

### **Agriculture in the Ontario Greenbelt**

*2008 – Current*

Dr. Cummings is working with HCA staff and University of Guelph graduate students in analyzing and comparing agricultural census data from 2001 and 2006 for the Ontario Greenbelt. The analysis is examining trends and changes related to the different agricultural production activities in the Greenbelt in relation to wider provincial trends including changes in field crop production, livestock production, and the emerging speciality sectors (e.g. sheep, goats, horses, other exotic animals, and niche crops).

### **Blackwell Marsh Speciality Crop Area Assessment and Policy Development, City of Sarnia**

*Dec. 2009 - current*

HCA is conducting an assessment of the agricultural production potential for the Blackwell Marsh Area in Lambton County and conducting broad community consultations to assist in the development of policy recommendations to define, protect and enhance the locally significant specialty crop area. The stakeholders to be consulted are City of Sarnia, County of Lambton, OMAFRA, local area residents and farm organizations, property owners and the County of Lambton Agricultural Advisory Committee among others. Ross Wilson of Acre Assessments Inc. is assisting the HCA team in providing specialized services in GIS surveying and soil testing, analysis and mapping.

### **Research and Development – Micro Farming Sustainable Agriculture**

*Dec. 2009 - Current*

Harry Cummings and Associates Inc. is working on behalf of land owners in Oxford County to develop a business plan for an experimental micro farming enterprise. As part of the study process HCA is completing a profile of agriculture in Oxford County including a 20 year trend analysis up to 2006 and conducting a literature review for similar models/approaches to small scale agriculture in the North American and South American context. HCA is developing a business plan for the core experimental micro farms including a local food “100 mile diet” approach for the micro farms. HCA will also examine the potential market/ marketing channels for produce from the farms and conduct a comparison of the productivity of the parcel(s) before and after the micro farms.

### **Market Share Assessment for Farm Equipment Dealers, Private Sector Clients**

*2005 – ongoing*

HCA analyzes market share of farm equipment in Ontario and assesses various approaches to calculating it for farm equipment dealers and manufacturers. Market share data is reviewed and expert witness statements are prepared. On-going advice is provided to clients.

### **Northern Ontario Agricultural Economic Impact Study**

*Sept. 2008 – January 2010*

HCA conducted an economic impact study of the agriculture sector in Northern Ontario. In Northwestern Ontario (Rainy River, Thunder Bay, Kenora, Cochrane) the study

included a first of its kind survey of agri-related businesses in the region. In Northeastern Ontario the study focused on updating the previous impact studies that were completed by HCA between 2002 and 2004. The study reported on the direct, indirect and induced economic impact of the agricultural industry on the regional economy. In addition to analyzing population and agriculture census data for the region between 1996 and 2006, the study also involved a survey of agri-related businesses and focus groups with industry stakeholders in each of the Northern Ontario Districts. The study identified agricultural issues, challenges, and opportunities for future directions/development of the industry in Northern Ontario.

### **Strategic Plan for Economic Development, Corporation of the Township of Norwich**

*November 2008 – February 2009*

Building on previous economic development research undertaken by Harry Cummings and team for the Township of Norwich, a strategic plan was developed to guide the economic development of this picturesque rural community over the next three years (2009-2011). Goals, objectives and a detailed implementation plan that identifies community “champions” for specific initiatives, resource requirements and evaluation measures of success were developed and approved by Council. A number of innovative strategies will be implemented to revitalize economic development in Norwich and help to ensure that it remains a vibrant community where people desire to live, work and spend their leisure and recreational time.

### **Canadian Agriculture, Bioproduction and Communities Research Initiative, Agriculture and Agri Food Canada**

*November 2008 – September 2009*

HCA completed a literature review of the Economic Impacts of Biofuel Development on Communities and a literature review of the Community and Regional Impact of Innovation Commercialization and the Value-Added Bioeconomy.

### **Provincial and Municipal Policy in Support of Economically Viable Farming in the Greenbelt of Ontario: Best Practice Examples. Research supported by OMAFRA** *2008 – 2009*

This project involves a development of a profile of agriculture in the Greenbelt in 2001 and 2006 using the agricultural census. In addition focus groups concerning local food were held with farmers, producers, retailers and other stakeholders. A report profiling Greenbelt agriculture was produced providing an assessment of selected elements of the financial and economic viability of agriculture in the Greenbelt. Lists of agriculture related and value-added agricultural businesses were prepared and key informant interviews completed. Some estimates of the value of agriculture in the Greenbelt were prepared.

