hand, other expectations have not been realized (e.g. in Sherborne et al's 1996 Official Plan, a population increase of 3% per year is used, whereas from 1991 to 1996, the population according to the Census of Canada actually decreased).

Currently, basic infrastructure (water, sewage facilities, industrial land) available particularly in the two main population concentrations (Haliburton village and Minden) do not seem to be restrictive in relation to anticipated residential development or industrial/commercial development.

Also, a large number of specific success stories, mostly specific business developments can be noted in the economic development field. Also, important strides have been made in the forestry sector in relation to improved information with various reports having been produced that emphasize the importance of the forestry sector (see various reports listed in Appendix II). Currently in the telecommunications area, significant work is being undertaken through the work of the TAP (Telecommunications Access Partnerships) Committee.

On the NEGATIVE side, the County's economic base suffers from several weaknesses such as high unemployment rates, high income dependency rates and a relative lack of diversification. There is a lack of good, solid information on the real linkages between different activities to be able to identify the magnitude of the clusters of economic activities and therefore to be able to speak authoritatively about the true level of diversification. Data on employment distribution by industry division is a rather poor indicator of real vulnerability of the economic base (Table A.5).

In addition, on the NEGATIVE side, there are several important assets or trends that people in the County have failed to capitalize on fully. The first set of assets that need further investigation, particularly in terms of how they can be linked to other economic activities are the **forest resources (e.g. low grade hardwoods and softwoods) and logging**. While other sectors as employers have experienced more growth, it is never very wise to neglect the original economic base of an area, particularly when resources are available for its development. Second, there are particular **segments of the commercial service market** that have not been built upon, particularly seniors and retirees (e.g. those that travel), and the County's own seasonal residents. Third, there is the whole area of **cultural activities** (the history and culture of the area, heritage buildings, etc.) that is waiting to be built into a more visible resource in the context of the tourism sector.

## 2.2 Key interests

- \* the whole range of business interests (i.e. natural resource-based industries (especially forestry-based industries), retailing, tourist/hospitality establishments, manufacturing, hi-tech businesses (specifically information/communication activities))
- \* the banks
- \* educational institutions/agencies involved in labour training/skills development
- \* arts/crafts
- \* producer associations
- \* labour
- \* youth
- \* health services

## 2.3 The most important resources available

### Human resources:

- \* existing business operators (see sectors under indicators)
- \* the existing pool of labour: volume and skills

### Institutional and organization resources:

- \* the Haliburton County Development Corporation
- \* the Haliburton Highlands Chamber of Commerce
- \* the BIA's
- \* Board of Education: administrators and teachers
- \* Sir Sandford Fleming College; School of Fine Arts
- \* County/municipal/provincial governments
- \* employment subsidies (through Human Resources Development Canada)

### Infrastructure:

- \* available industrial park space in Haliburton and Minden (see Dysart et al Official Plan and information from the municipality for characteristics of the industrial park, and the draft amendment to Anson, Hindon and Minden's Official Plan regarding its industrial park)
- \* zoning provisions regarding economic activities (including provision for home occupations and/or home industry in, for example, the municipalities of Dysart et al, Sherborne et al and Cardiff)
- \* the road system, and especially the 'corridors' linking the County to the outside world
- \* Stanhope airport
- \* water facilities
- \* sewage facilities in Haliburton and Minden, both currently with excess capacity (information supplied from the municipal offices)
- \* land availability
- \* telecommunications infrastructure (Internet service providers, cellular telephone services)
- \* financial services (four banks, with 7 branches altogether)

Other resources (including natural resources):

- \* forestry resources, a vital resource that can feed wood-based industries, is also an important part of the tourism resource base; it can also have important implications for educational activities
- \* mineral aggregate resources
- \* natural landscapes (forests, lakes, rivers, wildlife)
- \* history and culture of area
- \* accessibility to other major resources, e.g. Algonquin Park
- \* existing tourism events (e.g. Minden Dog Sled Derby)
- \* museums and galleries

## 2.4 Significant trends

- \* increased instability and change
- \* greater polarization, e.g. in business income
- \* displacement of local business owners by 'outsiders' buying local businesses
- \* winter tourism demand
- \* demand for authentic experiences by tourists
- \* cottagers becoming permanent residents (e.g. renovating cottages for retirement)
- \* urban workers moving home using telecommunications (one type of home-based business)
- \* information communications technology
- \* increase in snowmobile industry
- \* businesses funding more of their staff training needs
- \* back to 'basics' movement
- \* overall shift in the Ontario and North American economy to service, and increasing knowledge/information-based economic activities

