

Economic Development Research in Rural Eastern Ontario: Past, Present & Future



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Agenda

1. KIS Project Overview & Accomplishments
2. Future Partnership Opportunities

Knowledge Impact in Society (KIS) Objective

*To move the results of academic research into
Eastern Ontario's rural communities
– or mobilize knowledge –
to assist with revitalization.*

Knowledge Impact in Society (KIS) Project



- **A major Monieson Centre project: 2008-2011**
- **15 Eastern Ontario communities**
- **\$300,000**
- **Collaborators:**
 - **PELA CFDC**
 - **Eastern Ontario CFDC Network, Inc.**
 - **The Monieson Centre**
- **Partners:**
 - **Local, regional, provincial, and federal organizations**
 - **Community partnerships are the lifeblood of this project**

KIS Partners

- Artisan Bakers' Quality Alliance
- Canadian Rural Research Network
- Centre for Health Services and Policy Research
- Centre for Studies in Primary Care
- CEONet
- City of Kawartha Lakes
- Eastern Ontario CFDC Network Inc.
- Eastern Ontario Model Forest
- Eastern Ontario Wardens' Caucus
- Eastern Lake Ontario Regional Innovation Network
- FedNor/Industry Canada
- Fifth Town Artisan Cheese
- Fleming College Centre for Alternative Wastewater Treatment
- Frontenac Arch Biosphere Reserve
- Frontenac County
- Grenville CFDC
- Haliburton County Development Corporation
- Municipality of Marmora and Lake
- Northumberland CFDC
- Northumberland County Economic Development Commission

KIS Partners Cont'd

- OMAFRA
- Ontario East Economic Development Commission
- Ontario East Wood Centre
- PELA CFDC
- PELAIRD
- Prince Edward County Economic Development Commission
- Queen's Business Consulting
- Queen's Executive Decision Centre
- Queen's School of Business
- Queen's School of Policy Studies
- Queen's Sustainable Bioeconomy Centre
- Le Réseau du Développement Économique et d'Employabilité
- Rural Ontario Institute
- Rural Secretariat
- SE LHIN
- Shasha Bread Company Inc.
- The Ontario Rural Council
- U-Links Centre for Community-Based Research
- University of Guelph School of Environmental Design and Rural Development

KIS Project Initiatives

- **The KIS project worked to address Eastern Ontario's economic development priorities through several initiatives:**
 1. **Faculty research**
 2. **Discovery Workshops**
 3. **Knowledge Syntheses**
 4. **Profiling local success stories**
 5. **Providing free student consulting services to small businesses and community organizations**
 6. **Helping HR development through the Best SME survey**
 7. **Connecting practitioners and academics at the annual KIS Showcase**
 8. **Distributing resources through easternontarioknowledge.ca and social media**

Faculty Research Dissemination

- **The results of five targeted studies originally funded by PELA CFDC were disseminated throughout Eastern Ontario through KIS:**
 - **Recruitment and Retention of Medical Doctors**
 - Dr. Gordon Hunter, University of Lethbridge
 - **An Inventory of Family Physicians in PELA Counties**
 - Dr. Ruth Wilson, Queen's Health Sciences
 - **Growing the Creative Rural Economy in Prince Edward County**
 - Dr. Betsy Donald, Queen's Geography
 - **Diversity and the Success of New Ventures**
 - Dr. Jana Raver, Queen's Business
 - **Capitalizing on Connections: Building stronger networks for PELA and beyond**
 - Dr. Alison Blay-Palmer, Wilfrid Laurier

Creating a Research Agenda – Discovery Workshops

- **Discovery Workshops gathered community leaders and academics to create a regional research agenda:**



- **Identify Eastern Ontario knowledge needs and resources**
- **Prioritize research needs and opportunities**
- **Share experience and knowledge**
- **Build lasting relationships and communication channels**
- **Serve Eastern Ontario**