### **Evaluation of the Community Transition Project**

*April 2007 – April 2009*

HCA conducted an evaluation of the Community Transition Program which is a \$15 million grant fund established by the Province of Ontario in March 2005 to assist the

tobacco-growing communities of the counties of Brant, Elgin, Norfolk and Oxford to move to a more diverse economic base. The Province of Ontario contracted with the Ontario Association of Community Futures Development Corporations Inc. (OACFDC) to administer the program. The evaluation examined the process that was used to develop the program and the actual delivery of the program. The results of the evaluation provided OACFDC with information and recommendations to improve future program design and delivery of any new initiatives. As part of the evaluation process HCA conducted a document review and a series of key informant interviews with various program stakeholders including program recipients.

### **Participatory Evaluation of the Rural Philanthropy Resource Network, The Foundation for Rural Living (FRL)**

*April 2006 – May 2008*

HCA facilitated a participatory process and carried out evaluation activities for the Rural Philanthropy Resource Network. The ongoing monitoring and evaluation of the project continued through to 2008. In the first phase of the evaluation HCA conducted a series of workshops with project stakeholders in order to gather input into a draft evaluation plan. HCA then worked with stakeholders to implement the plan. In the first phase of the evaluation key informant interviews were used to collect data on project outcomes. In the second and third phase of the evaluation photo novella and key informant interviews were used to examine success stories and challenges of being involved with the Network. This information helped inform and shape the model as it was tested in Ontario and expanded to Manitoba and Nova Scotia.

### **Economic Development Studies and Research - Corporation of the Township of Norwich.**

*August 2007 – March 2008*

HCA completed an Economic Baseline Analysis, SWOT Analysis, and Competitive Analysis for the Township of Norwich. The purpose of the research assignment is to provide basic economic data and analysis to be used for communication and strategic economic development planning. Three research elements consisted of the completion of an Economic Baseline Analysis, a SWOT Analysis and a Competitive Analysis which included a Land Use Analysis, Revenue Stream Analysis and an Infrastructure Assessment. The research and studies served to inform the Township's Economic Development Strategic Planning process.

### **Land Use Planning, Mapping and Resident Survey for the Environmentally Sensitive Property Owners Association**

*2005 – 2007*

HCA was retained by the ESPO to consult on the designation of the Laurel Creek Headwaters Environmentally Sensitive Landscape (ESL) in the Region of Waterloo. HCA developed land use maps of the proposed ESL and surveyed residents and landowners to gather opinions on the proposed designation. HCA prepared a report and assisted with an appeal process once the decision to designate the ESL was made by the Region.

### **Performance Evaluation of The Ontario Rural Council**

*April – May 2006*

As part of their contract for funding received from Agriculture and Agri-Food Canada, The Ontario Rural Council (TORC) was required to conduct a performance evaluation of the Networking Initiative that has been taking place since January 2004. HCA was retained to assess the efficiency of the initiative and how successful it has been at reaching the desired networking and capacity building outcomes. HCA facilitated a participatory evaluation planning process with the evaluation Steering Committee, drafted an Evaluation Plan, carried out 25 key informant interviews, held a focus group with TORC members and drafted a performance evaluation report.

### **Economic Impact Study of the Ontario Aquaculture Industry – Northern Ontario Aquaculture Association**

*October 2006 – March 2007*

HCA conducted an economic impact assessment of the Ontario Aquaculture industry. The study used industry production data and key informant interviews with producers, processors and supply businesses to determine the direct, indirect and induced impact of the industry on the economy of northern Ontario and Ontario.

### **Healthkick Huron – Huron Business Centre**

*January 2006 – December 2007*

HCA assisted the Huron Business Centre in their endeavour to attract and retain health care providers to rural areas by providing evaluation support for the HealthKick Huron program. As part of this support, HCA conducted an evaluation workshop with project stakeholders and developed a comprehensive evaluation plan which included a project logic model and evaluation matrix. Survey questionnaires were also developed and ongoing technical assistance is being provided as the evaluation is implemented.