### 3 Natural Resources/Natural Environment : Management, Use and Protection

#### 3.1 Current 'state of affairs'

Important indicators of the state of natural resources and natural environment use/management/conservation/protection are:

- \* the existence of undeveloped areas and wildlife
- \* extent of the forest resource base (area, volume, qualities, state of management, ease with which sustainable practices can be established)
- \* water resources (areas, qualities, state of management)
- \* wetlands maintenance
- \* lake capacity and water quality, noise levels
- \* human impacts on the environment
- \* state of waste management (dumps, septic systems, . . .)
- \* existence and nature of 'norms' and standards, e.g. regarding set-backs on lakes, densities permitted
- \* nature of the management practices affecting natural resources and the natural environment
- \* public perceptions of state of the situation (both 'users' and 'viewers' of the environment)
- \* extent of public participation (including seasonal residents) in management and planning decisions (measure of confidence in decisions finally made)
- \* aesthetic appearance of environment

Note that the potential regarding forest resources as a basis for economic development is treated in the Economic Diversification orientation.

Many indicators in relation to natural resource use and management and natural environment protection are positive, despite concerns about certain trends. An impressive list of 'successes' can be identified, e.g. the Stewardship Council, the Haliburton Forest and Wildlife Reserve and its Wolf Compound; and the increase in opportunities to discuss the issues (as in the public consultation that formed the base of the current strategic plan).

Furthermore, there is a high level of awareness by those engaged in the forest products activities regarding the need to continue to integrate sustainable forestry management practices into their management, particularly in the context of a County where the level of environmental awareness is very high amongst the seasonal population. This concern is evidenced in several of the forestry reports (see list in Appendix II), and in a frequently mentioned concern to become involved in educating the public including the seasonal population, the people running wood products businesses, local and County government and so forth. A plus is that those involved in forestry management feel the forest base in the County is conducive to the integration of sustainable practices (Haliburton County Development Corporation, 1997b: Forest Think Tank Workshop), and further that this can be used to advantage in marketing for the County generally as well as for the wood products industry. This is reflected in calls in those reports for attention to be paid to integrating plans for the development of forestry, recreation and tourism.

Concern regarding the state of water quality is also noted. Some of these concerns date back some time, and an expression of such concern is seen in the Dysart et al Official Plan in 1975, in which lake capacities regarding development densities and levels is explicitly incorporated into the planning document. Similarly, concerns over waterfront development including development densities, lot sizes

and set-backs, and, generally, a concern for a 'green' environment is reflected in various statements and regulations to be found in all of the municipal official plans and zoning by-laws.

### 3.2 Key interests

- \* the forest-based industries
- \* lake/cottager associations/ratepayers associations
- \* municipalities/County Council
- \* Stewardship Council
- \* pertinent ministries
- \* youth
- \* educational institutions and educators
- \* other private businesses (e.g. Haliburton Forest and Wild Life Reserve Ltd.)

### 3.3 The most important resources available

Human resources:

- \* business operators and managers (forest-based activities, outdoor recreational activities and groups, tourist establishments especially those involving a direct use of the natural environment)

Institutional and organizational:

- \* lake/property owner associations
- \* County/municipalities
- \* provincial ministries

Infrastructure:

- \* Sir Sandford Fleming College
- \* Leslie Frost Centre
- \* Haliburton Forest and Wildlife Reserve
- \* Minden Wild Water Reserve

Other resources (including natural resources):

- \* the natural environment
- \* forests
- \* lakes
- \* wildlife and wildlife habitat

### 3.4 Significant trends

- \* provincial downloading and deregulation
- \* increased emphasis in the political context for self-regulation (e.g. management by private interests)
- \* increased awareness by the forest industry of the need to enter into and maintain a dialogue with other 'users' of forest lands
- \* growth in cottager population
- \* growth in certain types of recreational activities (e.g. personal motorized watercraft)
- \* environmental awareness
- \* population aging
- \* loss of residents and youth

## 4 Roles of Youth in the Community

### 4.1 Current 'state of affairs'

Important indicators of the state of youth in the community:

- \* youth age structure (e.g. 7-15; 15 +)
- \* for youth in employment age bracket, participation, unemployment, employment and income levels
- \* participation of youth in community organizations
- \* school system: drop-out rates, resources available
- \* facilities (and state of) and opportunities to 'do things' in the County (recreation, 'dives', sports, youth centre, library facilities, skateboard facility)
- \* transportation and accessibility
- \* opportunities to demonstrate talent
- \* post-secondary opportunities
- \* ability to communicate with the 'outside' world
- \* ability of young people to have input into setting the 'rules'
- \* youth-oriented businesses (e.g. clothing stores)
- \* opportunities for youth to communicate with council

Youth constitute an important segment of the County population (Table A.4), although the proportion in the 15 - 24 year old category dropped somewhat between 1986 and 1991. While there are a variety of facilities available, these are most generally seen as inadequate. Youth employment opportunities are relatively scarce, and lack of opportunities for post-secondary education lead to many youth leaving the County permanently. Until very recently, youth have not been involved sufficiently to be able to draw on their energy, creativity and willingness to contribute. However, there are some 'success' stories, including the current development of a youth weekend in mid-October, 1997.