Creating a Research Agenda – Discovery Workshops

Date	CFDC
September 17, 2008	North & Central Hastings/South Algonquin
October 8, 2008	Renfrew Country
October 29, 2008	Greater Peterborough
November 5, 2008	Grenville
November 19, 2008	South Lake
January 20, 2009	Valley Heartland
February 4, 2009	Haliburton
February 18, 2009	Trenval
April 29, 2009	Stormont, Dundas & Glengarry
May 13, 2009	Northumberland
November 30, 2009	PELA
December 10, 2009	Prescott-Russell
February 1, 2010	Frontenac
February 8, 2010	Kawartha Lakes
October 14, 2010	1000 Islands

Creating a Research Agenda – Discovery Workshops

- Through Discovery Workshops, communities are asked:
 1. What are the challenges and needs with respect to rural economic development and making this a vital community (economic, social, health)?
 2. If you had access to our researchers for a year, what would you ask them to study?



Discovery Workshop Findings – Key Issues

Eastern Ontario Economic Development Key Issues

Skills Training/Education/Literacy

Youth Retention

Labour Migration & Attraction

Regional Strategies & Collaboration

Strategic Planning & Implementation

Economic Diversification

Infrastructure

Efficient, Cooperative Government

Transportation

Small Business Support

Discovery Workshops – Top Research Questions

Eastern Ontario Economic Development Research Priorities

Comparative Advantage

Sustainable Econ Development

Economic Diversification

Small Business Development

Labour Migration & Attraction

Regional Strategies

Best Practices

Tourism

Youth Retention

Skills Training/Education

Responding to the Research Agenda – Knowledge Syntheses

- 4-5 page reports summarizing leading research and resources on key economic development issues
- Topics are developed through the Discovery Workshops
- Completed reports include:
 - Tourism
 - Rural Broadband
 - Entrepreneurship
 - Attracting Immigrants
 - Promoting Skilled Trades
 - Youth Engagement
 - Youth Retention
 - Physician Attraction
 - Community Asset Inventories
 - Community Branding
 - Creating a Vibrant Downtown
 - Creating Value-Added Products from Natural Resources
 - Harvesting the Rural Creative Economy
 - Rural Transportation
 - Rural Investment Attraction
 - Economic Development Models



Responding to the Research Agenda – Business Success Stories

- Completed 18 case studies of successful local business in multiple sectors
- Each study profiles key success factors and takeaways for other rural businesses
- Completed studies include:
 - Algonquin Backpackers (N. & Central Hastings/S. Algonquin)
 - Barley Days Brewery (PELA)
 - Fifth Town Artisan Cheese Co. (PELA)
 - Frontenac Shores (Frontenac)
 - Green Beaver (Prescott-Russell)
 - Kriska Holdings (Grenville)
 - La Gantoise (Prescott-Russell)
 - L'Auberge de France (Trenval)
 - O'Farrell Financial (Grenville)
 - Old Tin Shed (N. & Central Hastings/S. Algonquin)
 - Ontario East Wood Centre (Grenville)
 - Ontario Water Buffalo (Trenval)
 - Pefferlaw Peat Products (South Lake)
 - Tri-Hawk Inc. (SDG)
 - Whistlestop Productions (PELA)
 - Wild Wing (South Lake)
 - Wolfe Springs Resort (Frontenac)

Responding to the Research Agenda – Business Success Stories

- **Wild Wing**
 - Began in Sunderland with \$600 family loan and \$15,000 from CFDC
 - Today, has over 60 locations across Ontario
 - Success factors:
 - Unique product offering
 - Strong franchising system
 - Friendly atmosphere



Responding to the Research Agenda – Business Success Stories

- **Pefferlaw Peat Products**
 - P. Prust purchased this established family business in 1997
 - Invested in equipment and improved processes
 - Now a major supplier to Canadian Tire
 - Success factors:
 - Product quality with value pricing
 - Professional packaging
 - Efficient manufacturing
 - Have since hired a marketing/sales person based on student recommendations