### **Strategic Plan for the Northern Producer Animal Health Network**

*2006*

HCA prepared a Strategic Plan for the Northern Producer Animal Health Network (NPAHN) in 2006. NPAHN was established in 1945 to promote the viability of the livestock industry by ensuring sufficient access to large animal veterinary care in under serviced areas. The 2006 Strategic Plan was prepared in response to emerging opportunities and challenges facing animal producers in northern Ontario. As a first step in this process HCA conducted a document review of NPAHN files including an evaluation completed in 2001 of the Veterinarian Assistance Program (VAP). HCA then facilitated a planning session with the NPAHN Board of Directors which included a SWOT analysis. The final draft of the strategic plan identified the strengths, weaknesses and opportunities associated with the NPAHN. It also identified realistic and measurable goals and objectives.

### **Pilot Project Evaluation: Community EFFORT Project**

*Sept. 2004-Sept. 2006*

HCA assessed the effectiveness and determined the replicability of Community EFFORT - a 30 month pilot project that introduced the concept of Enterprise Facilitation

to rural southwestern Ontario. Enterprise Facilitation is a person centred approach to community economic development that was developed and trademarked by Ernesto Sirolli. It is a management coaching and civic networking approach to supporting entrepreneurs within their own community. HCA designed the evaluation with input from stakeholders and clients using focus groups and survey questionnaires. The evaluation was conducted in two phases: baseline and follow-up surveys were conducted with Project clients, Resource Board members, lenders (Credit Unions), and the Enterprise Facilitator. Baseline and follow-up surveys were also conducted with a comparison group of lenders and clients in northern and central Ontario.

### **Region of Waterloo Food Flow Analysis, Region of Waterloo, Health Determinates and Evaluation Branch, Waterloo, ON**

*2005*

The Region initiated several studies to gain a better understanding of the local food system which included assessments of the agricultural economy, access to food, rural health, and consumer attitudes in relation to buying locally grown and processed food. With the completion of this foundation research, Public Health initiated the Farms that Sell Locally Viability Plan in the Fall of 2004, to identify supports and barriers for farmers selling food locally (Region of Waterloo), in order to develop a plan for increasing local food production, processing, and consumption. The plan consisted of five interrelated studies including: Food Flow Study; Optimal Nutrition Environment Scenario (ONE); Food Miles Study; The Marketing of Buy Local! Buy Fresh!; Redundant Trade Study (RT). HCA was contracted to complete the Food Flow study in which a variety of methodologies were used. An annotated bibliography was developed and the Waterloo Region “Food Basket” was created. HCA also identified the type and quantity of agricultural production and the type and quantity of locally produced agricultural products that were processed in the region. In addition, HCA identified the type of locally produced food items sold in Waterloo region. To aid in the identification process, significant survey work was carried out with telephone interviews of producers and processors along with in-store surveys.

### **Socio-Economic Impact Study of Agriculture in Ontario – Sustainable Rural Communities Program - University of Guelph/Ontario Ministry of Agriculture Research Program/Agriculture and Agri-food Canada**

*2002 – 2005*

HCA prepared a composite report that focused on the challenges and opportunities facing agriculture from the perspective of industry and community stakeholders. The report also coordinated and prioritized economic development activity. Between 1998-2000, numerous agri-economic studies were conducted throughout Ontario; these studies raised many issues (socio economic/human resource/environmental) that had not yet been formally assessed. This study used these findings as baseline data and coupled it with new findings from multi-stakeholder focus groups to provide a comprehensive report.

**“Growing Food and Economy”, Economic Impact Study of the Agriculture and Food Related Sectors in Waterloo Region –Region of Waterloo Public Health,, 2003**

The purpose of this report was to take a fresh look at the role played by the agri-food industry in the economy of Waterloo Region. It was intended to inform program and policy development within the Region of Waterloo Public Health Department. The report was also intended to help the broader community better understand the nature and economic significance of the local agricultural economy and food system; it profiled agriculture and food related activities in the primary, secondary and tertiary sectors and presented a model of the local food economy.

**Strategic Review- Agricultural Component for the Town of Markham , Policy and Research Division 2003**

As part of the Eastern Markham Strategic Review, HCA conducted a study of the Agriculture sector in relation to environmental, land-use, heritage and transportation issues. The study provided the Strategic Review with a profile of existing agricultural land uses in Eastern Markham, an overview of land use issues and general constraints and implications for farm viability, and a potential agricultural land use strategy for Eastern Markham . Throughout the process HCA was involved in numerous committee meetings with Members of Council and Town of Markham staff. Results from the study were presented at a public meeting and were incorporated in the principles and actions related to land use in the Strategic Review Final Report.