### 4.2 Key interests

- \* youth by the different age categories
- \* educational and training establishments, as well as teachers and staff
- \* parents
- \* business owners and employers
- \* community/social agencies and organizations
- \* community police
- \* politicians and government
- \* transportation providers
- \* coaches
- \* service clubs

### 4.3 The most important resources available

#### Human resources:

- \* youth
- \* parents
- \* business owners and managers
- \* the arts and craft community

#### Institutional and organizational resources:

- \* Family Services of Haliburton County
- \* Supportive Initiatives for Residents of the County of Haliburton
- \* Social Action Committee
- \* Service clubs (Haliburton Rotary, Minden Rotary, Lions, etc.)
- \* Haliburton County Development Corporation
- \* Peterson Woods Outdoor Centre (Kinark)
- \* Camp Wanakita (YMCA)
- \* Haliburton Highlands Secondary School
- \* Elementary schools
- \* Sir Sandford Fleming College, School of Fine Arts, Ecotourism Program
- \* churches
- \* Professional support staff in the many institutions, organizations and agencies

#### Infrastructure:

- \* schools
- \* libraries (schools, municipal)
- \* outdoor centres
- \* community centres
- \* recreational centres and facilities

### 4.4 Significant trends

- \* communications technology (Internet, TV, . . .) exposing people instantly to what life opportunities are like elsewhere (educational, employment, culturally, socially)
- \* outmigration of youth
- \* changes in recreational activities such as skateboarding, in-line skating
- \* ecotourism (potential for youth employment opportunities)
- \* volunteerism
- \* youth interests in arts/music/acting
- \* a more competitive world and the skills needed to function in that environment

## 5 Roles of Seniors/Retirees in the Community{PRIVATE }

### 5.1 Current 'state of affairs'

Important indicators of the state of the roles of seniors and retirees in the community:

- \* age structure (distinction between 'young' and 'old' seniors)
- \* their skill levels, participation rates (some seniors still work) and what they do
- \* services available according to type of need
- \* involvement in different activities and organizations

There are many services and organizations available for seniors, though information has not always circulated very effectively. Seniors are numerically a very important population segment in the County (around about 20% of the population is currently over 65 years old) (Table A.4). While various sources suggest this proportion will remain between 20% and 23% for some time to come, the absolute numbers are increasing. Seniors are also important because some possess important resources (income, expertise, access to professional and social networks, experience). Knowledge about this segment of the population is quite inadequate however. Some of the infrastructure is improving, e.g. the restructuring of the health services system.

### 5.2 Key interests

- \* seniors and retirees themselves
- \* service and recreational clubs/associations
- \* churches
- \* service providers
- \* agencies who use volunteers

### 5.3 The most important resources available

Human resources:

- \* seniors and retirees
- \* the various social and professional networks of seniors and retirees
- \* local business operators and managers

Institutional and organizational resources:

- \* service clubs
- \* recreational and social clubs
- \* churches
- \* health care and social service providers, home care support
- \* housing providers

Infrastructure:

- \* recreational infrastructure - cross-country skiing, trail system, curling, golf, fishing, etc.
- \* health services system

Other resources (including the natural environment):

- \* attractive natural beauty of the area

#### 5.4 Significant trends

- \* the aging population (including women singled out in particular)
- \* changing needs (care, housing, support)
- \* early retirement
- \* 'back to country' living
- \* 'young' seniors with disposable income, energy and expertise
- \* the increasing recognition that seniors and retirees are a very heterogeneous group with a tremendous variety of needs, skills and potential roles to play

## 6 Transportation within the Community

### 6.1 Current 'state of affairs'

Important indicators of the state of transportation and accessibility within the County are:

- \* the costs of providing different transportation services in alternative ways
- \* the needs and availability / accessibility of various services (and hence demand for transportation services) taking into account the demographic structure
- \* remoteness/isolation in certain areas
- \* low density population
- \* economic conditions
- \* extent to which a transportation 'system' exists

Because of the geography of the County and the small, dispersed population, accessibility for parts of the County and for several population segments is not good. There is a lack of coordination between transportation services. However, a concerted effort is being made under the Community Transportation Action Program (CTAP) (Ontario) to address many of the issues.