Responding to the Research Agenda – Rural Business Consulting

- **Provided free student consulting services for 15 businesses & community organizations:**
 - Algonquin Timber Frames, Deep River
 - Donevan's Hardware, Gananoque
 - Enchanted Woods Fine Furniture, Madoc
 - Frontenac Transportation, Sharbot Lake
 - Haliburton County Tourism, Haliburton
 - Hastings Community Care for Seniors, Bancroft
 - Hastings County Movie Theatre Feasibility Study, Bancroft
 - Hastings County Brewery Plan
 - Holiday Manor Fishing Lodge, Battersea
 - Levac Apiaries/Glengarry Beehive, Green Valley
 - Limerick Lake Lodge, Gilmour
 - Perth Downtown Revitalization Committee, Perth
 - Prince Edward County Community Care for Seniors, Picton
 - Riverview Development, Trenton
 - Wolfe Island Community Rink, Marysville



Responding to the Research Agenda – Rural Business Consulting

- **Wolfe Island Community Rink, Marysville**
 - **Students developed a business plan for converting an existing outdoor rink into a year-round indoor facility**
 - **Involved combination of volunteers and paid staff**
 - **Provided revenue estimates for potential hockey tournaments**
 - **Wolfe Island recently named a Top 5 finalist for CBC's Hockeyville competition**

Responding to the Research Agenda – Rural Business Consulting

- **Hastings County Micro-Brewery Feasibility Study**
 - Measured the potential market for Hastings County micro-breweries
 - Micro-breweries would be a value-added industry for the local agricultural sector
 - Provided a tool for local economic developers to attract potential microbreweries:
 - Financial analysis of start-up and ongoing operating costs
 - Capacity of local hops producers and other suppliers
 - Potential distribution channels and market size
 - Overview of regulatory environment

Responding to the Research Agenda – Operations Management Consulting

- **MBA students provided free operations management consulting services for 17 businesses:**
 - Fifth Town Artisan Cheese, Picton
 - The Green Beaver
 - Wild Wing
 - Tri-Hawk
 - Fellini Fine Wines
 - Continental Conveyor
 - GT Machining
 - Universal Fan & Blower
 - Greenfields Services
 - Beau's All Natural Brewery
 - Deslaurier Custom Cabinets
 - Research Castings International
 - Pastway Planing
 - Cabinetree
 - Braids & Laces
 - Direct Pellet Industries



Responding to the Research Agenda – Operations Management Consulting

- **The Green Beaver**
 - Canada's leading EcoCert cosmetic producer
 - 10,000 sq. ft. manufacturing facility in Hawkesbury
 - Provided recommendations for inventory management and production scheduling in a low-volume production context



Responding to the Research Agenda – Operations Management Consulting

- **Research Castings International**
 - An international leader in museum technical services
 - Each RCI project is a custom order for a specific customer
 - Provided recommendations around:
 - Developing more accurate costing estimates and management reports
 - More effective cost management
 - More efficient work environment



Responding to the Research Agenda – www.easternontarioknowledge.ca

- Features free economic development resources for practitioners
 - Workshop reports
 - Knowledge Syntheses
 - Success Stories
 - How-to Documents
- Over 173,000 hits
- Over 18,500 blog readers



Responding to the Research Agenda – Social Media

- **Creative Communities Blog**

- Articles written by Queen’s researchers discussing Eastern Ontario’s economic development issues

- **Sample articles:**

- “Ontario’s Cheese Innovation Score”
 - “Creativity in the Small Canadian City”
 - “Regional Tourism Strategies”
 - “Stimulus Packages”
 - “Reversing the Brain Drain”