**Economic Impact Study of the Agriculture Sector in Timiskaming District and Updating of the Blue Sky Region and Algoma Manitoulin Agricultural Economic Impact Studies 2002 – 2003**

HCA conducted an Agricultural Economic Impact Study for the Temiskaming Federation of Agriculture. The Timiskaming study methodology was consistent with the agri-economic impact projects completed by HCA in other counties, municipalities and districts across Ontario. The study reported on the direct, indirect and induced economic impact that the agricultural industry had on the study area. The study also identified agricultural issues, challenges opportunities, and possible future directions for the industry. Steering Committee and industry stakeholder involvement was incorporated into the study strategy to enhance local capacity for further research and development. A second aspect of this project involved updating the agri-economic impact studies that HCA completed for the Blue Sky Region (2001) and Algoma Manitoulin (2002). At the time these two projects were conducted, data from the 2001 Census of Agriculture was unavailable. The 2001 Census data was incorporated throughout both of the reports. Upon the completion of the Timiskaming study, HCA successfully conducted agri-economic impact studies covering all of the Districts in northeastern Ontario.



**Agri-Food Strategy for Nova Scotia - Nova Scotia Federation of Agriculture**

*2002*

HCA assisted the NSFA in developing an agri-food strategy for the province of Nova Scotia. This strategy included the preparation of a discussion document and a province wide consultation process (public forums) with industry stakeholders.

**Land Use Planning – Town of Amherst and County of Cumberland, Nova Scotia**

*July – December 2002*

HCA developed a policy for agriculture and rural land use planning on urban fringe areas. Best practice models were researched and used to develop the policy.

**Economic Impact Study for the Agricultural Sector in the Algoma, Manitoulin and North Shore Districts – Algoma, Manitoulin Federations of Agriculture**

*2002*

This study examined the economic importance of agriculture in the Algoma, Manitoulin and North Shore Districts. A social and economic profile of the area was completed in conjunction with interviews of agricultural related businesses and organizations. Particular attention was given to economic leakage out of the area, the value of agriculture and related multipliers.

**Assessment of the Brantford Public Market**

*2001*

Based on an Ontario wide study through the University of Guelph, HCA was contracted by the Farmers' Markets of Ontario to provide an updated opinion on the changes in operational characteristics including vendor profiles, customer purchases, and total sales at the Brantford Farmer's Market. HCA provided recommendations to improve the existing socio-economic conditions of the market.

**OMAFRA Economic/ Fiscal Needs Assessment Study - Ministry of Agriculture, Food and Rural Affairs**

*2001*

In acknowledging the importance of conducting economic impact analysis and identifying the limitations of rural municipalities to undertake this type of assessment, OMAFRA initiated a study to examine the capacity of rural communities across Ontario to conduct economic/fiscal impact assessments. Specifically, OMAFRA was interested in examining the skills and resources (financial, human, technical support, etc.) that were currently in place in rural communities. A further objective was to identify where additional support was needed to allow communities to make the most of economic impact analysis tools. A parallel study was undertaken by Hemson Consulting Ltd. to examine the utility, relevance and effectiveness of existing economic impact software programs and training.

## **Assessment of Settlement Services for Newcomers in Isolated Rural Areas and Small Towns in Ontario**

*2001*

Citizenship and Immigration Canada, Ontario Administration of Settlement and Integration Services (CIC, OASIS) were interested in exploring methods of settlement program delivery and the experience of newcomers in communities/regions of Northern and Eastern Ontario. This research project was directed at newcomers residing in rural areas and small towns in Northern and Eastern Ontario that receive less than 50 newcomers a year and who have been in Canada for less than five years. The report represented an assessment of the types of settlement services then currently available in remote Ontario communities and identified models of delivering services to rural and remote areas. The report also profiled the types of services being accessed and the manner in which newcomers access services. Information was derived from interviews and focus groups with service providers and newcomers and through a review of available documents.

## **Economic Impact Study for the Agricultural Sector of the Blue Sky Economic Partnership- Blue Sky Economic Partnership**

*2001*

This study examined the economic importance of agriculture in the Blue Sky Region. The region comprises two of the Northern Ontario districts of the Ontario Federation of Agriculture. The districts under study were the East Nipissing Parry Sound Federation of Agriculture and the West Nipissing Sudbury East Federation of Agriculture, incorporating North Bay and Sudbury. A social and economic profile of the area was completed in conjunction with interviews of agricultural related businesses and organizations. Particular attention was given to economic leakage and the value of agriculture and related multipliers. French and English reports were prepared. Two updates of the initial report have been completed using new Agricultural Census data.