### 6.2 Key interests

Four categories can be identified:

User groups:

- \* seniors and their associations
- \* youth
- \* physically challenged individuals
- \* the unemployed (seeking work)
- \* school-age children with disabilities
- \* low income families
- \* the general population

Service providers:

- \* private and public
- \* school bus operators
- \* taxi services
- \* ambulance system
- \* volunteers

(Collective) purchasers of transportation:

- \* education (Board of Education)
- \* (some) health services

Facilitators (regulation, financial support, advice):

- \* doctors
- \* County/municipal politicians/staff
- \* tax payers
- \* service clubs
- \* private enterprise (e.g. via potential business support for some busing)

### 6.3 The most important resources available

Human resources:

- \* volunteers

Institutional and organizational:

- \* basic service providers (health care, education)
- \* the CTAP Committee

Infrastructure:

- \* transport service providers
- \* the existing road system
- \* the existing school bus route system

### 6.4 Significant trends

- \* provincial downloading and reduced support
- \* an aging population with its implication for changing needs
- \* pressures to centralize important health care services
- \* increasing transportation costs
- \* computerization (e.g. via Internet)
- \* location of specialized medical services outside the County
- \* for many segments of society, greater personal mobility

## 7 Building and Marketing the County Community

### 7.1 Current 'state of affairs'

Important indicators of the state of the community's identity and its marketability are:

- \* perceptions of the residents of the 'County as community'
- \* perceptions of people from outside of the 'County as a community'
- \* indicators of the solidarity and cohesiveness of the County community
- \* the existence of a coherent and widely accepted vision for the County
- \* how widely recognized are the critical natural resources and activities based upon them for achieving the County's vision and development (notably forest resources and tourism resources)?
- \* how widely recognized are the different segments of the population (and therefore the human resource base) for achieving the County's vision and contributing to its development (notably, seniors and retirees, youth, . . .)
- \* to what extent are there initiatives and events that focus attention on the County as a whole

It clear that the County as an area and community does not have a high enough profile, nor a coherent image as a community. It is also evident that not all segments of the population (especially, youth, seniors and retirees, the seasonal population) nor, indeed, of economic activity (especially forest-related economic activities) are widely recognized for their significance to the County's development.

However, several positive events have occurred recently, e.g. the Chamber of Commerce has increased its marketing profile; health services has been widely publicized in relation to developing a County-wide system; the initiative has been taken to develop a strategic plan and planning process by the County; and generally there seems to be a more positive attitude displayed by people towards the County.

Other successes of County-wide significance include the efforts made to improve sewage treatment, the Sir Sandford Fleming College and the School of Fine Arts, the Studio Tour, the Internet service and telecommunications generally, and the emphasis being given to Community Economic Development at the County level.

### 7.2 Key interests

- \* private business (especially the forest-based activities, tourist establishments and retailing, but also manufacturing, retailing, telecommunications)
- \* the lake/property associations
- \* service groups
- \* seniors' groups
- \* youth
- \* the BIAs
- \* the Haliburton Highlands Chamber of Commerce
- \* the Haliburton County Development Corporation
- \* health and social agencies
- \* educational institutions (the school system, Sir Sandford Fleming College)
- \* County Council
- \* local newspapers

### 7.3 The most important resources available

#### Human resources:

- \* professional staff in the organizations and institutions most concerned
- \* business people and staff who are in frequent contact with different segments of the public
- \* seniors and retirees through their various social and professional networks
- \* youth because of their energy and commitment

#### Institutional and organizational resources:

- \* County and municipal governments
- \* all of the major institutions (education, training, health)

#### Infrastructure:

- \* home support, health care
- \* technology availability
- \* industrial parks
- \* County road system, Stanhope airport
- \* the Frost Centre
- \* Haliburton Forest and Wildlife Reserve
- \* community-oriented facilities (e.g. libraries, meeting places, community centres)
- \* local newspapers (Haliburton County Echo, Minden Times, Bancroft Times)

#### Natural resources:

- \* the forest resources
- \* lakes
- \* wildlife and its habitat
- \* these natural resources are important for a marketing effort since they will inevitably become some of the foundations of the marketing efforts
- \* management practices that are sustainable ('green')

### 7.4 Significant trends

- \* the move towards strategic planning
- \* the general economic climate in Ontario and Canada
- \* cottaging becoming more a year-round activity
- \* changes in recreational activity preferences
- \* more early retirees
- \* availability and developments in communications technology
- \* greater environmental awareness
- \* recognition of the value of personal contacts in marketing