Responding to the Research Agenda – Social Media

- Twitter

- www.twitter.com/ruralknowledge

- Facebook page

- Rural Knowledge

- YouTube site

- Highlighting conferences and seminars



Responding to the Research Agenda – KIS Showcase

- **2009 KIS Showcase brought together over 100 participants**
 - Queen's Principal Tom Williams, VP (Research) Dr. Kerry Rowe
- **2010 KIS Showcase brought together over 150 participants**
 - QSB Dean, Dr. David Saunders and Assoc. Dean, Dr. Brent Gallupe
 - Dr. Brent Ritchie, Haskayne School of Business – “The Determinants of Tourism Destination Competitiveness and Success”
 - Reports from local businesses
 - Levac Apiaries
 - Ontario East Wood Centre



KIS-Related Projects & Initiatives

1. **French Translation of “Revitalizing Rural Economies by Mobilizing Academic Knowledge”**
 - **Funded by SSHRC**
2. **Identifying rural research priorities through community engagement**
 - **With U. Guelph, funded by OMAFRA**
3. **Creative Rural Economy Conference**
 - **Funded by SSHRC, OEEDC, PELA CFDC, PEC, ROI and the Government of Canada**
4. **Fostering Entrepreneurship in the Creative Economy Conference**
 - **Funded by SSHRC, PELA CFDC, OEEDC, and Tourism Kingston**
5. **Decision-making and community engagement processes**
 - **Funded by Northumberland CFDC**
6. **Comfort Country economic development summer intern**
 - **Funded by the North & Central Hastings & S. Algonquin CFDC**
7. **Renewable Energy Opportunities**
 - **Funded by Renfrew County CFDC**
8. **Creative Economy Seminar Series**
 - **Funded by PELA CFDC and OEEDC**
9. **Innovative Investment Models for Sustainable “Green” Housing**
 - **Funded by the North & Central Hastings & S. Algonquin CFDC**
10. **Examining the Provision of For-Profit Services by Non-Profit Organizations**
 - **Funded by PELA CFDC**
11. **Monieson Ideas Seminar Series**
 - **Funded by PELA CFDC**

SSHRC Outreach Grant

- French Translation of “Revitalizing Rural Economies by Mobilizing Academic Knowledge”
 - \$49,922, funded by SSHRC
 - Translates KIS resources into French
 - Lead Partners:
 - RDÉE Ontario
 - Northumberland County Economic Development & Tourism
 - PELA CFDC

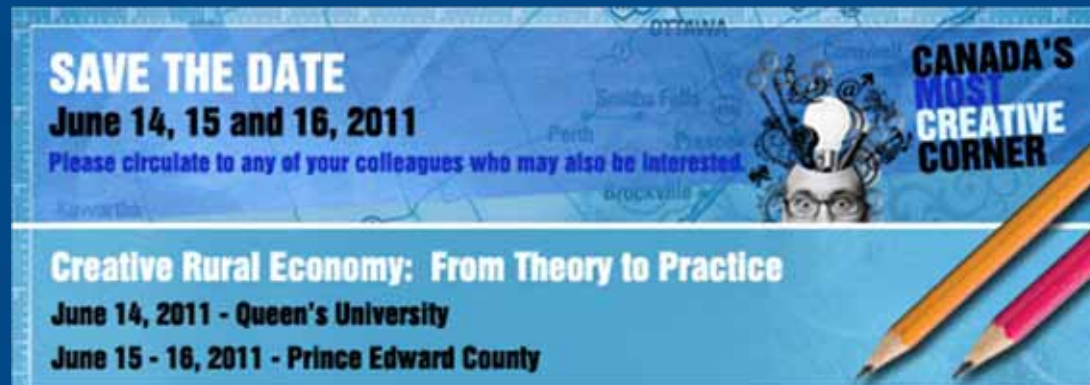
Decision-Making and Community Engagement Processes

- **Funded by Northumberland CFDC**
- **Worked with Northumberland Hills Hospital to engage community**
- **One of the first communities in Ontario to implement new government regulations on gathering community input on healthcare budget decisions**
- **Community consultations allowed NHH to make service decisions in an open, accountable, and efficient manner**