## **Evaluating Food Security in Ontario - Trillium Foundation**

*2001*

HCA has completed an evaluation of food security projects funded by the Trillium Foundation. The assignment included developing a framework for assessing food security, using indicators of food security derived from pertinent literature and recent project experience. The evaluation process involved a review of the literature on food security, key informant and group interviews, site visits, participant observation and project document review. Two reports were prepared. Following the evaluation of the food security programs, HCA was asked to prepare guidelines for grant recipients receiving Trillium Funding in Ontario. These were subsequently adopted and are now used by Trillium.



**Change in the Agricultural Sectors: Associated Human Resources Implications (2000) Eastern Ontario Training Board (Stormont, Dundas, Glengarry, Prescott and Russell Counties)**

*2000*

This study was designed to assess the labour requirements of farmers in Eastern Ontario and the training provided by select training providers. Focus groups with farmers and trainees were completed. Key informant interviews were also conducted with training providers from various institutions/organizations. The study identified trends and gaps in training delivery and recommended courses of action for employers, employees and training providers to enhance the development of training programs.

**Economic Impacts of Agriculture on the Economy of Lanark and Renfrew Counties -Lanark County Federation of Agriculture and Renfrew County Federation of Agriculture**

*2000*

The basic focus of this research was on sales and jobs related to agriculture, directly or indirectly. The study involved a combination of 'economic base' and 'input-output-like' methods and relied on data collected from Statistics Canada, the Ontario Ministry of Agriculture, Food & Rural Affairs, previous impact studies and a survey of agriculture-related businesses located in Lanark and Renfrew.

**The Economic Impacts of Agriculture on the Economy of the New City of Ottawa – Ottawa-Carleton Region Federation of Agriculture**

*2000*

With the completion of this Agricultural Impact Study and a concurrent study in Lanark and Renfrew Counties, all of Eastern Ontario has been assessed using the same methodology. As in the other studies that have been completed, the basic focus of this research was on direct and indirect sales and jobs related to agriculture. The study involved a combination of 'economic base' and 'input-output like' methods and used data collected from Statistics Canada, the Ontario Ministry of Agriculture, Food & Rural Affairs, previous impact studies and a survey of agriculture-related businesses located in the new City of Ottawa.

**Elgin, Middlesex and Oxford County Area Agricultural Sector Assessment Study - Federations of Agriculture, Planning Departments, Training Boards, Human Resources Development Canada, OMAFRA**

*2000*

The objectives for this study were: to identify human resource development issues related to training and the labour market in the agricultural sector; to measure the economic impact of agriculture in the three-county region through an analysis of the direct, indirect and induced economic impacts of agriculture; to describe the current situation in agriculture; and to indicate future challenges and trends in agriculture for the three county areas (e.g. genetically modified organisms, food safety, environmental concerns, agri-business, agri-tourism, etc.). Methods used included: Media presentations, focus groups, mapping, agricultural business survey, census analysis, review of municipal data, power-point presentations and GIS analysis. Four separate

reports were generated under this project. Each of the participating Federations received a report focused specifically on their County plus a report that provided an overall view of the combined areas.

**Impact of Agriculture on the Economy of Perth County – Perth County Federation of Agriculture**

*2000*

**Impact of Agriculture on The Economy of Lambton County - Lambton County Federation of Agriculture**

*1999*

**Impact of Agriculture on the Economy of Simcoe Country- Simcoe Country Board of Education**

*1998*

**Economic Impact of Farmer's Markets in Ontario - Farmers Markets Ontario (FMO) and Agriculture Adaptation Committee (AAC)**

*1998*

**Economic Impact of Agricultural Exports on Huron County – Huron Country Federation of Agriculture**

*1998*

**Economic Impact of Agriculture in the Five Counties of Prescott, Russell, Stormont, Dundas, and Glengarry, 1998 - Federations of Agriculture for Prescott, Russell, Stormont, Dundas and Glengarry, United Counties of Prescott-Russell, Economic Development**

*1998*

**Economic Impact of Tourism in Huron County – Huron County Federation of Agriculture**

*1998*

**Economic Impact Analysis: A policy and Survival Tool, Ontario Ministry of Agriculture, Food and Rural Affairs, Economic Development Council of Ontario (EDCO), University of Guelph**

*1996*