Identifying Rural Research Priorities through Community Engagement

- **Discovery Workshops expanding to SW Ontario through Rural Research Priorities Project**
 - **A partnership with:**
 - University of Guelph School of Environmental Design and Rural Development
 - TORC
 - **Funded by OMAFRA**
 - **Working with over 20 communities in SW Ontario to determine research priorities through Discovery Workshops**
 - **Workshops held in Alliston, Brantford, Chatham, Elora, Hanover, Mitchell, Orillia, Simcoe**

Creative Rural Economy Conference: From Theory to Practice



- Sponsored by OEEDC with contributions also from SSHRC, PEC, PELA CFDC, Rural Ontario Institute, & Government of Canada
- June 14-16, Kingston, Picton & Wellington
- Applying creative economy theory in a rural context
- Speakers include:
 - Stuart MacDonald, Emeritus Professor of Creative Industries, Aberdeen, Scotland
 - Peter Kenyon, Bank of Ideas, Perth, Australia
 - Richard Florida (TBC)

Monieson Ideas Seminar Series



- **Sponsored by Queen's Office of the Vice-Principal (Research), Office of Research Services, and PELA CFDC**
- **Noon-hour seminars to bring together academics, business leaders and members of the community to spark innovation**
- **Forthcoming seminars:**
 - *Social Leadership in Research and Business (April 27)*
 - *Research & Policy – Turning Ideas into Action (May 12)*
- **Seminar content is posted on YouTube**

Looking Ahead - Future Eastern Ontario Research Opportunities

- **Research Partnerships to Revitalize Rural Economies**
- **Rural Broadband Strategic Research and Impact Analysis Project**
- **The Impact of Knowledge Mobilization on Rural Economic Development**

Research Partnerships to Revitalize Rural Economies

- Apr. 2011-Mar. 2014
- \$238,610
- Over 40 community and research partners
- Objectives:
 - To develop new, and strengthen existing, research partnerships
 - To conduct research on topics identified as priorities in rural communities by the Monieson Centre's network of partners and in the KIS project

Research Partnerships to Revitalize Rural Economies

● Theme 1: Rural Entrepreneurs and Businesses

Researcher	Study
Dr. de Bettignies (QSB)	Examine how rural communities seeking growth can attract human capital
Dr. Chen (QSB)	Develop business case templates for improving rural transportation infrastructure
Dr. Hunter (ULethbridge)	Investigate the use of information systems and the Internet by small businesses in rural communities
Dr. Hambly Odame and Dr. Pant (UGuelph)	Undertake social analysis of agricultural innovation systems including topics such as rural broadband deployment and communication for social and environmental change
Dr. Packalen (QSB)	Empirically test whether rural entrepreneurs who receive mentoring are on average more successful than those who do not
Dr. Raver (QSB)	Employ qualitative and quantitative methods to understand the foundations of new rural ventures' corporate cultures and creative practice
Dr. Thiele (QSB)	Identify available public programs in rural communities that aim at fostering entrepreneurship, and examine their effects on the survival rate/success of new ventures
Dr. Viswanathan (Queen's U)	Examine the role of non-governmental organizations and the government in facilitating labour market integration and the involvement of employers in identifying labour market needs and addressing barriers impeding the integration of new workers into the workforce

Research Partnerships to Revitalize Rural Economies

- **Theme 2: Innovation and Sustainability in Rural Communities**

Researcher	Study
Dr. Andrew (Queen's U)	Assess the effects of public-private partnerships (P3s) on public policy for rural communities
Dr. Blay-Palmer (WLU)	Identify and benchmark existing/emergent innovative initiatives for sustainability, including those that focus on the 'green economy'
Dr. Dacin (QSB)	Using qualitative interviews, examine how social entrepreneurs in the wine and food industries use ideological principles of collaboration to promote sustainability practices
Dr. Donald (Queen's U)	Using in-depth interviews and case studies, examine innovation in Ontario's creative food economy with a focus on small businesses that respond to consumer demands for farmstead, local, fresh, healthy, artisan, ethnic and specialty cuisine
Dr. Ivus (QSB)	Examine the contribution of non-farm sectors to rural growth and job creation, and factors conducive to developing the rural non-farm economy
Dr. Stolarick (MPI)	Conduct a quantitative study of rural Ontario communities, using Statistics Canada and municipal data, and compare them with other rural settings in North America. Identify lessons to be learned

Rural Broadband Strategic Research and Impact Analysis Project



- **March-August, 2011**
- **Developing a methodology for assessing the impact of the broadband roll-out in Eastern Ontario**
- **Project Team:**
 - **Dr. Yolande Chan**
 - **Dr. Hossam Hassanein**
 - **Dr. Olena Ivus**
 - **Dr. Catherine Middleton**
 - **Dr. Elspeth Murray**
 - **Dr. Hamid Taha**
 - **Leslie Benecki**
 - **Peter Burpee**
 - **Farnoosh Khodakarami**
 - **Jean Teboul**
 - **Clare Wasteneys**
 - **Brenda Wilson**
 - **Kathryn Wood**

Rural Broadband Strategic Research and Impact Analysis Project

- **Objectives:**
 - **Develop a methodology for quantifying the economic impacts of broadband investments**
 - **Explore the impacts (e.g., job creation) of broadband infrastructure investments**
 - **Understand the benefits and challenges of using a regional approach to broadband investments**
 - **Assess Internet adoption rates by businesses and households prior to and after the EORN project**
 - **Understand the Internet access value proposition for business investment in rural municipalities**
 - **Establish a longer-term research framework that explores the drivers of technology adoption in the context of a digital economy and society**

Rural Broadband Strategic Research and Impact Analysis Project



- **Outreach sessions:**
 - **Broadband end-users, e.g., businesses, relevant government representatives, and community-based organizations**
 - **Businesses and organizations involved in broadband infrastructure provision, e.g., network developers, operators and funders, government**
 - **Academics**
- **Kemptville: April 29th**
- **Greater Peterborough (Keene): May 11th**
- **Kingston: May 13th**

The Impact of Knowledge Mobilization on Rural Economic Development



- Apr. 2011-Mar. 2013
- Funded by the Rural Secretariat – \$199,200
- Assess the impact of the mobilization of academic knowledge on key gaps and barriers to rural Southern Ontario's economic development and growth
 - Workshops
 - Partner interviews
 - Participant (incl. organization and student) surveys
- *Your views are welcome!*

The Impact of Knowledge Mobilization on Rural Economic Development

- 20 workshops beginning in Fall 2011
- Will track progress since KIS Discovery Workshops:
 - In what ways has the previous KIS/RRP consultation affected economic development in the community? Specifically, how have KIS tools been used in the community?
 - To what extent have the top five economic development priorities identified in the previous consultation been acted on locally to increase competitiveness, build competitiveness, or remove barriers to growth in these areas? How have KIS tools assisted in this work?
 - What new approaches or actions need to be taken locally to move forward from this point?
 - What new information or tools do you need to enable you to carry out these actions?

The Impact of Knowledge Mobilization on Rural Economic Development

- **Sample potential Eastern Ontario host communities:**
 - Bancroft
 - Belleville
 - Cobourg
 - Cornwall
 - Gananoque
 - Glenburnie
 - Kemptville
 - Keswick
 - Lindsay
 - Minden
 - Napanee
 - Pembroke
 - Peterborough
 - Picton
 - Rockland
 - Smiths Falls

Summary: Opportunities for Partnership in Eastern Ontario

- 1 project finishing
- 3 projects starting
- An ongoing commitment to Eastern Ontario
 - A new, rebranded website
 - New regular communications from The Monieson Centre
- *Stay tuned!*
- *Let us know how best to involve you!*
- *You are an important partner*

Future Opportunities

- Queen's is committed to Eastern Ontario
- Maximum impact occurs when academics and communities align their priorities
- New opportunities for partnership exist
- The ultimate goal is to grow healthier rural communities



www.easternontarioknowledge.ca

Thank You

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